



INTER-CLUSTER MATRICES OF ROLES AND ACCOUNTABILITIES

**Checklists of Roles and Accountabilities
between WASH and other clusters
to reduce overlaps and gaps
in emergency response**

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The Global WASH Cluster, led by UNICEF, was established as part of international humanitarian reform, and provides an open, formal platform for all emergency WASH actors to work together.

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The interpretations and commentaries expressed in this handbook do not necessarily reflect positions of the Global WASH Cluster.

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Feedback and Comments

Comments and experiences from the field are welcome and will be included in periodic future revisions of the matrices. Comments can be sent to the Global WASH Cluster:

washcluster@unicef.org

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1. Introduction

Rationale

Experience from the field has highlighted some overlaps and gaps in emergency interventions where there exists an interface between clusters. There is a recognized need for clarity on the relative roles and responsibilities of the different clusters in order to avoid duplication of effort whilst ensuring that all areas of need are covered.

In an effort to address these challenges, the Global Water, Sanitation and Hygiene (WASH) Cluster has undertaken initiatives to produce guidance for use by emergency WASH actors and cluster coordinators at the country level. The following matrices are indicative in the sense that they represent global level agreement as a basis for negotiation at the field level in light of existing capacities and circumstances.

WASH is considered here to mean the broader range of environmental health interventions as set out in the SPHERE guidelines Chapter 2: Hygiene Promotion, Water Supply, Excreta Disposal, Vector Control, Solid Waste Management and Drainage.

Matrices and content

The **WASH and Camp Coordination and Camp Management Roles and Accountabilities Matrix** provides guidance to field staff collaborating on the establishment, organization and management of camps for displaced people.

The **WASH, Health and Nutrition Roles and Accountabilities Matrix** provides guidance to field staff with regards information management, environmental sanitation, water provision and facilities, hygiene promotion activities, and in events of disease outbreak.

The **WASH and Emergency Shelter Roles and Accountabilities Matrix** provides guidance to field staff with regards non-food items (NFIs), assessments and planning, environmental sanitation, and information management.

The **WASH and Education Roles and Accountabilities Matrix** provides guidance to field staff with regards construction and management of facilities, water provision and environmental sanitation, and hygiene promotion activities.

The **WASH and Early Recovery Roles and Accountabilities Matrix** provides clarification as to how the Early Recovery Network / Cluster works at a field level, and provides guidance as to how the WASH Cluster interacts with the ER Network with regards coordination, information management, strategic planning, and advocacy / resource mobilization.

Please note:

- *Responsibility means ensuring, where possible, that the job gets done, not necessarily implementing it directly. For example, for Health Care Waste Management the Health Cluster is responsible to ensure it happens, but the support and implementation may be requested outside of the cluster.*
- *WASH and other clusters Standards exist at a Global level (i.e. Sphere, WHO and Inter-Agency Network for Education in Emergencies - Minimum Standards) but other standards may be incorporated or take priority according to context – for example national standards – and should be discussed by the cluster / sector actors. Similarly, specific indicators can be agreed at field level.*
- *Wherever feasible, clusters work / collaborate with national authorities and incorporate relevant national standards, to ensure a level of service that protects and promotes public health or other basic needs eg education, shelter, nutrition, and promotes early recovery.*
- *Comments and experiences from the field are welcome and will be included in future revisions of the matrix.*

2. WASH and CCCM

Responsibilities and Accountabilities Matrix

The purpose of this document is to provide guidance to WASH and CCCM (Camp Coordination, Camp Management) field staff collaborating on the establishment, organization and management of camps for displaced people. **Indicative** roles and responsibilities of each cluster are presented in a matrix.

This matrix is intended to be used flexibly, and with regard to the specific context. It is *not* a rigid guideline. The matrix should save time during field operations by providing a framework for collaboration that has been agreed in principle at the global cluster level; this should reduce the time spent negotiating inter-cluster agreements in the field. A few points should be noted:

- The matrix is organized according to the structure established by the CCCM Cluster: *Coordination (national and/or regional organization of camp-based activities); Administration (legal issues, security etc.); Management (individual camp level)*.
- The matrix relates to the CCCM and WASH clusters; both of these clusters should also collaborate with other clusters.
- The division of responsibility in any operation depends upon the human and material resources available. If either CCCM or WASH cannot fulfill any role assigned to them in the matrix, this should be addressed pragmatically and an alternative division of roles should be defined.
- **The matrix does not cover all responsibilities of either cluster; merely the areas of overlap between them.** Users are expected to apply common sense and professional knowledge when interpreting their roles and responsibilities. The matrix should be interpreted within the framework of the individual clusters' terms of reference.
- There is, inevitably, overlap between many of the cells in the matrix. There is also scope for context-specific interpretation of activities, roles and responsibilities. This is intentional: users of the matrix are urged to consider the relevance of each cell to their particular situation and to adapt the guidance as necessary.
- In real emergencies, it is seldom possible to establish ideal operational systems from the start. The CCCM and WASH clusters must act pragmatically and collaboratively to ensure that effective systems are in place as quickly as possible; this matrix provides some suggestions in this respect.
- **The principles of consultation, participation, and non-discrimination should be applied to every activity.** These principles are common to every part of the matrix. The opinions and needs of **all** residents of **all** camps should be taken into account. Information should be disaggregated according to age, sex and any other category appropriate to a particular situation. Program planning should **always** incorporate the particular needs of **all** residents.

In collaborative situations involving numerous stakeholders, reporting lines and information flows take on prime significance. Suggestions are made in the matrix. The bases for these suggestions are as follows:

- Compatibility and consistency of information is paramount. Therefore emphasis is placed on the development of context-specific information systems that are common to all levels (service provider – camp management – local/national authorities – cluster).
- Service providers within camps *report* to the camp manager, who is responsible for ensuring that they undertake their specified tasks effectively. Service providers *send information* to both camp management and the relevant cluster (in this case, WASH).
- If either the CCCM or the WASH cluster identifies problems in a particular camp (for example, lack of adherence to technical standards), the cluster coordinator contacts the camp manager and together they address the issue with the service provider.

