Key Things to Know
(KTK)

Key things to know about each cluster’s:

• global cluster lead focal point (contact information)
• Main partners at the global and at the field level
• Support / tools provided by global lead to the field
• Necessary coordination and links with other clusters/sector groups in the field
• Services and support provided to other clusters/sector groups
• Sector response goals, priorities and activities
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Designated Global Cluster Lead

FAO is the Global Agriculture Sector lead agency.

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Main partners at the global level

The following agencies, organizations and institutions are Global Agriculture Sector Partners: Action Contre La Faim (ACF), CARE, Consultative Group on International Agriculture Research (CGIAR) German Agro Action (GAA), GTZ, International Committee of the Red Cross (ICRC), International Council of Voluntary Agencies (ICVA), International Federation of the Red Cross (IFRC), Inter Action, International Labour Organization (ILO), International Organization for Migration (IOM), International Rescue Committee (IRC), OCHA, OHCHR, OXFAM, Representative of the Secretary-General on Internally Displaced Persons (RSGIDP), Save the Children UK, Save the Children USA, UNDP, UNHCR, UNICEF, WFP, World Vision International (WVI).

Coordination at the field level

At the field level, it is especially important that we work closely with the Nutrition cluster group as well as coordinate our efforts with that of WFP and government ministries and other agencies involved in emergency food provision or production.

Emergency response goals, priorities and activities in the field

Agriculture is a core survival strategy for rural poor. The agriculture cluster addresses a key humanitarian need: food. The aim of the agriculture cluster is to protect and bolster self-reliance, reduce need for relief and harmful coping strategies e.g. selling assets, forced migration, sex-working.
A variety of interventions can be conceived to protect and restore food production and livelihoods of farmers, herders and fishers. These include:

- Emergency coordination units
- Food security information
- Replacing seeds, tools, other lost productive assets
- Protecting livestock
- Controlling pests
- Improving nutrition
- Spot repair of water control infrastructure
- Supporting resolution of conflict over access to land and other natural resources
- Capacity building and training
- To protect and bolster self-reliance, reduce need for relief and harmful coping strategies e.g. selling assets, forced migration, sex-working
Designated Global Cluster Lead

IOM and UNHCR are the co-cluster leads. IOM leads the cluster for natural disasters and UNHCR for conflict situations.

Contacts:  For more information about this cluster, follow their cluster link at the humanitarian reform website at www.humanitarianreform.org, or contact:

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Main partners at the global level

Care International, International Rescue Committee (IRC), Lutheran World Federation (LWF), Norwegian Refugee Council (NRC), United Nations Environmental Programme (UNEP), International Organisation for Migration (IOM), United Nations High Commissioner for Refugees (UNHCR) and the Shelter Centre

Main partners at the field level

All partners involved with humanitarian response for IDPs hosted in camps or camp-like settlements in complex emergencies:

- UNHCR and other UN agencies engaged in humanitarian response in camps.
- IOM and other international organizations engaged in humanitarian response in camps.
- Care International, LWF, IRC, Shelter Centre, NRC, and other NGO service providers working in IDP camps.
- Governments / local authorities at the capital, regional and camp level.
- Displaced persons through IDP camp leaders, representatives or camp committees.
- Other stakeholders - host communities, Community based organisations (CBOs) and donors.

Support and tools provided by global shelter cluster to the field

- Surge capacity/deployment of CCCM experts to complex emergencies.
- CD Rom on key IDP resources.
- Database of IDP key resources with linkage from Humanitarian Reform Website (under development).
- Information management at the field level including IDP profiling, database on camp populations and GIS/mapping of camps.
- Best practices which are collated from various field operations. Currently there are models on camp closure (Liberia) and management of collective centres (under development)
Camp Management Toolkit, a field manual for camp management agencies. Available from NRC camp@nrc.no or to be download from www.nrc.no/camp

Training:

- A roster of trainers to facilitate training on Camp Coordination and Camp Management (CCCM).
- CCCM training offered to field personnel at three levels – regional workshops, national workshops and specifically for field personnel of CCCM partner agencies.
- Technical advice and assistance to CCCM clusters activated in field operations.
- Needs Analysis Framework (NAF) for CCCM
- IASC Gender Handbook – Camp Management Chapter

Coordination at the field level

As a cross cutting cluster CCCM must work together with all clusters and sectors in order to carry out its objectives. These include the clusters on Protection, Emergency Shelter, WASH, Logistics, Health and Education.

Services our cluster at the field level can provide other clusters

- Introduction to the key concepts of CCCM.
- The support and tools listed above.
  - Data on IDP communities living in camps; including breakdown of the population by age; gender; family. Vulnerable groups; technical standards in the camp; camp security and protection concerns; livelihood, education and health overview.
  - Background to IDP population in the camps – area of origin, date of arrival; urgent security and protection needs, prospects for return.
  - List of organizations working in the camp and what humanitarian services they offer.
  - Information on community participation in camp life; at all stages and in all areas of camp life.
  - Details of coordination mechanisms like meetings at camp management and camp coordination level.
  - Details of standards and indicators being used for monitoring and evaluating camp response.

Emergency response goals, priorities and activities in the field

Camps are temporary sites designated specifically for hosting IDPs. CCCM does not advocate for setting up camps – camps should be established as a last resort. Camps, if properly managed, ensure that displaced individuals have access to their basic human rights and access to humanitarian services in various sectors. The main goals of CCCM are:

- Improve living conditions, assistance to and protection of IDPs in camps.
- Advocate for durable solutions.
- Effective common policy framework (policies, guidelines and standards) guiding humanitarian actors leading to better delivery of protection and assistance services.
Consistency and common standards applied in all camps.

Secure humanitarian space which includes unhindered access and delivery of humanitarian services to IDP camps.

Secure camp coordination and camp management as a key sector which is resourced with adequate staff and funding.

Organised closure and phase-out of camps upon IDPs return.

Mainstreaming of cross-cutting issues including protection, gender, environment and HIV/AIDS.
Designated Global Cluster Lead
United Nations Development Programme (UNDP)

Contacts: For more information about this cluster, follow their cluster link at the humanitarian reform website at www.humanitarianreform.org, or contact:

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Main partners at the global level

Main partners at the field level
All global partners (above), government ministries and/or departments relevant to early recovery (especially ministries of planning, public works, disaster coordination bodies), local authorities, global and local NGOs, Community Based Organizations, the International Financial Institutions (IFIs), and the Private Sector.

Support and tools provided by global shelter cluster to the field
- Guidance and tools:
  - Early Recovery Guidance Note
  - Rapid Assessment Tool for early recovery needs and capacities
  - Integrated Local Level Programming Framework
  - Post-Disaster Needs Assessment Framework
Coordination at the field level

UNDP is accountable to the HC/RC to provide expertise and support in early recovery coordination, strategic planning, monitoring, preparedness, and advocacy. However, early recovery is a multi-dimensional process as well as a cross-cutting issue and must be mainstreamed into the work of all clusters. It is strongly recommended, therefore, to establish an Early Recovery Network, rather than creating a separate, independent cluster for early recovery.

