**THIRTEEN ESSENTIAL TOOLS & GOOD PRACTICES FOR THE WASH CLUSTER/SECTOR COORDINATION MECHANISM**

Compiled by Pierre Fourcassie, regional emergency WASH advisor with UNICEF MENARO –based on IASC and Global WASH Cluster guidance

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**COUNTRY \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**WASH CLUSTER ACCOUNTABILTY CHECK LIST :**

|  |  |  |  |
| --- | --- | --- | --- |
| Check  If OK | Area | Rate | Comments, suggestions |
|  | 1. Understanding of the Hum. Reform and Cluster Approach by the Cluster Partners and other WASH stakeholders |  |  |
|  | 2. Do you have the WASH Cluster handbook? Do partners have the WCC handbook? |  |  |
|  | 3. Does your TOR include the 13 WCC functions? |  |  |
|  | 4. Is the quality of WASH information management satisfactory according to you and WASH partners and in line with the IASC guidance? |  |  |
|  | 5. Are there satisfactory TOR for the WASH Cluster/Sector group? |  |  |
|  | 6. Are there satisfactory TOR for the technical Cluster/Sector sub-groups? |  |  |
|  | 7. Is there a WASH Standard Operational Framework ? |  |  |
|  | 8. Is there an operational Cluster Contingency Plan linked with the Inter-Agency Contingency Plan? |  |  |
|  | 9. Is there an updated WASH contact list? |  |  |
|  | 10. Is there an operational Cluster response monitoring such a “4W & gaps matrix” (who’s doing what where when, & gaps)? |  |  |
|  | 11. Is there a WCC tool for planning & monitoring WCC deliverables – preferably a **single tool** for planning, monitoring, info & analysis sharing, and access to archived information? |  |  |
|  | 12. Has a training needs assessment and/or a capacity & gap mapping of the WASH partners have been conducted? Has a training programme been proposed and planned? |  |  |
|  | 13. Is there a cluster performance evaluation in place (real time or ex-post evaluation)? |  |  |

**END OF CHECK-LIST**

**Find below guidance notes, examples & references on the above 13 tools/products:**

1. General understanding of the Humanitarian Reform: this is a short synthetic presentation and quiz on humanitarian reform and cluster approach for partners and other audience (with good notes for the presenter) <http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/Strengthening%20Humanitarian%20Action%20Jan09.ppt>
2. the WASH Cluster Coordinator handbook. Print nicely bounded copies for the key Cluster partners and stakeholders (OCHA, RCHC…) from the below link.

<http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/clusters%20pages/WASH/WASH_Cluster_Coordinator_Handbk_FINAL_VERSION_Jan09.doc>

1. TOR of the WASH Cluster Coordinator (WCC cell). Share a hard copy with the Cluster partners and your supervisor and/or the UNICEF management team (Rep, HR, M&E Chiefs)

<http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/clusters%20pages/WASH/WASH%20Cluster%20Co-ordinator%20ToR%20final.doc>

The 13 key functions of the Cluster Coordinator, with support by the WASH Cluster Information Management specialist, are:

1. Inclusion of key humanitarian partners
2. Establishment and maintenance of appropriate humanitarian coordination mechanism
3. Coordination with national/local authorities, State institutions, local civil society and other actors
4. Participatory and community-based approaches
5. Attention to priority cross-cutting issues
6. Needs assessment and analysis
7. Emergency preparedness
8. Planning and strategy development
9. Application of standards
10. Monitoring and reporting
11. Advocacy and resource mobilization
12. Training and capacity building
13. Provision of assistance or services as a last resort
14. On information management: the [**Operational Guidance on Responsibilities of Cluster Leads & OCHA in Information Management**](http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/Res&Tools/IM/Operational%20Guidance%20on%20Information%20Management%20V3.pdf)

Share a hard copy with the Cluster partners and your supervisor and/or the UNICEF management team (Rep, HR, M&E Chiefs)

<http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/Res&Tools/IM/Operational%20Guidance%20on%20Information%20Management%20V3.pdf> .

1. **TOR of the WASH Cluster** – an example of TOR for humanitarian WASH sector coordination group is presented in appendix.