Any comments on content should be sent to washcluster@unicef.org, lmatheson@iom.int, hoffritz@unhcr.org or roberson@unhcr.org

WASH AND CCCM

	CCCM CLUSTER	WASH CLUSTER
COORDINATION		
1	Camp¹ locations Liaise with government, host population, displaced population and regional authorities to ensure that suitable sites are identified and that humanitarian agencies have access to these – Identify potential sites in collaboration with site planners, WASH engineers and other relevant experts – coordinate site development plans	Support CCCM Cluster by undertaking technical liaison with official water/sanitation authorities, authorities' camp focal point and host population – assess sites with respect to water access, drainage, sanitation
2	Standards Define context specific camp management standards, taking into account national standards, international humanitarian standards (e.g. Sphere), and technical standards relevant to the context – ensure that standards proposed by different clusters are compatible and complementary – ensure that service providers in camps subscribe to agreed standards	Identify appropriate WASH standards (Sphere and/or others related to specific context and national legislation) – disseminate standards to CCCM and others – monitor the use of standards – support CCCM with technical analysis of WASH information
3	Information Management Establish camp level reporting, monitoring, database systems – establish systems for collating, analyzing and disseminating camp level information – ensure that information management systems used by all organizations involved with camps are compatible, and that all stakeholders have access to information – where possible, CCCM provide WASH with cross sector analysis of data that might be useful in WASH program planning	Define WASH reporting and database requirements for the CCCM systems (see adjacent box) – ensure that WASH Cluster participants have access to information
4	Reporting lines Establish reporting lines for information flow and management decision making – usually service providers (in consultation with camp residents) report to camp managers; camp managers compile information and relay it to the Camp Coordinator/CCCM and authorities as necessary – technical service providers <i>report</i> to camp manager but also send information to relevant cluster (see adjacent box) – CCCM and WASH clusters continually share information – if CCCM cluster identifies WASH gaps, the Camp Coordinator discusses these with the WASH Cluster Coordinator	WASH service providers (in consultation with camp residents) report to camp management but also send information to WASH Cluster – camp management share WASH related information with CCCM Cluster – WASH Cluster share information with WASH Cluster participants – CCCM and WASH clusters continually share information
5	Recruitment In consultation with WASH Cluster and other stakeholders, define recruitment policy for voluntary and paid positions in camps	Provide input to policy definition

¹ The term "camp" refers to various types of settlement including (but not limited to) planned camps, self-settled camps, and collective centres

	CCCM CLUSTER	WASH CLUSTER
6	Implementation Identify focal point for camps amongst national/local authorities – identify camp management organizations for each site – in collaboration with national and/or regional authorities, define procedures for censuring organizations that provide sub standard services, and for providing support (capacity building)	Identify, technically appraise, and recommend WASH service providers
7	Monitoring Ensure that mutually agreed standards are maintained – collate monitoring information (including WASH indicators) from all sectors – undertake overall gap analysis and follow up	Define WASH indicators and monitoring systems – monitor performance of WASH related organizations – undertake WASH gap analysis – collect, collate and analyze information from different camps – disseminate the results of analysis and take action as appropriate
8	Capacity building Identify human resource capacity gaps for the CCCM sector as a whole (all camps) – (e.g. management, security, information management) – implement sector wide capacity building initiatives	Identify WASH human resource capacity gaps for the sector as a whole (all camps) – implement training & capacity building initiatives
9	Advocacy Support WASH and other clusters in advocacy with donors and service providers to fill WASH related gaps	Advocate with donors and service providers to ensure WASH gaps in camps are filled
10	Camp closure Coordinate camp closure in collaboration with authorities, camp managers, service providers, camp residents, host populations and relevant clusters - ensure that WASH Cluster is involved in camp closure at the overall and camp levels	In collaboration with water/sanitation authorities and service providers, give guidance on handover of WASH equipment and systems, rehabilitation of land etc.
ADMINISTRATION		
11	Legal agreements Establish contractual agreements with authorities and other land owners on use of approved sites (including camp closure) and on camp management responsibilities – in collaboration with technical sectors, produce standard contract to be signed by each of the camp management organizations and relevant authorities (separate contract for each camp) – act as focal point for discussion with authorities regarding disputes over land ownership etc. – ensure that all agreements respect the rights of land owners, local residents, and camp residents – wherever possible, avoid establishing camps on private land	In collaboration with CCCM, establish standard water usage and management agreements with national or regional authorities – facilitate contractual agreements between individual camp WASH service providers and local water authorities (separate from CCCM contract for site usage) – similar agreements regarding sewerage & waste disposal – in general, WASH service provider in each camp pay for water and other services; WASH Cluster monitors and, if necessary, facilitates the provision of funds to service providers

CCCM CLUSTER		WASH CLUSTER
12	Security	Work with authorities to address security concerns for all camps – contribute to efforts to ensure that WASH staff can safely travel to, and work at, WASH installations (water sources, pipelines, sewage disposal sites etc.) – ensure that camp residents and host populations participate in security management
MANAGEMENT		WASH Cluster monitors service providers and ensures that the following activities are undertaken:
13	Camp management	Establish systems for effective coordination of local authorities, service providers, camp residents’ committees and the host community – ensure that communities participate in the planning, operation and maintenance of WASH systems within the framework of the camp residents’ committees – ensure that the interests of all camp residents are represented and that all have equal access to WASH services (taking into account gender, age, ethnicity, disability, chronic illness etc.) – make efforts to ensure that WASH Cluster representatives have access to camps at all times
14	Recruitment	Collaborate with local authorities and camp residents’ committees to establish recruitment procedures for people employed by camp managers and service providers: standard contracts, required qualifications, selection process etc. – it is usually advisable to balance recruitment between camp residents and host populations (keeping in mind professional qualifications) as this helps avoid social tension – ensure that qualified people are not discriminated against on the basis of gender, religion, ethnicity or social background
15	Site assessment	Assess WASH resources with site planner, service providers, and camp residents – assess WASH facilities (water sources, sewage treatment plants etc.)