To support the HC/RC, UNDP deploys Early Recovery Advisors/Coordinators to the HC/RC’s office to facilitate the Early Recovery Network. An overall early recovery plan or strategy is developed by the HC/RC, with the support of the Early Recovery Advisor/Coordinator. Under this umbrella strategy, designated early recovery focal points in each cluster work with the coordinator of the Early Recovery Network towards the integration, mainstreaming and coordination of early recovery issues within their specific areas of work. The responsibility to ensure that this happens lies with each country-level cluster or sector lead.

Services our cluster at the field level can provide other clusters

The Early Recovery Advisor/Coordinator, with the support of the Early Recovery Network works to:

- fill identified recovery gaps in the humanitarian phase;
- ensure accountability, leadership, and clearly defined roles and responsibilities;
- lead effective early recovery planning;
- strengthen the coordination framework and response capacity by mobilizing response in certain areas of activity;
- strengthen the involvement of national and local institutions; and
- ensure that humanitarian responses consider recovery issues and do no harm to longer-term recovery opportunities.

In practical terms, this involves:

- assessing and analyzing sectoral needs for early recovery;
- developing an early recovery strategic framework and action plan to address priority needs;
- identifying capacities of cluster participants and other relevant actors and strengthening them where necessary;
- ensuring appropriate delegation and follow-up on commitments from cluster participants;
- interacting with other cluster leaders to ensure integration of cross-cutting issues;
• sustaining mechanisms for assessment of cluster performance; and

• deriving lessons learned from review of activities, and revising strategies and action plans accordingly.

Emergency response goals, priorities and activities in the field

Early recovery is a multi-dimensional process which encompasses livelihoods, shelter, governance, security and rule of law, environment and social dimensions, including the reintegration of displaced populations. Early recovery initiatives should occur in parallel with humanitarian programmes - augmenting and building on relief assistance to foster the self-reliance of affected populations and help rebuild livelihoods. At the same time, early recovery establishes the foundations for longer-term development, by supporting and generating self-sustaining and nationally owned processes for post-crisis recovery.
Designated Global Cluster Lead
UNICEF and the Save the Children Alliance.

Contacts: For more information about this cluster, follow their cluster link at the humanitarian reform website at www.humanitarianreform.org, or contact:

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Main partners at the global level

In the coming months, the Advisory Group will broaden its outreach and include additional organisations. Partners already identified for collaboration in global cluster projects include CARE, Norwegian Refugee Council, Fundación dos Mundos, Refugee Education Trust, Academy for Educational Development, Catholic Relief Services, AVSI, Oxfam, World Education, and World Vision.

Main partners at the field level
Currently, partners are INEE member organisations and national government authorities, in particular Ministries of Education.

Support and tools provided by global shelter cluster to the field

- **Global Standards**: INEE Minimum Standards are SPHERE-compatible standards for education (www.ineesite.org/standards) and are available in English, French, Spanish, Arabic, Bahasa Indonesian, Bangla, Japanese, Portuguese, Thai, Urdu, and Khmer with more translations on the way. Related implementation, promotion and advocacy materials are also available.

- **Training of Trainers Workshops & Materials**: 10 INEE Training of Trainers (TOT) workshops on the INEE Minimum Standards are being conducted in 2006 and 2007, organized regionally and linguistically: Anglophone Africa, Francophone Africa, South Asia, Southeast and East Asia, South America, Central America, the Caribbean, the Middle East and North Africa, North America, and Europe. The training materials, including participant workbooks and modular training guides, are available.

- **Capacity-Building Materials & Workshops**: Four INEE Regional Capacity-Building workshops are being carried out in 2007 and 2008 to strengthen regional and national capacity of education and humanitarian workers to ensure the effective application of the INEE Minimum Standards. At these
workshops, delegates will share challenges, good practices and lessons learned in the training and implementation of the INEE Minimum Standards, and receive an introduction to a toolkit and other new materials developed to aid in implementation of the standards.

- **UNESCO/IIEP Guidebook for Planning Education in Emergencies and Reconstruction** is a capacity building tool covering the themes of: Access and Inclusion, Teachers and Learners, Curriculum and Learning and Management Capacity. Intended primarily for Ministry of Education personnel (at national and sub-national levels), others (UN, NGOs, donors) can also benefit especially in regard to strengthening national capacities for planning and management of education in and after emergencies. The IIEP Guidebook is a complementary resource to the INEE Minimum Standards, and is available in hardcopy and CD-ROM.

- **Emergency Education Tool Kit**: INEE Toolkit for the INEE Minimum Standards (CD-Rom), containing the INEE Minimum Standards handbook and Training Materials in all languages as well as practical field-friendly tools, guidelines, checklists, case studies and good practices to help contextualize and implement the standards is currently under development.

- **Emergency Education Checklist**: INEE Adoption Strategies Checklist for Inter-agency Coordination within an Education Cluster provides examples about how clusters can utilize the INEE Minimum Standards to strengthen inter-agency coordination within an education cluster and ensure a comprehensive education response.

- **Emergency Education Resources (Online)**: INEE website (http://www.ineesite.org) and listservs for communication and networking facilitate members’ access to a clearinghouse of relevant publications, training materials, good practice guides, lessons learned, case studies, policy briefs, inter-agency peace education programme, country profiles and other helpful links. INEE’s members communicate in Spanish, French and Portuguese via Language Communities, which establish mechanisms for information-sharing, feedback and collaboration across different linguistic groups.

- **Emergency Education Roster**: Existing (though as yet limited) surge capacity of Emergency Education staff within agencies ready for emergency deployment.

### Coordination at the field level

For an effective education response that addresses children’s holistic needs, coordination and close collaboration between education and other clusters/sectors is required. An inter-sectoral approach to education is even more vital in emergency contexts than in normal situations, where education in safe spaces offers a means of providing a sense of normalcy, psychosocial support, and protection of children against harm, and a place for delivery of other vital services to children. It is important to ensure that linkages are made at the outset of an emergency through multi-sectoral needs assessments, followed by joint planning.

### Services our cluster at the field level can provide other clusters

- **Protection**: Education in safe spaces/learning environments provides psychosocial support and protection by establishing daily routines and a sense of the future; reduces vulnerability to trafficking, exploitation and child labour; engages children in positive alternatives to
military recruitment, gangs and drugs; provides a means to identify children with special needs, such as experience with trauma or family separation; facilitates social integration of vulnerable children.

- **Camp management**: Education in camp environments helps to re-create elements of a social structure and a sense of normalcy in the lives of children, their parents and their communities. In collaboration with the camp management cluster, school areas, child friendly spaces, play and recreational areas can be planned jointly within a camp setting at the outset of an emergency with guidance on standards provided to ensure safe and protective environments (e.g. safe distances, adequate latrine and sanitary conditions).

- **Shelter**: School shelters (tents, temporary structures, reconstruction of education infrastructure) will be jointly planned to ensure that minimum standards for schools and classrooms are applied (e.g. size, construction, distance, and lighting).

- **WASH**: Safe water and gender-segregated and appropriate sanitation facilities for learning spaces and schools. Another important area for collaboration is hygiene promotion.

- **Health**: Schools and temporary learning spaces provide an environment in which children can have safe and reliable access to various health services, be provided with basic knowledge on health and hygiene, and urgent life-saving health information.