It is a document that explains who we are as a group, why we work in partnership, what is our key functions (the “what” with reference to the SOF which is the “how”), what drives us, who we are as individual partner agencies and possibly who is in the core group versus wider group, and finally how do we work.

Proposed content (extracted from Sri Lanka Humanitarian WASH Sector TOR, in appendix)

* Background
* Key Functions
* Guiding Principle
* Partners
* Working modalities of the coordination group
* Cluster exit strategy to nationally driven coordination (when feasible)

1. **TOR of the Technical Working Groups** (or Task Forces) at the service of the Cluster partners for temporary or permanent technical expertise, advices, production of guidance and guidelines –example presented in appendix
2. **The SOF -Standard Operational Framework/Procedures** document. It is a dynamic and cumulative document that explain how do the Cluster work in the specific context of the current humanitarian situation and how should work all new agencies that come to the area. Obviously there are many bridges and reference to the TOR of the WCC.

Proposed content (extracted from Bangladesh SOF, in appendix)

1. Introduction
2. Global guiding principles
3. National policy framework
4. Overall objective / Specific objectives / Specific results with indicators
5. Strategies
6. Standards
7. Coordination
8. Cluster exit strategy - operations
9. Annexes

Note that the three above documents could be combined in 1 single document

1. **The WASH Cluster Contingency Plan with capacities of partners identified** (that feeds in the Inter-Agency Contingency Plan), or any specific contingency plans (specific to a geographical area or a type of disaster –floods, displacement, cholera …).

a/Read the one-page checklist for preparation of contingency plan, attached.

b/Click below to read the official guidelines for preparation of a contingency plan :

<http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/Res&Tools/ia_guidelines_dec2007.pdf>

c/More information on WASH capacity mapping of the Cluster partners are presented through clicking on :

<http://www.humanitarianreform.org/Default.aspx?tabid=344>

The following 4 tools are the minimum package for the WCC operational work :

1. **Tool 1: the updated contact** list with organization, name and possibly info of spectrum of capacities
2. **Tool 2: the 4W & gaps matrix** –“who’s doing what where when, & gaps” matrix to monitor the Cluster partners humanitarian response –good practices presented *by the Global WASH Cluster tool Project 2.*
3. **Tool 3: the WCC tool for WCC deliverables**, for planning, monitoring, decision8.-making, and making accessible all cumulated information, and archiving. Useful for accountability of the WCC cell and partners –example presented in appendix
4. **Tool 4: Cluster performance real time evaluation form**. it is a fast and participatory process for real time feedback from the partners on the performance and progress of the WCC work (guidance in appendix)

*Above tools/products/guidance are presented in the next pages*

“control-click” for direct access to the annexes:

[Area 5: Example of TOR of WASH Cluster/Sector Coordination group 4](#_Toc258421691)

[Area 7: Example of S.O.F. for WASH Cluster/Sector 8](#_Toc258421692)

[Area 8 : One page check-list on preparing a Contingency Plan 16](#_Toc258421693)

[Area 6: Example of TOR for Technical Working Group WASH CLUSTER Bangladesh, Cyclone Sidr Response 17](#_Toc258421694)

[Area 11: Example of WCC planning-monitoring-information tool 18](#_Toc258421695)

[Area 12: Cluster performance questionnaire 20](#_Toc258421696)

# Area 5: Example of TOR of WASH Cluster/Sector Coordination group

**Updated** **Terms of Reference**

**of the WASH Sector Coordination Group**

* **Sri Lanka -**

Approved at the 52nd meeting on 9th February 2007

***Content:***

**Background**

**Key Functions (the “what”) with reference to SOP (the “how”, a separate document)**

**Guiding Principle**

**Partners**

**Working modalities of the group**

**Background**

The “National Water and Sanitation Coordination Group” has been functioning

with specific Terms of Reference elaborated at the beginning of 2005. So far, 51

national coordination meetings have been held in Colombo with the participation

at times of more than 50 partners, including NGOs, United Nations agencies,

development banks, bi-lateral cooperation agencies and universities.

In October 2005 new Terms Of Reference were developed to respond to the new

challenges of the Care and Maintenance phase of the Tsunami disaster.