		CCCM CLUSTER	WASH CLUSTER
16	Site planning – technical	In collaboration with relevant clusters, appraise potential service providers to ensure that they have adequate technical capacity	Appraise and recommend WASH service providers – ensure that national and international standards (Sphere, camp standards etc.) are applied consistently – identify camp residents with useful technical skills – ensure that WASH planning incorporates the needs of all camp residents
17	Site planning – physical	In collaboration with the site planner (Emergency Shelter Cluster) and the camp residents, liaise with the WASH Cluster on the location of accommodation, offices, services, facilities etc. – ensure that safety, security, privacy and cultural considerations are taken into account (location of facilities, lighting etc.) – ensure that the needs of all camp residents are covered (particularly those with disabilities and chronic diseases; and older and young people)	<p>Water – ensure: Access to sources – design of disinfection, storage, and distribution systems</p> <hr/> <p>Sanitation – ensure: Drainage – toilets (including disposal of waste) – washing areas – solid waste disposal</p>
18	Site planning – organizational	Establish management and coordination systems for organizations working in camp – ensure inclusion of all stakeholders, especially camp residents, in planning and implementation of service provision – ensure that sufficient labor resources are available (preferably from amongst the camp residents) to undertake requirements of each sector (water, health services etc.)	<p>Water Establish water users’ committees and ensure that these liaise with host communities – ensure that water facilities comply with culture and expectations of resident population and are secure to all individuals – establish systems for operation and maintenance</p> <hr/> <p>Sanitation and solid waste Ensure that users’ views are incorporated in design of sanitation and solid waste facilities and that facilities comply with cultural norms and security considerations – establish systems for operation and maintenance</p> <hr/> <p>Hygiene promotion Ensure that hygiene promotion is given sufficient priority – establish networks of male and female hygiene promoters amongst camp residents – provide training – liaise with health, nutrition, and education service providers</p>
19	Implementation	Ensure that all service providers adhere to mutually defined standards (see Box 2, above)	Monitor speed and quality of implementation against agreed WASH standards (see Box 2, above) – if service providers are unavailable or unable to provide services of sufficient quality, WASH Cluster to intervene and assure that services are continued (provider of last resort)

		CCCM CLUSTER	WASH CLUSTER
20	Information management	Establish camp level information management systems that are compatible with those developed at the coordination level (see Box 3, above) – ensure that service providers comply with information management systems – ensure that information collection and dissemination is disaggregated (age, gender etc.) as appropriate to each situation – collect and share information with service providers, CCCM Cluster and authorities – where possible, CCCM provide WASH with cross sector analysis of data that might be useful in WASH program planning	Design and disseminate WASH data collection and management systems for camps (compatible with systems developed at the coordination level) – ensure that information collection and dissemination is disaggregated (age, gender etc.) as appropriate to each situation – support CCCM and camp managers with the analysis of technical information
21	Reporting to camp residents	Camp managers share relevant information with camp residents and camp residents share information with camp managers	WASH service providers share relevant WASH related information with camp residents – camp residents share information with WASH service providers
22	Monitoring and follow up	Collect information from service providers and camp residents – analyze information at camp level and pass information to coordination level – allocate personnel to work with service providers and camp residents in monitoring – when problems or gaps are identified through monitoring, contact relevant authority and/or cluster, and develop plan of action	Define camp specific WASH monitoring systems and indicators (compatible with those developed at the coordination level) – include systems to identify abuse of responsibility in the management of WASH systems – ensure that sufficient personnel are assigned to collect and analyze information (camp management and service providers) – when problems or gaps are identified through monitoring, contact relevant authority and/or service provider and develop plan of action
23	Capacity building and training	Provide support and training to authorities and camp residents' committees – collate training needs and, where appropriate, address these nationally or regionally (for example, common thematic training for camp managers and service providers)	Identify WASH resource and training needs amongst authorities, camp residents, service providers, and host population – provide support and training accordingly – collate WASH training requirements from different camps and organize national and/or regional training where appropriate
24	Camp closure	Coordinate camp closure in collaboration with authorities, camp managers, service providers, camp residents, host populations and relevant clusters - ensure that WASH Cluster is involved in camp closure	In collaboration with camp managers, local water authorities, camp residents and host populations, develop plans for orderly closure of WASH operations in camps (transfer/redeployment of equipment, termination of contracts, rehabilitation of land etc.)

3. WASH and Education

Proposed Responsibilities and Accountabilities Matrix

This matrix defines the responsibilities and accountabilities of the WASH and Education Clusters during emergency response in order to maximize coordination/impact and prevent any overlap. The matrix has been developed through a broad consultative process, but can be revised as necessary at field level, following consideration of the specific contexts and available resources.

Background

WASH Sector Response Areas	Education Cluster Response Areas
<ul style="list-style-type: none"> • Hygiene Promotion • Water Supply • Excreta Disposal • Vector Control • Solid Waste Management • Drainage 	<ul style="list-style-type: none"> • Permanent educational facilities e.g. schools • Temporary educational facilities e.g. temporary learning spaces, child friendly spaces • Quality learning • Curriculum development

Objectives

- Clarify responsibilities and accountabilities between the two clusters in areas where both clusters are operational, to maximize impact of both.
- Improve coordination and collaboration between Education and WASH field staff during emergency operations.

Responsibility

- Clusters at field or national level can use this matrix as a starting point to negotiate specific responsibilities, as well as to identify respective areas of operation.
- Clusters at global level have agreed on this “indicative” framework, but will welcome feedback and review/update the matrix following input from clusters at field level. Cluster contacts at global level are: WASH: Jean McCluskey (jmcccluskey@unicef.org), Education: Roger Wright (rwright@unicef.org) and Susan Nicolai (susan@savethechildren.ch)

Additional remarks:

- *The principles of consultation, participation, and non-discrimination should be applied to every activity. In particular, the people affected by an emergency should play an active role in the design and implementation of emergency WASH and education activities.*
- *In both emergency and reconstruction/rehabilitation/recovery phases, ensure that all water/sanitation systems and educational facilities are appropriate to local culture, are appropriate for all users (e.g. children, disabled students and staff), are safe (located in secure areas, well-lit at night etc.), and provide separate facilities for male and female students, and male and female staff.*