- **Nutrition**: Children’s nutrition can be improved by the provision of meals or nutritious snacks as part of school feeding programmes

- **Logistics**: Logistics support for provision of educational materials, which is a key part of education response.

- **Early Recovery**: links with the Early Recovery cluster are vital to ensure continuation of education across the emergency-development continuum. Long-term reconstruction needs to be factored into emergency response and joint planning for longer-term rehabilitation needs to start early on between humanitarian and development organisations.

**Emergency response goals, priorities and activities in the field**

The immediate priority is the rapid organization of structured activities and restoration of education in the broad sense for all displaced children in temporary shelter, in camps, and in existing/adapted facilities, in order to provide safety and security to all affected children and adolescents, as well as to ensure they can have access to essential supplies and services for survival and normalcy as well as for learning. Typical activities include:

- Rapid needs assessment, design of the response, with emphasis on establishing structured activities for children
- Set up of “safe spaces” providing security and protection for children and adolescents, psychosocial support, ensuring community engagement and involvement
- Non-formal education activities including essential life skills (e.g. health/hygiene promotion, UXO awareness), recreational activities, and making inter-sectoral linkages (e.g. ensuring water and sanitation at safe spaces/schools)
- Restart schooling in temporary shelters such as tents, start reintegration of children and teachers
- Provide essential teaching and learning materials, return to normalcy and learning
Beyond the initial response, focus is on achieving scale as well as on pedagogical issues in order to promote a resumption to quality learning, with additional training for teachers and school managers, provision of textbooks and teaching equipment, as well as revising the curriculum where necessary, to meet the needs of all children and adolescents. Activities may include:

- More comprehensive needs assessment, examining in more detail the impact of the emergency on education, needs of the affected population, and longer-term actions required to rehabilitate the education system
- Back-to-school campaigns, including provision of education materials, supplies, textbooks, equipment; teacher training; advocacy and communication; community mobilization
- Support to government authorities to strengthen/rebuild capacities
- Return to areas of origin, support to education structures and facilities, clearing of school grounds
- Enhance the curriculum, in particular with life skills including prevention (for example emergency preparedness, prevention of disease)
- Provide school feeding programmes

Rebuilding education systems in early recovery focuses on reconnecting education in crisis-affected areas to the national system or reforming the whole system to create a more inclusive and better quality education system (building-back-better). Activities may include:

- Focus on all levels of the education system (including early childhood, primary education, post-primary education, non-formal education etc.)
- National policy development and advocacy on issues such as financing of education, gender, disadvantaged groups, building-back-better
- Capacity development for Ministry of Education at different levels
- Using restoration of schooling as “normalization” and establishing stability for communities
- Restoring teacher training, school supplies, information management etc
- Developing programmes for children who have missed out on education such as accelerated learning programmes
- Rehabilitation of schools (building-back-better), provision of furniture, teacher training manuals
- Establishing children’s clubs, resource centers for clusters of schools
- Developing a code of conduct for schools and teachers
- Payment/incentives schemes for (volunteer) teachers

Note: The INEE Minimum Standards and related resources provide tools to guide the different phases and aspects of education in emergency preparedness, response and recovery. The five categories of standards are the following:

1. Minimum Standards Common to All Categories (Community Participation and Analysis)
2. Access and Learning Environment
3. Teaching and Learning
4. Teachers and Other Education Personnel
5. Education Policy and Coordination
Please refer to the INEE Minimum Standards book and related resources for more detail at
www.ineesite.org/standards
Designated Global Cluster Lead

UNHCR leads the Emergency Shelter Cluster in the area of conflict generated IDPs while IFRC is convener of the Emergency Shelter Cluster in disaster situations.

At the global level, the Emergency Shelter Cluster is co-chaired by UNHCR and IFRC.

Contacts: For more information about this cluster, follow their cluster link at the humanitarian reform website at www.humanitarianreform.org, or contact:

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Main partners at the global level

IOM, UN-HABITAT, OCHA, UNICEF, UNDP, WFP, NRC, DRC, OXFAM, Care International, Shelter Centre and RedR.

Main partners at the field level

Local and National Governments, IOM, UN-HABITAT, OCHA, UNICEF, UNDP, WFP, NRC, DRC, OXFAM, Care International and any NGO involved in Emergency Shelter.

Support and tools provided by global shelter cluster to the field

- **Training for Emergency Shelter Coordinators and Technical Experts.** These trainings are currently under development, and the first training sessions will be held for both groups in the spring 2007.
- **Surge capacity of Shelter Coordinators and Technical Experts.** The co-chairs have rosters of available staff which will be enhanced by the current training programme. Shelter and coordination experts have been deployed to several emergencies, including Pakistan, Lebanon, Indonesia (Yogyakarta), Somalia and Mozambique.
- **Stockpiles of shelter material and NFIs.** UNHCR is increasing its stockpiles to be able to serve emergency shelter action involving 500,000 persons.
- **Tools for Emergency Shelter** under development, including standard setting, guidelines for climatic variations, early warning/risk mapping, early recovery needs and assessment guidelines and guidelines on environmental impact. These tools are under development as part of the global clusters workplan for 2007.
- **Expertise** in site planning to ensure protection risks are minimised.

Coordination at the field level

At the field level, it is especially important we work closely with the following other clusters, sectors and groups if we are to have the desired impact:
• Water & Sanitation. Population in need of emergency shelter support will in most cases also require WATSAN interventions. Close coordination and sharing of information about the status and needs for the impacted population should be undertaken.
• Camp Management & Coordination. Provision of shelter material and NFIs to planned and spontaneous camps needs to be closely coordinated with the CCCM cluster.
• Protection. The impacted population will often be vulnerable as a consequence of the disaster, whether caused by man or by nature.
• Early recovery. In natural disasters Early Recovery planning should be included in the emergency shelter interventions from the outset, with focus on salvaging usable material, providing support that can be reused for reconstruction etc.
• Logistics. Shelter interventions require large scale logistical support, and close cooperation with the logistic cluster is necessary in order to facilitate a smooth logistical chain.

Services our cluster at the field level can provide other clusters

• Participation in joint assessments.
• Focal point for all emergency needs.
• Link to national government on shelter and site planning policy.

Emergency response goals, priorities and activities in the field

Importance of emergency shelter in emergencies:

• Survival. Shelter is a critical determinant for survival in the initial stages of a disaster.
• Security and safety. Shelter is necessary to provide security and personal safety, protection from the climate and enhanced resistance to ill health and disease.
• Human dignity and sustainability of social life. It is also important for human dignity and to sustain family and community life as far as possible in difficult circumstances.

Objectives and activities of emergency shelter response:

• Maintenance of health, privacy and dignity. The most individual level of response to the need for shelter and the maintenance of health, privacy and dignity is the provision of clothing, blankets and bedding. People also require basic goods and supplies to meet their personal hygiene needs, to prepare and eat food, and to provide necessary levels of thermal comfort. Disaster-affected households and those displaced from their dwellings often possess only what they can salvage or carry, and the provision of appropriate non food items may be required to meet essential needs.
• Support coping mechanisms. Shelter and associated settlement and non-food item responses should support communal coping strategies, incorporating as much self sufficiency and self-management into the process as possible. It is as important HOW relief is provided as WHAT is provided.
• **Minimise environmental impact.** Any such responses should also minimise the long-term adverse impact on the environment, whilst maximising opportunities for the affected communities to maintain or establish livelihood support activities.