Between October 2005 and March 2006, The National Coordination Group has

helped to strengthen the interaction with the district based coordination groups

and to build the Government’s capacity to manage and monitor the provision of

sustainable water and sanitation services. The National Coordination Group has

also contributed to tackle emerging challenges such as flooding, drainage,

decommissioning of infrastructures, sludge disposal and solid waste

management.

Given the large number of agencies, NGOs and other organizations with interest

and engagement in the water supply and sanitation sector in Sri Lanka, there is

an urgent need to streamline a coordination mechanism which optimizes the

utilization of resources and ensure the coherence of approaches for the benefit of

the un-served populations and of communities affected by the conflict and by

natural disasters.

**Key Functions** [here a reference to SOP Standard Operational Procedures is needed]

.To strengthen the existing forum of committed partners, to address key issues

related to water, sanitation, drainage and hygiene in rural, peri-urban and

urban areas, in permanent settlements and housing schemes and in

transitional shelters, and to provide advice of such services in a systematic

way to the decision makers and the External Support Agencies.

.To ensure that adequate funding is provided by the Government of Sri Lanka

to cover the running costs of water, sanitation and drainage in transitional

shelters sites of IDPs and tsunami affected families. (Maintenance and

operation related cost of water bowsers, gully suckers and backhoes)

.To identify needs, issues and obstacles and direct attention as appropriate for

their resolution to the relevant Government authorities or NGOs.

.To facilitate communication and exchange of information as needed among

all parties concerned on water, sanitation, drainage and hygiene in Colombo

and between Colombo and the District Water and Sanitation coordination

groups.

.To establish formal channels of communication and coordination with other

coordination groups involved in the water and sanitation sector such as the

Housing and Habitat Forum, the Emergency Shelter Meeting and the RDWSS

Sector Collaborative Group.

.To ensure that District Coordination Groups are established in each district.

.To review systematically the key information and issues brought forward by

the District Coordination groups that cannot be dealt with at District level and

that need immediate attention by Government Authorities at Colombo level.

.To maintain a directory of all external agencies and all NGOs involved in

water supply, sanitation services and their respective contributions and roles.

.To systematize lessons learnt and contribute to their wide dissemination

(Guidelines, technological designs, communication messages, community

empowerment).

**Guiding Principles**

The right to water and sanitation cannot be dissociated from human

dignity

Everyone has the right to participate in decision-making processes that

affect their right to water and sanitation

Communities have the right to determine the nature of their water and

sanitation services

Everyone should be given full, transparent and equal access to

information

**Partners – core group and wider group**

There is no membership. In text below “members” are people from “partners” agencies.

1. The members of the National Coordination Group are skilled and dedicated

professionals who have been selected by their organizations to provide their

knowledge, expertise and time to support the Government achieve its water

and sanitation sector goals and objectives. The members are expected to

agree to share information and to work together for the most effective and

efficient results.

2. The members of the National Coordination Group are representatives of

Government Institutions, bilateral cooperation, development banks, United

Nations agencies, Bretton Woods institutions, international NGOs, local

NGOs, consumer associations, private sector and universities.

3.The coordination meetings are open to new members, even on a

temporary basis to contribute to cross-fertilization between local and

national level and between sector Groups

4. A “Core Group” of the key actor representatives must be always present at

every coordination meeting to ensure focus and continuity. At any given

coordination meeting, the Core Group is composed of at least one

member of the Government of Sri Lanka, one member of the development

banks, one member of the United Nations Agencies, and one member of

the NGOs.

5. The members of the Core Group are as follows:

a) For the Government of Sri Lanka: Ministry of Health, Ministry of

Urban Development and Water Supply, National Water Supply and

Drainage Board, Central Environment Authority, Ministry of

Provincial Councils & Local Government, RADA.

b) For the development banks: ADB, JBIC, WB.

c) For the United Nations Agencies: IOM, UNDP, UNHCR, UNICEF,

WHO, UNEP, Un-Habitat.

d) For the NGOs: ACTED, ACTION ARM, AmeriCares, A.S.I.A Onlus,

Assembly of Social Mobilization, ARCHE NOVA, CARE, Caritas,

Christian Children Funds, COSI, Energy, Maltesers, Movimundo,

“Handicap International”, Helvetas, ICRC, IFRC, International Relief

and Development, ITDG, Islamic Relief, OXFAM Great Britain

(OGB), RedR, Red Cross, Sarvodaya, Sevanatha, SriWash,

Solidarités, Solidar INGO Consortium (NPA, ASB, SAH), TDGSA

Solint, World Vision.