WASH AND EDUCATION

AREA OF POTENTIAL SYNERGY	SPECIFIC ACTIVITY	RESPONSIBILITIES	
		EDUCATION CLUSTER	WASH CLUSTER
Standards			
WASH –ED Standards	Ensure agreement on WASH – ED standards and indicators	For education facilities, as per national MoE/ international (especially INEE) standards.	Outside education facilities, as per context-specific national/ international standards.
	Ensure the dissemination and promotion of standards	For education facilities	Outside education facilities.
	Ensure that service providers subscribe to the agreed standards, and that their performance is monitored	For education facilities, as per national MoE/ international standards.	Outside Education Facilities, as per identified context-specific national/ international standards.
Hygiene Promotion			
Hygiene Promotion	Ensure teachers are provided with adequate training	For education facilities	Coordinate relevant training for teachers as requested.
	Ensure teachers are provided with adequate resources	For education facilities	Coordinate common messages between clusters, and to conduct HP outside education facilities, e.g. by providing hygiene promotion material.
	Monitor hygiene promotion practices and support schools where necessary	For education facilities	Outside education facilities. Inform Education Cluster about prevalent WASH related diseases in the community.
	Support schools with additional capacity and financially for Hygiene promotion	Responsible – identify sources of potential support/resource mobilization	Support Education Cluster as requested.
All Facilities			
Needs Assessment	Ensure WASH needs are assessed (as per identified context-specific standards; see 1.2 above)	For education facilities	Support coordinated design and/ or conduct of WASH-ED assessments
Community Consultation / System Design	Ensure designs meet community needs, are child friendly, address gender and teacher/student issues, are safe, are appropriate in terms of ongoing costs, operation & maintenance, and will be maintained long term.	For education facilities (with technical input from WASH).	Outside education facilities. Provide support to Education Clusters on appropriateness of systems..
Construction / Rehabilitation	Ensure quality contractor is engaged and managed, in collaboration with Ministry of Education.	For education facilities	Support joint consultation and design to ensure appropriateness for all population sub-groups
	Ensure quality control system is in place	For education facilities	Outside education facilities.

WASH AND EDUCATION

AREA OF POTENTIAL SYNERGY	SPECIFIC ACTIVITY	RESPONSIBILITIES	
		EDUCATION CLUSTER	WASH CLUSTER
Maintenance	Ensure facilities are maintained	For education facilities	Outside education facilities.
Use	Ensure facilities are used	For education facilities	Support Education Cluster as requested.
Water			
Water Quality	Identify country testing capacity and facilities	Involve educational facilities in water quality assessment	Coordinate
	Ensure testing capacity	For Education facilities	Outside education facilities.
	Ensure testing conducted	For Education facilities	Outside education facilities (including source, storage and distribution). Provide training to other Clusters as required.
	Ensure a monitoring system is in place for water quality tests	For education facilities	Outside education facilities
Water Quantity	Ensure adequate quantity	For education facilities	Outside education facilities.
Water Facilities	Ensure adequate access	For education facilities	Outside education facilities.
Water Treatment	Provision of chemicals	For education facilities	Provide advice and support to Education Cluster as requested.
Others			
Excreta disposal	Ensure adequate and sufficient access	For education facilities	Outside education facilities.
Drainage and wastewater	Ensure adequate disposal	For education facilities	Outside education facilities.
Waste Management	Ensure maintained, constructed and renovated as required	For education facilities	Outside education facilities.
Improve sanitary environment	Ensure sanitary environment (eg. removing standing water)	For education facilities	Outside education facilities.
Vector Control	Ensure adequate vector control	For education facilities	Outside education facilities.
Emergency Preparedness	Ensure schools supported in the training of teachers and pupils for emergency preparedness	Responsible	Support Education Cluster as requested.

4. WASH and Emergency Shelter

Proposed Responsibilities and Accountabilities Matrix

This matrix defines the proposed responsibilities and accountabilities of the Emergency Shelter and WASH Clusters at country level for emergency response in areas of potential overlap. The matrix has been developed through a broad consultative process (to be discussed and approved by both Clusters), but can be revised as necessary at field level, following consideration of the specific contexts and available resources.

Background

WASH Sector Response Areas	Emergency Shelter Cluster Response Areas
<ul style="list-style-type: none"> • Hygiene Promotion • Water Supply • Excreta Disposal • Vector Control • Solid Waste Management • Drainage 	<ul style="list-style-type: none"> • Physical planning • Ensuring adequacy of covered living spaces • Design of covered living spaces • Construction of covered living spaces • Environmental impact of covered living spaces

Objectives

- Clarify responsibilities and accountabilities in areas of potential overlap between the two clusters.
- Improve coordination and collaboration between Emergency Shelter and WASH field staff during emergency operations.

Responsibility

- Clusters at field or national level can use this matrix as a starting point to negotiate specific responsibilities. Capacity across Emergency Shelter and WASH sectors may vary according to context and therefore responsibilities for each activity may vary – what is important is that there is clarity of responsibilities for all activities.
- Clusters at global level have agreed on the “indicative” framework, but will review and update the matrix following input from clusters at field level. If you have specific input, please send it to the global level contacts: WASH: Jean McCluskey (jmcccluskey@unicef.org), Emergency Shelter: Sajjad Malik (malik@unhcr.org) or Graham Saunders (graham.saunders@ifrc.org)

WASH AND EMERGENCY SHELTER

AREA OF POTENTIAL OVERLAP (IN ALPHABETICAL ORDER)	SPECIFIC ACTIVITY	RESPONSIBILITIES	
		EMERGENCY SHELTER (ES)	WASH CLUSTER
Coordination with in Country / Local Authority	Sharing information on focal points, to maximize linkages and opportunities	Share names, contacts and appointments with WASH Cluster	Share names, contacts and appointments with ES Cluster
Disaster waste / including disposal in an appropriate manner	Clearing mud/silt (especially natural disasters)	For Shelter sites. Support clear-up as appropriate.	For WASH facilities. Work with local authorities to coordinate response.
	Clearing and disposal of any debris for access on transport.	For Shelter sites. Assist Logistics Cluster, who takes coordinating role, as requested.	For WASH facilities. Assist Logistics Cluster, who take coordinating role, as requested.
	Identification of appropriate dump site for disaster waste	Provide appropriate technical support and consider in the physical planning exercise	Work with local authorities, and environmental experts as required, to coordinate response
	Recycling of disaster waste for building reconstruction	Provide technical advice, and work with local authorities to coordinate	Provide technical support as appropriate
	Chemical and Hazardous Waste Identification and disposal	ES responsible for identification and disposal of hazards related to construction material, e.g. asbestos	- Work with National Authorities, WHO, Joint UNEP/OCHA Environment Unit to coordinate response. - WASH responsible for identification and disposal of hazards related to WASH facilities
Environmental Impact	Environmental Impact Assessment (EIA) of proposed sites	Work with local authorities to coordinate EIA	Carry out EIA of potential WASH activities
	EIA of all program activities	Responsible for activities related to ES – from procurement to disposal (e.g. of construction related materials)	Responsible for activities related to WASH – from procurement to disposal (e.g. groundwater pollution)
Information Management	Collect data, capture, analyze and monitor e.g. 3W, agency information and gap analysis	- ES share with Inter-Sector/Cluster mechanism - ES and WASH to combine IM system where possible	- WASH share with Inter-Sector/Cluster mechanism - WASH and ES to combine IM system where possible
Initial Assessment	Undertaking assessments	ES share assessment plans with Inter-Sector/Cluster mechanism	WASH share assessment plans with Inter-Sector/Cluster mechanism