• **Adaptation to local needs.** The type of response required to meet the needs of people and households affected by a disaster is determined by key factors including the nature and scale of the disaster and the resulting loss of shelter, the climatic conditions and the local environment, the political and security situation, the context (rural or urban) and the ability of the community to cope.

• **Indirectly impacted population and population at risk need to be considered.** Consideration must be given to the rights and needs of those who are secondarily affected by the disaster, such as any host community. Any response should be informed by the steps taken by the affected households in the initial aftermath of the disaster, using their own skills and material resources to provide temporary shelter or to begin the construction of new, longer-term dwellings.

• **Incorporation of Early Recovery.** Shelter responses should enable affected households to incrementally upgrade from emergency to durable shelter solutions within a reasonably short time and with regard to the constraints on acquiring the additional resources required.
Designated Global Cluster Lead
The Emergency Telecommunications Cluster (ETC) has defined three key roles: Process Owner and two Service Providers as following:

- OCHA: Process Owner with responsibility for overall coordination
- WFP: Service Provider of Security Communications
- UNICEF: Service Provider of inter-agency Data Communications

Contacts: For more information about this cluster, follow their cluster link at the humanitarian reform website at [www.humanitarianreform.org](http://www.humanitarianreform.org), or contact:

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- UNICEF: Erica Gutierrez Vega Email: Egutierrezvega@unicef.org

Main partners at the global level
The current ETC partners at the global level are:

- UNHCR (United Nations High Commission for Refugees)
- UNDP (United Nations Development Programme),
- DPKO (United Nations Department of Peace Keeping Operations),
- WHO (World Health Organization)
- UNDSS (United Nations Department of Safety and Security)
- SRSA (Swedish Rescue Services Agency)
- NRC (Norwegian Refugee Council)
- DRC ( Danish Rescue Council)
- UNITAR/UNOSAT (United Nations Institute for Training and Research/Operational Satellite Applications Programme),
- RedR Australia
- TSF (Télécoms Sans Frontières)
- Ericsson Response
- NetHope (consortium of 18 international NGOs)
- The Global VSAT Forum (association of main companies providing satellite systems and services)

Main partners at the field level
Same as for the global level.
Coordination at the field level

At the field level, it is especially important we work closely with the following other clusters, sectors and groups if we are to have the desired impact:

- Surge capacity of emergency telecommunications specialists, consisting of staff from the three ETC lead agencies, as well as resources from standby partners.
- Emergency Telecommunications Coordinators (overall coordination, security communications, and data communications) to prepare ETC projects and Flash Appeals.
- Stockpiles of standard emergency telecommunications equipment ready for rapid deployment (security communications and data communications).
- Information Management (IM) and collaboration tools to support ETC operations.

Services our cluster at the field level can provide other clusters

- Assessment of the local telecommunications environment and definition of the emergency telecommunications requirements to support the other clusters and humanitarian partners, and the preparation of the related ETC project plan and resource requirements and Flash Appeal.
- Inter-agency telecommunications infrastructure and services, covering both data and security communications, which are essential for the efficient and effective operations.
- Standard, interoperable ICT platforms and procedures to avoid duplication and ensure cost effective services.
- Ensure a smooth transition to the post-emergency reconstruction.

Emergency response goals, priorities and activities in the field

Effective humanitarian assistance is dependent on timely and accurate information thus appropriate information and communications technology (ICT) is critically important to the success of emergency operations and to ensure personal security from the onset of the emergency.

The ETC is important because its principle objective, as defined by the IASC, is to provide clearly defined services to ensure timely, predictable, and effective inter-agency telecommunications for humanitarian agencies and to have the capacity to respond to three large emergencies per year, two of which would be concurrent. A large emergency is defined as one that has 500,000 or more beneficiaries, and has a principal location of operations and five additional locations.

ETC Description of Services

Overview

The Emergency Telecommunications Cluster (ETC) will provide clearly defined services to ensure timely, predictable, and effective inter-agency telecommunications to support humanitarian operations (Clusters and humanitarian partners) and to ensure personal security from the onset of the emergency, which includes:
• Providing inter-agency telecommunications infrastructure and services, covering both data and security communications, which are essential for the efficient and effective operations;
• Providing standard, interoperable ICT platforms and procedures to avoid duplication and ensure cost effective services;
• Ensuring a smooth transition to the post-emergency reconstruction.

Three Agencies play important roles in the ETC; OCHA is Process Owner with responsibility for overall coordination, preparedness and initial response; WFP and UNICEF have key operational roles as Service Providers for Security Communications and common Data Communications respectively. The following provides a summary of the scope of the services that will be provided, and the responsibilities of the individual agencies/humanitarian partners.

A. Security Communications

These services aim to provide a reliable common telecommunications backbone for UN Agencies and Cluster partners, to facilitate common security support measures. Please note the Common Network does not replace the responsibility of each individual Agency to meet its MOSS compliance requirements.

The Security Communications Services include:
• Assessment of security telecommunication needs for the UN, and the preparation of recommendations and/or project proposal(s) for security communications;
• Establishment and maintenance of one or more radio rooms operating as per MOSS standards, including recruitment, training and management of the necessary radio operators;
• VHF repeaters to cover the UN operational area;
• HF radios, installed in the radio room, to cover the UN operational area;
• Frequency, call-sign and sel-calls coordination and management services;
• Liaison with government authorities on behalf of the ICT humanitarian community for security telecommunications purposes;
• Training of users, through a dedicated radio trainer;
• Coordination of regular inter-agency meetings;
• Definition of an exit strategy for the project;
• All project related activities for security communications, including the definition and submission for approval of a project document with a clear budget, fund-raising, regular (at least monthly) project report, final closure reporting, donor reporting.

Agency Responsibilities NOT included in the Security Communications Services:
• Procurement of equipment for or on behalf of Agencies or Partners, the clearance of customs or the provision of equipment, unless previously arranged;
• Programming of radios or other equipment belonging to individual Agencies, but some assistance may be provided on a “best effort” if/when personnel is available;
• Installation or maintenance of radio equipment or generators for any individual Agency;
• Assessment or establishment of MOSS compliance for individual Agencies.
B. Data Communications Services

These services aim to provide common inter-agency data-communications services for the Clusters, other humanitarian agencies and NGOs in the primary site and up to five (5) other designated locations. The services will be provided based on two distinct phases described below.

The Data Communications Services include:

- **Phase One** - within the first week of the emergency activation
  - Basic voice, fax and web-based email access by installing portable data satellite terminals. This will be conducted with the UNICEF first responder team. This will be used for a fast and quick response in common areas where communication is needed.

- **Phase Two** - within three weeks of the emergency activation
  - Wireless data-connectivity from one Internet “hot spot” using portable high-speed data satellite terminals (VSATs) or through local broadband links if available. This generally includes an iDirect connection at a key central site to assist in support to the humanitarian partners. These iDirect systems will be used as a backup solution for other infrastructure and to support new common location as needed. A VoIP solution is also being reviewed for common services.