6. A list of members will be updated regularly and widely distributed to all

interested partners.

**Working modalities of the Group**

1) The Government of Sri Lanka being accountable for respecting, protecting

and fulfilling its obligations, is “in the driving seat” of the National Water

and Sanitation Coordination Group. The representative of the Ministry of

Water Supply and Drainage chairs the meeting. The Co-Chair is assumed

by Ministry of Health (DPHS), MoPC&LG or the Central Environmental

Agency (CEA)

2) UNICEF assumes the secretariat and assists the Chair and Co-Chair in

facilitating meetings (invitation and distribution of agenda, distribution of

support documents, minutes of meetings, and liaison with UN OCHA-HIC).

3) The Secretary of the National Water and Sanitation Coordination Group

establishes formal linkages and communication channels with the other

coordination groups at Colombo level. She/he attends meetings of the

Housing and Habitat Forum, the Emergency Shelter Group (IDPs) and the

RDWSS Sector Collaborative Group.

4) The venue of the meeting is at the Ministry of Water Supply and Drainage.

5) Draft minutes are distributed within 10 working days to all members of the

Coordination Group for their review and corrections.

6) The meeting is convened on a monthly basis. If needed, extraordinary

meeting can be convened by the Chair or Co-Chair.

7) The agenda is defined by the Chair and Co-chair in close consultation with

the Core Group members. The requests and issues raised by the District

Coordination Groups to get immediate support from Colombo will be

systematically dealt with as first point of the agenda.

8) The meeting has a maximum duration of one hour. The Secretariat

assists the Chair in ensuring that meetings do not exceed one hour.

9) At the beginning of the meeting the Secretariat verifies the presence of

Core Group members (GoSL, Development Banks, UN, NGOs). If two of

the four parties is absent, the meeting is deferred until the following week.

10) OCHA HIC provides through its website the information platform for the

National Coordination Group, facilitating information exchange between

sectors and between National level and District Coordination Groups. The

secretariat ensures that any information generated by the National

Coordination Group that is relevant to the District Coordination Groups is

shared with them immediately by email and/or fax.

11) Any thematic Ad-Hoc task force can be created by the National

Coordination Group to tackle any particular issue raised during the

debates. The task force will be composed by a limited number of members

for a short duration, with its own TORs. The task force may need to carry

out in depth work to draw up specific recommendations that will allow the

National Coordination Group to take informed decisions.

End of “Example of TOR of WASH Coordination group.”

# Area 7: Example of S.O.F. for WASH Cluster/Sector

Bangladesh

Super Cyclone Sidr Response

**STRATEGIC OPERATIONAL FRAMEWORK**

**version x [date]**

**by: WASH Cluster partnjers, Bangladesh**

**Content:**

**Introduction**

**Global guiding principles**

**National policy framework**

**Overall objective / Specific objectives / Specific results with indicators**

**Strategies**

**Standards**

**Coordination**

**Cluster exit strategy**

**Annexes**

**INTRODUCTION**

This framework provides a guide to programme orientation by WASH Cluster partner agencies in response to Cyclone Sidr. It has been drafted by the WASH Cluster ‘Strategic Advisory Group’ (SAG)[[1]](#footnote-1) on behalf of the Government of Bangladesh’s Department of Public Health Engineering (DPHE), and was written in the context of ‘Early Recovery’ i.e that period from February to October 2008 when ‘quick impact’ that bridges the gap between disaster response and development can be achieved. It is also written in the context of ‘risk reduction’ in as much that emergency funds may be ‘leveraged’ to support preparedness and mitigation measures for future natural disasters.

WASH Cluster partners are expected to conform to the broad operational framework outlined in this document, and should be prepared to engage in open cluster discussions to update this document prior to commencing any action in breach of these guidelines. Agencies that do breach these guidelines will be expected to provide clear justification to DPHE and other WASH Cluster partners through the SAG where this has not proved possible.