WASH AND EMERGENCY SHELTER

AREA OF POTENTIAL OVERLAP (IN ALPHABETICAL ORDER)	SPECIFIC ACTIVITY	RESPONSIBILITIES	
		EMERGENCY SHELTER (ES)	WASH CLUSTER
For all phases: Preparedness, Rapid onset and Ongoing Emergencies			
General Household Support Package¹ (NFI's)	Define overall package	- Coordinated by ES - Define Shelter-related items	Define WASH related items
	Define Specifications	- Coordinated by ES - Specify Shelter-related items	Specify WASH related items
	Distribution, tracking and monitoring	- Coordinated by ES - Share information with other clusters	Encourage WASH agencies to coordinate with ES
Household (HH) WASH Support Package² (NFI's)	Define overall package, specifications, distribution, tracking and monitoring	Encourage ES agencies to coordinate with WASH	- Responsible - Share information with inter-cluster mechanism
	Coordinate and define the common approach to promotion and use	Encourage ES agencies to coordinate with WASH	- Responsible - Cooperate with ES on HH Support Package tracking - Share information with inter-cluster mechanism
Household Shelter Construction Support Package³ (NFI's)	Define overall package, specifications, distribution, tracking and monitoring	- Responsible - Share information with inter-cluster mechanism	Encourage WASH agencies to coordinate with ES
	Coordinate and define the common approach	- Responsible - Cooperate with WASH on HH Support Package tracking - Share information with inter-cluster mechanism	Encourage WASH agencies to coordinate with ES
Preparedness for all Support Package items (where stocks are held at country level)	Determine which items are either Shelter or "WASH related"	Appraise proposed items and reach agreement with WASH	Propose WASH related items and reach agreement with ES
	Emergency stockpiles: Agree quantities to stock, Stockpiling locations, fundraising, purchase, release criteria, replenishment, monitoring of stocks	For shelter-related NFIs	For WASH related NFIs

¹ General Household Support Package is usually defined as items that can be distributed without additional instruction/promotion/education – e.g. cooking sets, blankets, jerry cans, buckets, etc. Where the specification of General NFIs is linked to an item from the WASH package, these should be agreed with or distributed by WASH actors – e.g. water containers should be of a volume corresponding with the quantity of water treated by the disinfection chemical. This will also impact on the instructions given.

² Household WASH Support Package is usually defined as items that need additional instruction/promotion/education – e.g. household water treatment, mosquito nets.

³ Household Shelter Construction Support Package is defined as items that need additional instruction/promotion/awareness raising – e.g. tool kits, construction materials

WASH AND EMERGENCY SHELTER

AREA OF POTENTIAL OVERLAP (IN ALPHABETICAL ORDER)	SPECIFIC ACTIVITY	RESPONSIBILITIES	
		EMERGENCY SHELTER (ES)	WASH CLUSTER
Physical Planning – New settlements	Assessment and selection	<ul style="list-style-type: none"> - Work with local authorities to coordinate response - Ensure WASH Cluster is involved in both assessment and selection. 	Work with ESC to ensure site is suitable from WASH perspective
	Clear site of new settlement for construction, in an environmentally considerate manner	In settlement areas related to shelter construction	In areas related to WASH activities when outside of settlement area
	Design	<ul style="list-style-type: none"> - Overall settlement design. - Ensure WASH requirements are incorporated in planning phase. - With input from Early Recovery where appropriate 	<ul style="list-style-type: none"> - Inform ES Cluster of WASH requirements (eg space for replacement latrines), domestic waste disposal, graveyards.) - Support ES where necessary. - With input from Early Recovery where appropriate
		Ensure budget for WASH requirements is incorporated into overall settlement costing	Provide necessary information for budgets as requested
	Maintenance	Ensure WASH maintenance schedule incorporated into overall settlement maintenance schedule	Work with Settlement management to ensure maintenance schedule for WASH
Physical Planning - Existing settlement	Assessment	<ul style="list-style-type: none"> - Responsible to coordinate - Ensure WASH Cluster is involved in both assessment and selection. 	<ul style="list-style-type: none"> - In areas related to WASH activities. - Ensure WASH information is relayed to ES
	Clear site as necessary for repair / rebuilding, in an environmentally considerate manner	In settlement areas related to settlement construction	In areas related to WASH activities when outside of settlement area
	Design	Ensure WASH requirements are incorporated in planning phase (build back better).	<ul style="list-style-type: none"> - Inform ES Cluster of WASH requirements - Support ES where necessary. - With input from Early Recovery where appropriate
		Ensure budget for WASH requirements is incorporated into overall settlement costing	Provide necessary information for budgets as requested

WASH AND EMERGENCY SHELTER

AREA OF POTENTIAL OVERLAP (IN ALPHABETICAL ORDER)	SPECIFIC ACTIVITY	RESPONSIBILITIES	
		EMERGENCY SHELTER (ES)	WASH CLUSTER
Decommissioning Temporary Settlements	Support settlement management	Facilitate decommissioning shelter related facilities, incorporating environmental issues	Facilitate decommissioning WASH related facilities, incorporating environmental issues
Raising Awareness	Raising awareness of WASH requirements in settlement planning	ES to raise awareness in shelter forums on WASH requirements in settlement planning	WASH to provide relevant expertise in ES training events and other shelter forums
Waste Management	Municipal waste (domestic waste)		Work with local authorities to coordinate response
	Construction related waste	Responsibility for environmentally safe disposal lies with constructing agency	Responsibility for environmentally safe disposal lies with constructing agency

5. WASH, Health and Nutrition

Proposed Responsibilities and Accountabilities Matrix

This matrix defines the responsibilities and accountabilities of the Health, Nutrition and WASH Clusters during emergency response in areas of potential overlap. The matrix has been developed through a broad consultative process, but can be revised as necessary at field level, following consideration of the specific contexts and available resources.