Agency Responsibilities NOT included in the Data Communications Services:

- Connectivity of staff to the UNICEF hot spots;
- Provision/procurement and support of all local ICT equipment and applications for its staff (PCs, laptop, printers and applications, laptop security, including firewalls and virus software);
- Local Area Network (LAN).

UNICEF will attempt to support all Agencies, however if an Agency is outside the common area and can not be directly supported, then assistance will be provided, via coordination, for an Agency to acquire its own network connectivity.

The Inter-Agency ICT services include:

**Minimum security communications infrastructure**
The procurement, installation, maintenance and running for the common security communications infrastructure, ensuring MOSS compliance of the common the UN system. The network operates within a defined operational area and will only cover the common UN security system. Individual agencies will be responsible for their own MOSS - MISTS (Minimum Telecommunications Standards for Staff Safety) compliance (funding, equipment, installation and support staffing), and the equipment necessary to access to the common security system.
Minimum common IT infrastructure

The Service Provider(s) will deliver the equipment, provide the staffing for the installation, maintenance and running of a common UN facility equipped with basic computing facilities and Internet connectivity, as described above. This function will be made available for each of the operational areas covered by the ETC project, and will complement existing Inter-Agency ICT infrastructure.
Designated Global Cluster Lead

WORLD HEALTH ORGANIZATION (WHO).

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Main partners at the global level

The following agencies, organizations and institutions are Global Health Cluster Partners: African Humanitarian Action (AHA), Center for Disease Control (CDC), Columbia University, Concern Worldwide, Food and Agriculture Organization (FAO), Harvard Health Initiative (HHI), International Center for Migration and Health (ICM), International Council of Nurses (ICN), International Council of Voluntary Agencies (ICVA), International Federation of the Red Cross (IFRC), International Medical Corps (IMC), International Organization for Migration (IOM), International Rescue Committee (IRC), Johns Hopkins University (JHU), Merlin, OCHA, Office of U.S. Foreign Disaster Assistance (OFDA), OHCHR, Representative of the Secretary-General on Internally Displaced Persons (RSGIDP), Save the Children UK, Save the Children USA, Terre des Hommes (TDH), UNDP, UNFPA, UNHCR, UNICEF, WFP, World Vision International (WVI).

Support and tools provided by global shelter cluster to the field

- Guidance on Health Management and Coordination
- Guidance on Identifying and Addressing Gaps
- Guidance on Health Aspects of the Recovery Phase
- Guidance on Developing a Strategic Plan and an Action Plan
- Tool for Stakeholder Mapping
- Inter-Cluster Rapid Assessment Tool
- Comprehensive Health Assessment Tool
- Common system for Health Information Management
- Health and Nutrition Tracking Service (joint work of Health and Nutrition Clusters)
- Health Cluster Field Coordinator Roster for rapid deployment
- Health Cluster Field Coordinator Training
- Databases of technical experts
- Global Stockpiles of health supplies deployed from five regional storage facilities
- Guidance and a strategy for capacity building of national stakeholders
- Guidance and a strategy for advocacy and fund raising
• Benchmarks for evaluating process and impact of health cluster
• A pocketbook with all health cluster guidance and tools compiled

Coordination at the field level
We work closely with the Nutrition Cluster and WASH Cluster in all emergencies. Depending on the situational context, the Health Cluster is also closely linked to the Shelter Cluster and the Camp Coordination and Management Cluster. Due to our commitment to cross-cutting issues, the Health Cluster also works with the Protection Cluster on issues of mental health and psychosocial support and with the Early Recovery Cluster on the health aspects of the recovery phase.

Services our cluster at the field level can provide other clusters
• The implementation of the multi-sectoral rapid needs assessment (under development)
• Guidance and tools related to coordination and management that would have some sections relevant to all clusters (under development)
• Regular bulletins for updates
• Information from assessments, tracking, surveillance and monitoring
• Mapping of who is doing what where in health
• Information on the work of the global health cluster

Emergency response goals, priorities and activities in the field
This section is taken from The Sphere Project - Humanitarian Charter and Minimum Standards in Disaster Response, Chapter 5: Minimum Standards in Health Services, 2004.

Health care is a critical determinant for survival in the initial stages of a disaster. Disasters almost always have significant impacts on the public health and well-being of affected populations. The public health impacts may be described as direct (e.g. injury, psychological trauma) or indirect (e.g. increased rates of infectious diseases, malnutrition, complications of chronic diseases). These indirect health impacts are usually related to factors such as inadequate quantities and quality of water, breakdowns in sanitation, interruption in food supplies, disruption of health services, overcrowding and population displacements. The primary goals of humanitarian response to disasters are to: 1) prevent and reduce excess mortality and morbidity, and 2) promote a return to normalcy. Different types of disaster are associated with differing scales and patterns of mortality and morbidity and the public health and medical needs of an affected community will therefore vary according to the type and extent of disaster.

Prioritisation of health services requires a clear understanding of the affected community’s prior health status, needs, health risks, resources and capacities. In the early stages of a disaster, information may be incomplete and important public health decisions may have to be made without all of the relevant data being available and/or analysed. A multi-sectoral assessment that includes community representatives should therefore be conducted as soon as possible to determine the public health impact of the disaster, the priority public health needs, the availability of local resources and the requirements for external assistance (see Initial assessment standard on page 29 and Appendix 1).
In general, priority public health interventions are designed to ensure that the greatest health benefit is provided to the greatest number of people. As far as possible, interventions should be based on the principle of evidence-based practice: those with a demonstrated public health benefit are preferred. Such interventions will usually include adequate quantities of safe water, sanitation, nutritional services, food aid/food security, shelter and basic clinical care. Preventive and clinical services should aim primarily to control diseases of epidemic potential. A mass measles vaccination campaign will be a major priority for populations at risk of a measles outbreak, especially refugees and those affected by complex emergencies. In most disaster settings, referral services and hospital-based care, while important, have a smaller public health impact than primary health care interventions.

Participation of disaster-affected communities in the design, implementation, monitoring and evaluation of health services is essential. During this process there should be efforts to identify and build on existing capacities within the health sector. Building local capacity together with affected populations is probably the most effective means of helping communities to recover from disasters and to prepare them for future disasters. Refugees and internally displaced persons (IDPs) are likely to place additional strains on the health services of host populations. Humanitarian efforts should therefore aim to integrate with and support the health services of host populations as much as possible.

In most disaster situations, women and children are the main users of health care services, and it is important to seek women's views as a means of ensuring that services are equitable, appropriate and accessible for the affected population as a whole. Women can contribute to an understanding of cultural factors and customs that affect health, as well as the specific needs of vulnerable people within the affected population. They should therefore actively participate in the planning and implementation of health care services from the outset.
**Designated Global Cluster Lead**

World Food Programme (WFP)

**Contacts:** For more information about this cluster, follow their cluster link at the humanitarian reform website at [www.humanitarianreform.org](http://www.humanitarianreform.org), or contact:

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**Main partners at the global level**


**Main partners at the field level**

Same as the global level.