**GLOBAL GUIDING PRINCIPLES**

* Integrate with the strategic and operational approaches of other Clusters, particularly Health, Shelter, and Education.
* Include good governance, human rights, gender equality, age, psycho-social and environmental aspects in programme planning.
* As a minimum, adhere to SPHERE or GoB standards, whichever is the higher. Where adaptation to local realities is required, this will be decided by the SAG (see ‘Coordination’ section below).
* Support cannot be given to ‘proscribed’ organizations.
* All Cluster communications should be in both languages (English and Bangla) wherever possible. Verbal presentations (in coordination meetings, for example) at District level and below should be translated to/from Bangla/English.
* Include beneficiaries in assessing and prioritizing their own needs, as well as programme design.
* Establish a complaints handling procedure that responds to the concerns of stakeholders, particularly beneficiaries.
* Provide all beneficiaries with information about programme activities that affect them in their own language.
* Reduce ‘dependency’ on emergency water supply at the earliest possible opportunity, while ensuring that sustainable alternatives for accessing safe water are available.
* Individual programmes will address the ‘three prongs’ of WASH (Water, Sanitation, and Hygiene), either as an integrated programme, or in collaboration with other partners.

**NATIONAL POLICY FRAMEWORK**

* Partner early recovery programmes should support, to the extent possible, Government policies and strategies, namely:
  + National water supply and sanitation policy 1998
  + National sanitation strategy 2005
  + Pro-poor strategy
* Follow DPHE/WHO water quality and related WASH technical guidelines endorsed by WASH Cluster Technical Working Groups (see ‘coordination’ section, below).
* All projects involving construction or rehabilitation of water and sanitation infrastructures must be accompanied by appropriate and proportionate awareness-raising, training and education activities.
* Share distribution information, activity updates and future plans with DPHE and Cluster co-chairs at the District level on a regular (at least two-weekly)[[2]](#footnote-2) basis.
* Latrine kits for extremely vulnerable Sidr-affected households should be provided free of cost.
* Target selective assistance to most vulnerable groups and individuals (“poorest of the poor”).
* Provide environmentally friendly temporary pit latrines for use by landless communities living outside the Embankments.
* To the extent possible, link pit latrine construction to shelter initiatives conducted through Shelter Cluster partners.
* Focus on ground-water scarce areas.
* Focus on areas un-served or under-served by DPHE or NGOs.
* Beneficiaries must have been directly affected by the passage of Cyclone Sidr
* Restoration of livelihoods should be supported through local manufacture and procurement, with the fund-holder responsible for quality assurance and conformity with GoB standards.
* Build capacities of GoB counterparts as well as affected communities through ‘trickle-down’ of technical know-how.
* Stimulate community ‘ownership’ through re-establishment of partial cost-recovery mechanisms at the earliest opportunity.
* Strengthen capacity of DPHE, national NGO partners, and user-groups through training wherever possible.
* Ensure mobilisation of Village Water-Sanitation Committees comprising predominantly (>50%) women.
* Support GOB Union and Ward level Water-Sanitation Committees
* DPHE to publish list of intended works at Upazilla level prior to commencement of works, and ensure no duplication of effort.
* Consider rehabilitation of communal facilities in ‘growth centres’.
* Support provision of safe water and sanitation in temporary schools, ‘child-friendly spaces’, communal facilities, and cyclone shelters.

**OVERALL OBJECTIVE**

* Contribute to measurable improvements in population **health** in the Sidr-affected area by October 2008 through the efficient, effective, and timely implementation of ‘early recovery’ Water, Sanitation, and Hygiene programmes targeted at the most vulnerable.

**SPECIFIC OBJECTIVES**

* No major **outbreaks and reduction in prevalence of WASH-related communicable** disease in targeted areas
* Restore/improve access to safe **drinking and domestic water** to pre-Sidr levels
* Restore access to **sanitation** facilities to pre-Sidr levels
* Improve water, sanitation facilities, and hygiene practices in temporary communal centers
* Enhance personal hygiene standards

**SPECIFIC RESULTS**

**Water**

Objective

* All men, women and children have access to safe drinking and domestic water up to pre-Sidr levels by end October 2008.