Objectives

- Clarify responsibilities and accountabilities in areas of potential overlap between the three clusters, especially as they relate to the prevention and control of infectious diseases.
- Improve coordination and collaboration among Health, WASH and Nutrition field staff during emergency operations.

Responsibility

- Clusters at field or national level can use this matrix as a starting point to negotiate specific responsibilities. Capacity across Health, WASH and Nutrition sectors may vary according to context and therefore responsibilities for each activity may vary – what is important is that there is clarity of responsibilities for all activities.
- Clusters at global level have agreed on the “indicative” framework, but will review and possibly update the matrix, following input from clusters at field level. If you have specific input, please send it to the global level contacts: WASH: Jean McCluskey (jmcccluskey@unicef.org), Health: Erin Kenney (kenneye@who.int), Nutrition: Bruce Cogill (bcogill@unicef.org).

AREA OF POTENTIAL OVERLAP	SPECIFIC ACTIVITY	RESPONSIBILITY		
		HEALTH CLUSTER	WASH CLUSTER	NUTRITION CLUSTER
Assessment	Conduct WASH assessments	In health facilities	Outside health facilities Support other clusters as requested	At nutrition rehabilitation centres and wet feeding programs. Support WASH assessment in communities where malnutrition is of concern.
Monitoring	Monitor and share WASH related information with other clusters	Disease status and trends (evidence based) in health facilities	WASH indicators (more perception based) outside health facilities. Support other clusters as requested	Trends in hygiene and water related illness at nutrition rehabilitation centres, wet feeding programs and at the community level (from nutritional surveys) where malnutrition is of concern
Information Management (IM)	Develop and monitor IM system	Gather, analyze and disseminate evidence based health information. Share with other clusters	Gather, analyse and disseminate WASH information. Share with other clusters	Gather, analyze and disseminate evidence based nutrition information. Share with other clusters

WASH, HEALTH AND NUTRITION

AREA OF POTENTIAL OVERLAP	SPECIFIC ACTIVITY	RESPONSIBILITY		
		HEALTH CLUSTER	WASH CLUSTER	NUTRITION CLUSTER
WASH Standards	Disseminate, promote and monitor application	In health facilities	Outside health facilities	At nutrition rehabilitation centres, wet feeding programs and through community based management of malnutrition
	Agree indicators	In health facilities	Responsible to coordinate agreement outside health facilities	At nutrition rehabilitation centres, and wet feeding programmes
Water Quality	Identify country testing capacity and facilities		Fully responsible	
	Ensuring and testing treatment	In health facilities	Outside health facilities. Provide training, material and support to other clusters as requested	At nutrition rehabilitation centres and wet feeding programs. Support WASH as requested, where malnutrition is of concern
	Monitoring	In health facilities	Outside health facilities	At nutrition rehabilitation centres and wet feeding programs
Water quantity	Ensure quantity	In health facilities	Outside health facilities. Provide support to Health and Nutrition Clusters as requested	At nutrition rehabilitation centres and wet feeding programs. Advocate for communities as necessary
Water facilities	Improve access	In health facilities	Outside health facilities	At nutrition rehabilitation centres and wet feeding programs. Advocate for communities as necessary
Hygiene	Promote and improve hygiene	In health facilities	Fully responsible to coordinate common message between clusters; and to conduct outside health facilities	At nutrition rehabilitation centres, supplementary feeding programs and through community based workers involved with management of malnutrition
Hygiene Promotion Outreach Workers (including Community Health Workers)	Develop Hygiene promotion strategy and message content	Provide input	Responsible to coordinate common message between clusters	Provide input, if relevant
	Agree outreach worker terms and conditions (e.g. paid, volunteer)	Agree outreach strategy with WASH Cluster	Agree outreach strategy with Health Cluster	Participate if relevant
Excreta disposal	Ensure access	In health facilities	Outside health facilities	At nutrition rehabilitation centres and wet feeding programs

WASH, HEALTH AND NUTRITION

AREA OF POTENTIAL OVERLAP	SPECIFIC ACTIVITY	RESPONSIBILITY		
		HEALTH CLUSTER	WASH CLUSTER	NUTRITION CLUSTER
Drainage and Waste Water	Disposal	In health facilities	Outside health facilities	At nutrition rehabilitation centres and wet feeding programs
Ensure Sanitary Environment	Ensure sanitary environment	In health facilities	Outside health facilities	At nutrition rehabilitation centres and wet feeding programs
Disease Outbreak	Assessment	Fully responsible for overall coordination (with input from other clusters)	Participate in assessment	Input into assessment tool and support as suitable
	Surveillance and monitoring		Support as requested. Full involvement in response action plan for WASH related diseases	Report incidence in programmatic areas and support as requested
	Outbreak control			Support communication strategies at nutrition rehabilitation centres and wet feeding programs
	Communication			
Vector Control	Identify vector and coordinate control efforts	Fully responsible	Support as requested	Support as required
	Implement vector control - provision of materials e.g. bed-nets, spraying	In health facilities	Outside health facilities – responsible for general population	At nutrition rehabilitation centres and wet feeding programs
Waste Management	Maintain, construct and renovate	In health facilities	Outside health facilities. Provide support to Health and Nutrition Clusters as requested	At nutrition rehabilitation centres and wet feeding programs
WASH Infrastructure	Prioritise facilities for renovation and construction Implement projects	In health facilities	Outside health facilities. Provide support to Health and Nutrition Clusters as requested	At nutrition rehabilitation centres and wet feeding programs
WASH Related Stockpiles	Procure and share information about stockpiles between clusters.	Material used in health facilities, and Oral Rehydration Salts (ORS). Support WASH as requested, particularly for bed net need and distribution	Population based material (Bed nets, water treatment chemicals (e.g. chlorine), water testing equipment, soap)	Nutrition related products such as anthropometric equipment, specially designed food commodities, micronutrient supplements, etc used in the assessment and management of malnutrition