**Support and tools provided by global shelter cluster to the field**

- **LRT.** A roster of logistics staff from various agencies and NGOs trained to respond to emergencies.
- **Logistics Capacity Assessment (LCA).** A document, providing country specific logistics related information, used as a base document to respond to emergencies.
- **Global Support Cell.** A team of experienced logistics officers, support with the startup/mobilization/continuity and running of the activated logistics cluster.
- **Joint Supply Tracking (JST).** Software development for the tracking of humanitarian cargo.
- **Joint Logistics Center (JLC).** The logistics information branch of WFP, used by the cluster for information management ([www.unjlc.org](http://www.unjlc.org)).
- **Humanitarian Air Service (HAS).** Used by the cluster as provider of air services ([www.unhas.it](http://www.unhas.it))

The Logistics Operation Guide can be opened and downloaded at [http://www.logcluster.org/about-unjlc/toolkit/field_manual](http://www.logcluster.org/about-unjlc/toolkit/field_manual). This guide is a reference tool for those who are working with Humanitarian Logistics and for the individuals sent to disaster sites to perform initial logistics
Emergency response goals, priorities and activities in the field

What is emergency “logistics”? 1

Far more involved than simply “loading and dispatching trucks”, the logistics of supporting an emergency response is a complex set of procedures and activities which merges numerous interdependent technical systems. As a result of this interdependency, the logistics chain can be only “as strong as its weakest link.” Given the security concerns which increasingly figure in emergency operations, each of those systems must receive due attention on the part of planners on an on-going basis to ensure that the risks to other systems—and staff—are minimized. Close attention must be given to each of the “links” which generally include:

- Contingency and Operations Planning
- Ongoing Logistics Assessment
- Procurement (Commodities, Supplies and Equipment)
- Security Management
- Communications Management
- Commodity Transport, Storage, and Handling
- Maintenance & Repair (Facilities and Equipment)
- Distribution Systems Management
- Monitoring
- Recording and Reporting Systems

The logistics operations plan forms an integral part of the overall emergency operation plan. Its development should be undertaken in close collaboration with emergency program planners; in short, logistics objectives must support those of the overall program. Any needed modifications to the logistics plan should be immediately communicated to those responsible for overall program management. Cooperation, communications, and coordination between logistics and program are essential under crisis conditions.

Logistics Cluster Operations 2

Logistics cluster operations vary in scale from information sharing/coordination (such as infrastructure assessment, port & corridor coordination, transporters & rates, customs, equipment supplier information) to those involving information sharing and common air, ocean and overland transport, storage etc. Regular coordination meetings will be established involving all stakeholder (UN agencies, Government, International and local NGOs)

Where there are gaps such as lack of transport capacity the first option will be for organisations to help each other with capacity. Where this is not possible the logistics cluster lead will be required to act as a provider of last resort.

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1 “Topic 17: Logistics and Procurement”, prepared by Jeffrey Klenk of InterWorks, with input from Michael Day-Thompson, Terry Jeggle and Harlan Hale. In New Approaches to New Realities, at the First International Emergency Settlement Conference, April 2006, a joint collaboration between InterWorks and the University of Wisconsin-Disaster Management Center.

2 From www.logcluster.org/about
What does the logistics cluster do? 3

In the field, logistics cluster operations are expected to:

I. Fill logistics gaps and alleviate bottlenecks
II. Prioritize logistics interventions & investments
III. Collect/share information & assets
IV. Coordinate port & corridor movements to reduce congestion
V. Provide details of transporters and rough indication of market rates
VI. Provide guidance on customs issues
VII. Provide information on equipment and/or relief items suppliers

3 From the Logistics link at www.humanitarianreform.org
Designated Global Cluster Lead

UNICEF

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Main partners at the global level

UNICEF is the lead agency with 33 UN, NGO, and Academic/research organizations. Action Against Hunger or Action Contre la Faim (ACF)-France, ACF-US, Center for Disease Control, Concern Worldwide, Emergency Nutrition Network, FAO, Food and Nutrition Technical Assistance Project (FANTA)/USAID, the Global Alliance for Improved Nutrition (GAIN), Helen Keller International, International Medical Corps, Institute of Child Health/UK, International Federation of Red Cross and Red Crescent Societies (IFRC), Interaction, International Rescue Committee (IRC), Micronutrient Initiative, NutritionWorks, Oxfam UK, Save the Children Fund (SCF)-UK, SCF-US, Standing Committee on Nutrition (SCN), Tufts University Feinstein International Center, UNHCR, UNICEF, UNU, Office of Foreign Disaster Assistance (OFDA)/USAID, Valid International, WFP, WHO, and World Vision. (Médecins Sans Frontières (MSF) - France is an observer.).

Main partners at the field level

UNICEF, WHO, WFP, FAO, UNHCR and NGOs

Support and tools provided by global shelter cluster to the field

- Coordination with information sharing at Global level and from Country to Global level.
- Capacity Building including training needs analysis, roster of available people.
- Tools and approaches to improve readiness, response, assessment, monitoring and reporting.
- Supply including new ready to use therapeutic foods (RUTFs) and micronutrient powders and pastes.

Coordination at the field level

For implementation it is important to work with the national structures and clusters where they have been initiated. Of significance are the Clusters of Health; Water, Sanitation and Hygiene; Education and Logistics. In addition, various NGOs work with the cluster on a area and technical area basis. The Nutrition Cluster is working in at least four pilot countries: Democratic Republic of Congo, Liberia, Somalia, Uganda.
Emergency response goals, priorities and activities in the field

A number of gaps and opportunities or focus areas have been identified by the Cluster partners and the strategic opportunity lies in ensuring the right information gets to the right people in a timely and accessible manner. Furthermore, there are a number of critical responses to the information that offer important and measurable impact on nutritional status and child survival and these are prioritized. The four focus areas are strategic and are not meant to be exhaustive and include:

1. **Coordination**: organisations often focus on one or parts of the underlying causes of under-nutrition — disease, food, care, or water, sanitation and environment — often without coordination. Part of this is due to a lack of leadership among the normative agencies and part is the lack of incentives to work together as agencies compete for diminishing funds and position. Defined and measurable goals with negotiated strategies and benchmarks to achieve these goals will provide the basis to coordinate.

2. **Capacity Building**: changing needs combined with mobile technical staff and often depleted national capacity strongly suggests that to have a predictable, standardised and sufficient response in emergencies requires a strategy that understands the needs, organizes the materials and is flexible enough to start to meet the needs. Capacity building goes beyond training and requires a realistic foundation to be established under the guidance of the Clusters with attention to the major areas of preparedness, response, assessment, monitoring, evaluation, reporting and the all important areas of protocols and supplies. Building and supporting a surge capacity at the country and global level continues to be at the core of the emergency response. The global cluster lead is also responsible to ensure that cross-cutting issues (including gender and HIV/AIDS) are properly mainstreamed in humanitarian response. This involves a responsibility to strengthen capacity of all cluster partners.