Indicators

* Percentage of people with access to 7.5 litres per person per day of potable water
* Percentage of people whose distance from shelter/home to water collection is less than 500m
* Water meets national/international/sphere water quality standards

**Sanitation**

Objective

* 80% Men women and children have restored access to safe sanitary facilities to pre-Sidr levels by end October 2008 and use fixed place defecation

Indicators

* No faecal matter is observed in target villages
* All newly constructed latrines conform to design standards, including those for vulnerable individuals
* There is at least 85% coverage of sanitary latrines per target villages
* More than 80% of men, women and children are using and maintaining latrines by October 2008 as evidenced by hygiene condition and availability of soap or ash inside the latrine
* More than 75% of women and girls express satisfaction with the safety and privacy of latrines and bathing facilities

**Hygiene/Health Promotion**

Objective:

* All men, women and children are enabled to practice safer hygiene in a dignified and culturally appropriate manner by end October 2008

Indicators:

* 80% of men, women, and children can demonstrate knowledge of key hygiene practices by end October 2008

**Community Involvement:**

Objective:

* 100% of all targeted villages are involving Village Water-Sanitation Committees in planning and implementing WASH-related activities by end October 2008

Indicators:

* 50% of Village Water-Sanitation Committees are aware of complaints handling procedures

**STRATEGIES**

To meet these objectives, priority strategies for the period February-October 2008 inclusive are therefore to:

* Focus on ground-water scarce areas where access to safe drinking water is limited, and continue emergency supply until sustainable alternatives are restored.
* Target the most vulnerable in the affected areas, especially female-, elderly-, and child-headed households, widows, families with more than six children of school age.
* Prioritise pond cleaning, protection, and structural rehabilitation (of banks, linings, and Pond Sand Filters), and ensure sustained operation through training of Village Water-Sanitation Committees.
* Enhance rain-water harvesting at household and community levels, including in Cyclone Shelters.
* Provide WASH-related NFIs including soap, culturally acceptable sanitary items (e.g clean cloth instead of disposable sanitary napkins), and locally-produced aluminium water containers to the maximum extent feasible in close cooperation with other NFI distributions (e.g Shelter).
* Support provision of safe water and sanitation in temporary schools, ‘child-friendly spaces’, communal facilities, and cyclone shelters.
* Support community-based hygiene promotion using multiple communication methods.
* Strengthen community Water-Sanitation Committees in operation, maintenance, and management of water supply and sanitation systems.
* Monitor progress made in improving availability and access to safe water through surveys in comparison to GoB pre-Sidr baselines.
* Strengthen sub-national coordination, preparedness and early-warning mechanisms in close cooperation with DPHE, local civil authorities and the Armed Forces.
* Build DPHE Information Management capacity at national and divisional level.
* Improve water quality monitoring through training and supplying DPHE, NGO, and community water testing teams, and transparent reporting of results to communities and DPHE.