6. WASH and Early Recovery Cluster/Network

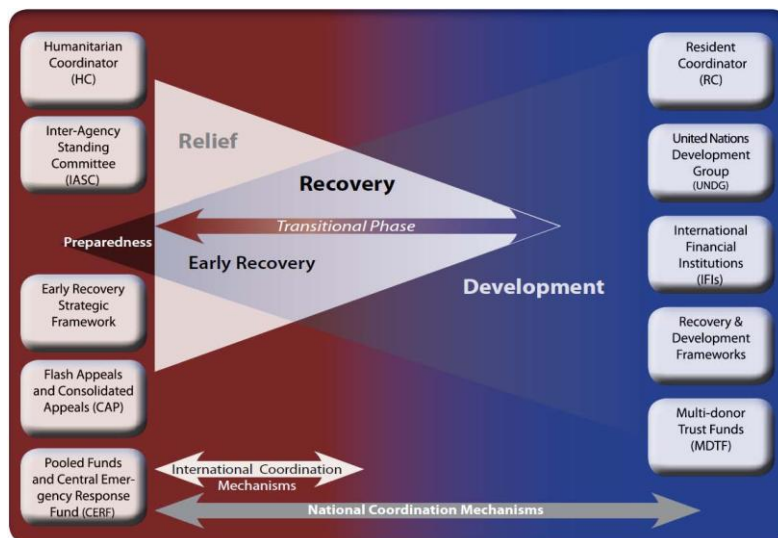
Proposed Responsibilities and Accountabilities Matrix

This matrix defines the proposed responsibilities and accountabilities of the WASH Cluster, the Early Recovery Network and the Early Recovery Cluster (if established) at country level for emergency response. Information as to how these groups work together at the field level is provided in the 'Background' section, while the matrix proper provides guidance for areas of potential overlap. The matrix has been developed through a broad consultative process within the two Clusters, but can be revised as necessary at field level, following consideration of the specific contexts and available resources.

Background

WASH Sector Response Areas	Early Recovery Network Functions	Early Recovery Cluster Potential Response Areas
<ul style="list-style-type: none"> Hygiene Promotion Water Supply Excreta Disposal Vector Control Solid Waste Management Drainage 	<ul style="list-style-type: none"> Advocacy for an early focus on recovery issues Support to other clusters to plan for and implement early recovery activities. Coordination of early recovery across clusters: strengthening links between sectors, avoiding overlaps and gaps. Bringing together of early recovery assessment findings across sectors/clusters Coordination of development of an Early Recovery Strategic Framework/Action Plan across all clusters/sectors Coordination of an inter-cluster monitoring and evaluation system for early recovery. 	<p><i>Context specific, but typical focus areas include:</i></p> <ul style="list-style-type: none"> Livelihoods (non-agricultural) Reintegration Land and property Infrastructure Governance Rule of Law

Early Recovery in the Context of Transition:



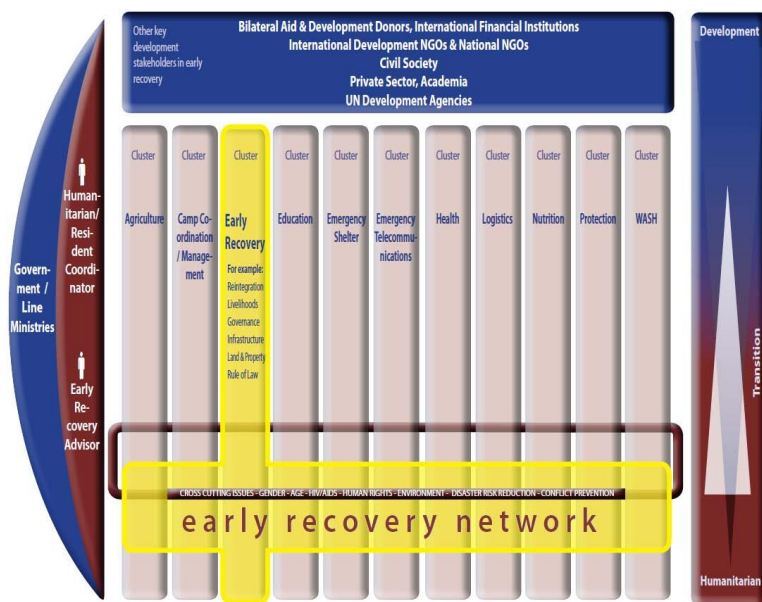
What is Early Recovery (ER)?
 Early recovery is recovery done early. Working on the basis of development principles within humanitarian mechanisms, it occurs within the humanitarian and recovery phases although is not a distinct phase itself. As an approach, it aims to generate self sustaining, nationally owned, resilient processes for post-crisis recovery. Thus ER brings a *development approach and principles* within humanitarian life-saving responses.¹

¹ Working is ongoing to detail what ER is for WASH. This will be updated in the near future.

Who is Responsible for ER in WASH programming?

For the WASH sector, incorporating ER into humanitarian programming is the responsibility of the in-country WASH Cluster. Integrating ER in WASH should begin as soon as possible, including during the life-saving phase by ensuring an integrated response which considers aspects of sustainability, capacity development for national and local ownership, the use of participatory approaches during planning and implementation, cross-cutting issues, disaster risk reduction, and cohesive multi-sectoral activities.

Early Recovery Coordination Mechanism:



What is the Early Recovery Network?

Early Recovery activities are done first and foremost by each Cluster who have a responsibility to integrate ER in their sector's programs, and who make up the members of the ER Network. The ER Network is an inter-Cluster forum which is facilitated by the ER Advisor. It provides advice on how to integrate ER considerations into sectoral program activities, and seeks to ensure coherency between the ER initiatives in each Cluster.

The ER Advisor attends other Cluster meetings, and ensures ER remains a standing issue in existing inter-Cluster meeting mechanisms.

What is the Early Recovery Cluster?

Where key recovery aspects are not covered by other Clusters, an ER Cluster may be established to fill this gap. Response areas will vary according to the given context.