3. **Emergency Preparedness, Assessment, Monitoring, Surveillance and Response Triggers**: Clear and unambiguous internationally accepted criteria to classify the different types of a “nutrition emergencies” needs further development. Furthermore, once an emergency has been declared, clear standards to guide the response including eligibility and exit criteria, with transparent processes and accountability, must be established and supported by all stakeholders. This is an important and huge undertaking but progress has been made in some areas. The onset of a humanitarian disaster is often plagued by ambiguous and untimely information. The confusion arising out of reports extends to sectors and determinants of poor nutrition that reflect the lack of systematic information gathering, analysis, and reporting. There is a clear need for a commonly agreed upon methodology for what to collect, from whom, by whom and a process for analysis, interpretation and reporting especially among nutrition, health, agriculture, and water to ensure the best information is available for resource allocation and response.

4. **Supply**: Too many examples exist of humanitarian response delayed by a lack of appropriate supplies. Stockpiling supplies, facilitating in-country procurement, and clarifying operational procedures for procurement would greatly remedy this gap. The selection of products hampers response especially in the area of the recently developed special foods such as Ready to Use Therapeutic Foods and Ready to Use Supplementary foods. These safe,
nutritious and tasty foods represent a technical step forward that should be translated into policies and procedures for their production, procurement, distribution and use.
Designated Global Cluster Lead

The global Protection Cluster Working Group (PCWG) is chaired by the United Nations High Commissioner for Refugees (UNHCR). At the country level, UNHCR is lead for the protection of IDPs and affected populations in complex emergency situations. In natural and human made disasters or in complex emergencies without significant displacement, UNHCR, OHCHR and UNICEF will consult closely and under the overall leadership of the HC/RC agree on the role of lead for Protection.

Contacts: For more information about this cluster, follow their cluster link at the humanitarian reform website at www.humanitarianreform.org, or contact:

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- Manuel Fontaine, UNICEF, mfontaine@unicef.org

Main partners at the global level


Support and tools provided by global shelter cluster to the field

- Standards and policy-setting:
  - Inter-agency Handbook on IDP Protection
  - IDP Profiling Guidance
  - Protection Analysis Framework
  - Development and standardization of protection monitoring, reporting and information management mechanisms
  - Cluster/Sector specific Human Rights checklists
  - Update and revision of Actions for the Rights of Children (ARC)
- Guidance material/guidance notes
  - On engaging national and local authorities
  - On older people and protection
  - On HIV and Protection
- IASC Guidelines on MHPSS in emergencies.
- CD Rom on Key IDP resources

- **Building response-capacity**
  - Inter-agency emergency, surge and standby-by capacity
    - 10 (to be expanded to 15) Senior Protection Officer (ProCap) permanently deployed to the field
    - Surge capacity of middle-level Protection Officers
  - Inter-agency training and learning program targeting principle audiences and key thematic areas.

- **Operational support:**
  - Technical advice on protection coordination and protection strategy development
  - Collation and dissemination of model field practice/lesson learned
  - Support to undertake joint and participatory needs assessment.
  - IDP Profiling and set up of IDP Surveys
  - Support to establish protection information management systems
  - Receive concerns from individual cluster members relating to the protection response in a given country and seek constructive solutions.
  - The PCWG approaches donors in support efforts to mobilise resources for field-based protection activities.

**Coordination at the field level**
Given that protection is cross cutting issue in itself the PCWG seeks to mainstream protection in to other sectors of the humanitarian response. Another important activity to make sure that protection concerns are identified and addressed is to raise awareness and mainstreaming of age, gender, diversity principles and approaches into the tools and work of the protection cluster as well as in other clusters/sectors of the humanitarian response.

**Services our cluster at the field level can provide other clusters**
- Information on the work of the global protection cluster, copy of the PCWG Mission Statement defining the scope, role and activities of the PCWG, including the sort of services it can/cannot provide to the field.
- The tools and standards listed above.
- Package of services and tools available to the field, including short guidance on establishing and running a protection cluster.

**Emergency response goals, priorities and activities in the field**
States have the primary responsibility to protect all persons within their jurisdiction in line with international human rights law, international humanitarian law and refugee law. In this context,
the mission of the PCWG is to facilitate a more predictable, accountable and effective response by humanitarian, human rights and development actors to protection concerns within the context of humanitarian action in complex emergencies, disasters and other such situations. Established primarily to support the implementation of the cluster approach, the PCWG is also ready, within the limits of its capacity, to support protection coordination mechanisms and country teams in all complex emergencies, disasters and other such situations.¹

A concern for human rights, international humanitarian law and refugee law has been integrated into the policies and practice of internationally mandated humanitarian agencies and many non-governmental organisations (NGOs). But a new determination to develop truly practical programming that protects people from all forms of violation, exploitation and abuse during war and disaster has emerged in recent years. Fieldworkers in both types of humanitarian organisation are now expected to know about protection and be able to work as much for people’s protection as for their physical needs. They are also expected to train others to do so too. This involves an active concern for people’s personal dignity as well as for their safety and material needs.²

Violations and deprivations that cause protection needs²

- Deliberate killing, wounding, displacement, destitution and disappearance.
- Sexual violence and rape.
- Torture and inhuman or degrading treatment.
- Dispossession of assets by theft and destruction.
- The misappropriation of land and violations of land rights.
- Deliberate discrimination and deprivation in health, education, property rights, access to water and economic opportunity.
- Violence and exploitation within the affected community.
- Forced recruitment of children, prostitution, sexual exploitation and trafficking (including by peacekeepers and humanitarian staff), abduction and slavery.
- Forced or accidental family separation.
- Arbitrary restrictions on movement, including forced return, punitive curfews or roadblocks which prevent access to fields, markets, jobs, family, friends and social services.
- Thirst, hunger, disease and reproductive health crises caused by the deliberate destruction of services or the denial of livelihoods.
- Restrictions on political participation, freedom of association and religious freedom.
- The loss or theft of personal documentation that gives proof of identity, ownership and citizen’s rights. Attacks against civilians and the spreading of landmines.

The term “protection” is often defined in different ways by different agencies and individuals. The concept of protection is useful when interpreted in a wider sense.

“Protection has its origins in a human rights context and is defined with reference to the whole of the range of human rights. What needs to be protected are the human rights of the persons concerned. Those rights are defined in the corpus of international human rights law and may vary from state to state, depending on whether the state of nationality of the person concerned has acceded to one instrument or the other. Along with those rights, the human rights

that form part of international customary law, by nature binding, also fall in the range of the rights to be protected” (Deng, 1995, p. 50).

All assistance agencies support human rights, however, roles and responsibilities in this protective capacity are complex and are sometimes not defined or well understood. Some agencies are specifically mandated to assist governments to provide international protection through monitoring, facilitating legal procedures and jurisdiction. Other agencies protect the individual by providing safe refuge and basic needs.³

**Global level**

- At the global level, the PCWG undertakes to increase the overall protection response capacity (in terms of human resources and expertise) as well as the capacity of individual members of the PCWG, particularly those that have assumed the role of focal point agency for areas of the protection response (such as gender-based violence, rule of law etc.).
- The PCWG coordinates the development and further refinement, as appropriate and in accordance with its work plan, of policy, standards and operational tools relating to protection in humanitarian action, including practical guidance on how to establish and manage protection coordination mechanisms.
- The PCWG recognises that each Cluster Working Group has a responsibility to adopt a human rights based approach to their work. The PCWG works with other clusters to ensure that protection concerns are mainstreamed in their work, in particular the Early Recovery Cluster. It will also ensure collaboration with other protection-relevant fora.
- The PCWG works to promote age, gender and diversity mainstreaming and rights-based and community-based approaches in its work.