Objectives

- Clarify responsibilities and accountabilities in areas of potential overlap between the two clusters and the Early Recovery Network. Similar exercises have been undertaken to clarify responsibilities and accountabilities between WASH and the Health/Nutrition, Education, Emergency Shelter, Camp Coordination & Camp Management Clusters
- Improve coordination and collaboration between the Early Recovery Network and WASH field staff during emergency operations.

Responsibility

- Clusters at national or sub-national level can use this matrix as a basis for clarifying specific responsibilities in areas of potential overlap. Capacity across the Early Recovery Network and WASH sector may vary according to context and therefore responsibilities for each activity may vary – what is important is that there is clarity of responsibilities for all potentially overlapping activities.
- The global level leads for WASH and early recovery have agreed on the “indicative” framework, but will review and update the matrix following input from clusters at field level. If you have specific input, please send it to the global level contacts: WASH: Jean McCluskey (jmcccluskey@unicef.org), Early Recovery: Jahal de Meritens (jahal.de.meritens@undp.org) or Charlotte Lattimer (charlotte.lattimer@undp.org).

WASH AND EARLY RECOVERY

Additional remark:

- *There are no global standards for early recovery, since early recovery is an approach and not a sector as such, but the guiding principles in the CWGER's Guidance Note on Early Recovery¹ provide an overall framework for how early recovery should be implemented across all sectors.*

AREA OF POTENTIAL OVERLAP	SPECIFIC ACTIVITY	RESPONSIBILITIES		
		WASH CLUSTER	EARLY RECOVERY NETWORK	EARLY RECOVERY CLUSTER (WHERE ESTABLISHED)
Coordination				
Coordination	In the event of the establishment of an Early Recovery Cluster (to cover ER needs not addressed by any other Cluster)	Ensure dialogue with the ER Network / Cluster to address any potential areas of overlap with the ER Cluster or sub-clusters	Facilitate and support discussions between clusters on synergies, overlaps and/or gaps.	Ensure dialogue with the WASH Cluster to clearly explain and delimit the roles and responsibilities of the ER Cluster, or any sub-clusters.
	Ensure appropriate linkages with national and local authorities, State institutions, civil society, development partners and other relevant stakeholders	Responsible for WASH: to ensure involvement of government stakeholders in coordination; and to ensure coordination mechanisms are adapted over time to reflect the increasing engagement of development partners	Provide advice and facilitate linkages to encourage the engagement of development and government stakeholders with the WASH Cluster.	Responsible for ensuring appropriate linkages with national/local partners and development stakeholders within defined components covered by the ER Cluster or sub-Clusters.
	Integration of Cross-Cutting Issues (CCIs)	Responsible for WASH: to integrate CCIs into WASH assessments, analysis, planning, monitoring and response. Share/obtain information with the ER Advisor with regards CCI activities undertaken in other sectors / clusters.	Share/obtain information with the WASH Cluster with regards CCI activities undertaken in other sectors / clusters with particular relevance to early recovery.	Responsible for integrating cross-cutting issues into defined components covered by the ER Cluster or sub-Clusters.

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http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/clusters%20pages/Early%20R/ER_Internet.pdf

WASH AND EARLY RECOVERY

AREA OF POTENTIAL OVERLAP	SPECIFIC ACTIVITY	RESPONSIBILITIES		
		WASH CLUSTER	EARLY RECOVERY NETWORK	EARLY RECOVERY CLUSTER (WHERE ESTABLISHED)
Information Management				
Information Management	Rapid WASH Needs Assessment and Analysis	Responsible for WASH: Ensure involvement of the ER Advisor in the development of the assessment (if ER Advisor / Network is active at that point in time).	ER Advisor provides advice as to how to integrate ER concerns within the assessment.	-
	Multi-Sectoral Needs Assessment and Analysis	Responsible for all WASH components of the assessment, and/or related technical areas as agreed.	Provides advice on integrating ER considerations within the assessment. Where a dedicated early recovery multi-stakeholder assessment exercise takes place, the Early Recovery Network will lead and facilitate the process, with each inputs and active involvement from each Cluster/	Responsible for defined components covered by the ER Cluster or sub-Clusters.
	Monitoring and Evaluation	Responsible for M&E reporting with respect to overall WASH sector responses Identification and tracking of early recovery indicators specific to WASH Ensure ER information is shared with the ER Network	Coordinates, supports and advises on devising effective ER indicators across clusters, coordination of overall indicator tracking, and comprehensive reporting across all clusters with respect to ER activities / Framework	Responsible for M&E reporting with respect to overall defined components covered by the ER (sub-) Cluster. Identification and tracking of early recovery indicators specific to defined components covered by the ER Cluster or sub-clusters. Ensure ER information is shared with the ER Network
Strategic Planning				
Strategic Planning	Development of an ER framework / action plan	Responsible for WASH inputs to the ER framework / action plan, and ensuring that WASH inputs are in line with government policies and strategies for recovery.	Leads and coordinates the development of the ER framework / action plan within the HCT where appropriate. Provides advice and guidance to Sector / Clusters to ensure that Sector / Cluster inputs are in line with government policies and strategies for recovery.	Responsible for defined components covered by the ER Cluster or sub-Clusters, and ensuring that inputs are in line with government policies and strategies for recovery.

WASH AND EARLY RECOVERY

AREA OF POTENTIAL OVERLAP	SPECIFIC ACTIVITY	RESPONSIBILITIES		
		WASH CLUSTER	EARLY RECOVERY NETWORK	EARLY RECOVERY CLUSTER (WHERE ESTABLISHED)
Strategic Planning	Transition / exit strategy for WASH interventions and key Cluster partners	Responsible for WASH: Ensure clarity between relevant local authorities and WASH agencies on the transfer of responsibility for continuing operation and maintenance support	<p>Provides advice on sequencing and transition to longer-term development activities</p> <p>Provides advice, guidance and monitors the process with regards the transfer of responsibility from Sector / Clusters to national / local authorities</p>	Responsible for defined components covered by the ER Cluster or sub-Clusters.
Advocacy / Resource Mobilization				
Advocacy / Resource Mobilization	Collaborative fundraising appeals / tools	Responsible for WASH: inclusion / prioritization of WASH activities including ER approaches.	<p>Overall advocacy for early attention to recovery issues.</p> <p>Advises on the mainstreaming and phasing of ER activities within advocacy and resource mobilization processes.</p>	Responsible for defined components covered by the ER Cluster or sub-Clusters.