**Field support**

- The PCWG undertakes support missions to assist field-based protection working groups/country teams with identifying protection gaps and needs and developing appropriate prevention and response strategies, including mainstreaming cross-cutting issues such as age, gender and HIV and AIDS. In this regard, priority will be given to those countries where the cluster approach is being implemented.
- The PCWG assists field-based protection working groups/country teams in facilitating advocacy on specific protection issues by actors such as the Emergency Relief Coordinator, the High Commissioner for Human Rights, the High Commissioner for Refugees and the special procedures of the Human Rights Council, including the Representative of the Secretary-General on the Human Rights of Internally Displaced Persons.
- The PCWG can receive and respond to requests from the field for the provision of technical and policy advice on specific protection issues.
- The PCWG undertakes capacity building of humanitarian actors and other stakeholders (national and local authorities, affected populations etc.) through inter-agency training initiatives.

The PCWG can receive concerns from individual cluster members relating to the protection response in a given country and seek constructive solutions.

The PCWG approaches donors in support efforts to mobilise resources for field-based protection activities.
Designated Global Cluster Lead

Contacts: For more information about this cluster, follow their cluster link at the humanitarian reform website at www.humanitarianreform.org, or contact:

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Main partners at the global level

Action Contre la Faim (ACF), CARE, Center for Disease Control (CDC), Concern, Catholic Relief Services (CRS), InterAction, Internation Centre for Health and Migration (ICHM), Internation Federation of Red Cross and Red Crescent Societies (IFRC), Internation Rescue Committee (IRC), Norweigan Church Aid (NCA), Oxfam, RedR-IHE, UNEP, UNHCR, WHO, World Vision International (WVI)

Main partners at the field level

Government ministries and/or departments as appropriate to water, sanitation and hygiene (often crosses multiple ministries especially ministries of water, public works, environment, health, planning or disaster coordination body during response and/or preparedness); all global partners as well as OCHA, other INGOs operational at the global level, local WASH actors; other sectors especially – health, shelter, camp co-ordination and camp management (as appropriate), nutrition clusters, but cross-cluster/sectoral links with all clusters with different emphasis in different emergencies and different phases of emergencies.

Support and tools provided by global shelter cluster to the field

For Response Organisations:

- **Hygiene Promotion guidance/tools**
- **Global Stock of WASH materials** (and guidance for usage)
- **Information Management:**
  1. Rapid needs assessment
  2. Comprehensive needs assessments (generic with menu of options to adapt to different types of emergencies)
  3. Who what where formats
  4. Gap analysis tools (analysis tool for prioritization)
5. Monitoring tools

- **Best Practice Tools and Guidance**: Mainstreaming/cross-cutting guidance complication publication, Environment, Solid Waste Management, Early Recovery, Disaster Risk Reduction, Accountability in WASH Programming, WASH and HIV/AIDS (update), Child Centred Emergency WASH Response

- **Specialist Advisors**: Environmental Advisors for WASH sector, groundwater specialists

- **Dedicated Needs Assessment Team**: to co-ordinate/organize/support needs assessment

- **Remote Technical Support Services**

- **Dissemination of Sphere Humanitarian Charter and Minimum Standards for Disaster Response**

For Cluster Coordinators:

- **Evidence based advocacy guidance to support integrated water, sanitation and hygiene programming**

- **Handbook for Cluster Coordinators – Roles and responsibilities, advocacy tools, resource mobilization tools, environmental guidance, policy on Sphere**

- **Roster of potential Cluster Coordinators**

- **Mentors for Cluster Coordinators; field support visits from Global Cluster**

- **(in initial phase) financial resources for dedicated cell for cluster co-ordination in first month**

- **Access to UNICEF Standby partnerships for additional cluster support personnel and WASH response capacity**

Coordination at the field level

At the field level, it is especially important we work closely with the following other clusters, sectors and groups if we are to have the desired impact:

- **Health**: identify key water, sanitation or hygiene related health issues/hotspots and outbreaks; health cluster is responsible for WASH and health care waste management in health care settings – verify need for support to the health sector; discuss coherent strategies for health/hygiene promotion outreach - complementarity and avoiding overlap (as well as with nutrition and shelter as appropriate)

- **CCCM**: agree roles and responsibilities in camp settings with relation to WASH; input to site planning especially for adequate sanitation planning; agree implementation and monitoring roles

- **Shelter**: adequate planning for WASH for settlements – emergency through to recovery

- **All clusters for (rapid) needs assessment – design and collation of information; joint assessment planning and implementation where possible**

- **Education**: WASH in schools/child friendly/learning spaces; child friendly designs – can be linked to children to promote child participation in WASH programming planning

- **Protection**: ensure aware of all protection issues, design WASH facilities to ensure populations are not put at additional risk

- **Nutrition**: to ensure best WASH information collection and alerts from nutrition surveys
There will be a global checklist agreed roles and responsibilities as part of the handbook of the WASH cluster lead

**Services our cluster at the field level can provide other clusters**
- Focal point for WASH co-ordination and implementation overview
- Compilation of WASH needs assessment data – identification of priority areas
- Joint assessment planning and implementation
- Health/protection issues which arise from community consultation (also other sectors)
- Support to health sector as required/requested in WASH needs in health care settings
- Monitoring of key WASH indicators

**Emergency response goals, priorities and activities in the field**

*Key Generic Sector Standards/Goals/Priorities:*

- Identify with government standards and norms for emergency response
- See Sphere Humanitarian Charter and Minimum Standards for Disaster Response [www.sphereproject.org](http://www.sphereproject.org). Indicators can be considered as a minimum default but can be adapted to the context of the emergency and agreed upon with government as appropriate and sector actors
  1. Hygiene Promotion
  2. Water Supply
  3. Excreta Disposal
  4. Vector Control
  5. Solid Waste Management
  6. Drainage

- Set up as appropriate, the working groups on specific technical issues, common approaches
- Develop together WASH sector/cluster’s strategy for response to the emergency

**How Global Cluster has/can/will be able to support Preparedness and Response**

*Tools for Preparedness*

- WASH Sector Capacity Mapping – Generic Framework to map capacity at national level
- Framework and Guidance for Interagency Emergency WASH Preparedness Planning
- WASH Cluster Awareness Workshops
- Roll-out training of Information Management tools
• Roll-out training of Hygiene Promotion tools
• Roll-out of Capacity Building Training
• Roll-out of Global WASH Stockpile Access Information

Response Support

• Initial WASH Cluster Set up
• Initial contact with Global WASH Cluster Group for initial co-ordination of Response
• Contact/Liaison with Global WASH Cluster Group – organizational focal points for WASH
• Access to WASH Cluster Coordinator Roster; resources for initial response
• Website for Country level WASH Cluster to use for Co-ordination; global resources available on website accessible to all