**STANDARDS**

**Standards / drinking and domestic water**

* Pond liming may be undertaken up to three times as required. Once liming has taken place, a notice should be erected to inform others when, and by whom this was done. [Note: Some stakeholders question the relevance of this activity. Appropriate addendum to be agreed by TWIG]
* Pond Sand Filters should follow DPHE technical guidelines with enhanced first stage (roughing) filtration, oxygenation, and mechanism to prevent the sand from drying out.
* All infrastructural works should be accompanied by appropriate training, provision of maintenance equipment/tools, cost recovery system to pay for future repair and general maintenance, and mobilisation of Water-Sanitation Committees at Village level (see National Strategy).
* Provision of Water Purification Tablets (or sachet equivalents such as PURE) are to accompanied by appropriate and proportionate community mobilization activities which should include distribution of explanatory leaflets in Bangla with suitable photographs (or graphics) for those who have reading difficulties..
* Household water treatment measures (slow/rapid sand filters, chlorination, or, ‘Chulli’) should be considered where access to safe surface water from PSFs or safe ground water from tube-wells is compromised [Note: Some stakeholders question the appropriateness of some of the technologies currently being used. Appropriate addendum to be agreed by TWIG].
* Measures to provide a minimum of 7.5 litres per person per day for drinking, and cooking should be adopted.
* Shallow tubewells should only be constructed where hydro-geologically feasible (subject to survey).
* Written agreement guaranteeing sustainable free access should be given to the Village Water-Sanitation Committee by the pond and land owner prior to commencement of works.
* Site selection for new water points (Tube-wells and PSFs) is to be decided by the Village Water-Sanitation Committee using criteria of un-fettered access, distance from the home, and vulnerability.
* Protection of ponds used exclusively as a source of drinking water is to be improved through erecting barriers to prevent access by humans for bathing and animals for drinking, raising earth banks, lopping of over-hanging branches, and suspension of aquaculture.
* Rain-water harvesting at household level and in Cyclone Shelters is to be enhanced through improved guttering and storage.
* Water quality testing, monitoring, and surveillance at community (pond, PSF, Shallow Tubewell) and household level will be conducted by DPHE in partnership with Cluster partners and Village Water-Sanitation Committees according to DPHE schedules.
* All drinking water sources (Ponds, PSFs, Tubewells) in the affected area are to be monitored by regular microbiological and chemical testing according to DPHE monitoring and surveillance protocols. Water quality must be certified ‘safe’ by DPHE prior to allowing its use.
* Household water analysis should have results discussed and shared with the household / community.
* Pond Sand Filter costs approximately BDT 50,000 (USD 600) with output of 15 litres per person per day for 30 families (180 People)
* Deep Tube Well costs approximately BDT 55,000 (USD 660)
* Shallow Shrouded Tube Well costs approximately BDT 12,000 (USD 185)
* Activated sand filters for arsenic mitigation at household level is still under trial and not recommended as a general emergency Sidr response. Those wishing to introduce such systems should obtain the written approval of DPHE before proceeding. Instead, slow sand filtration using the 'Chulli' system is recommended. Unit cost is approximately BDT 450 (USD 6)

**Standards / Sanitation**

* Pit latrines should be affordable to build and maintain, and designed to disrupt faecal-oral transmission by providing either a cover, a water-seal, or ventilation (VIP). Low-cost pit latrine designs should therefore follow DPHE standards as appropriate for the conditions (water-table, flood and tidal surge risk, and soil type). The basic household kit should provide a minimum of three rings (maximum of eight) plus one concrete slab. Water seals should only be fitted in areas where there is no scarcity of water, or the latrine is located less than 30m’s from a water source.
* One pit latrine should be re-established per affected family unless lack of available space necessitates no more than two families sharing..
* Designs for latrines super-structure should include options for the elderly, physically less abled, and the very young as appropriate.
* Consideration should be given to community-based solid waste disposal and drainage.
* Access to safe and dignified bathing facilities for women and girls in designated locations away from drinking water sources should be provided.
* Pit Latrine (3 rings, 1 Slab + waterseal, and non CI sheeting superstructure) costs approximately BDT 1,500 (USD 23)

**Standards / Hygiene**

* All infrastructural rehabilitation projects should be accompanied by community mobilisation activities to enhance impact and sustainability
* Hygiene promotion efforts should make use of folk media (puppet shows and theatre) as part of any wider multi-media ‘knowledge, attitudes, and practices’ (KAP) community-based education programme
* Hygiene parcels should consist at least of:
  + 250 grams of soap per person per month for washing and bathing[[3]](#footnote-3)
  + Two 16 litre traditional aluminium water containers (or buckets) with lids
  + One 3 litre jug
  + One mug
  + One water-filtering cloth
  + Three clean clothes per women of menstruating age
* Key hygiene promotion messages should include:
  + Wash your hands after defecation, after washing babies, and before eating.
  + Pay special attention to safe handling and disposal of child excreta.
  + Information on safe water treatment, handling and storage at household level.
  + Maintaining latrines in a hygienic manner.
  + Wear sandals when walking in open defecation areas and in latrines
  + Cover food

**COORDINATION**

**Meeting Management**

* Executive Engineers (XENs) at District level are to update DCs and UNOs on a regular basis on WASH-related activities and outcomes of humanitarian intervention in their areas of responsibility, and maintain formal links with District Water-Sanitation Committees.
* Coordination meetings will be chaired at Divisional, District and, where necessary, Upazilla level by DPHE and facilitated by UNICEF (as WASH Global Cluster Lead) and one selected NGO to represent the WASH Cluster. The UNICEF representative should ensure translated minutes of the meeting are copied to the WASH Cluster coordinator.
* Strategic issues will be decided on behalf of Cluster partners by a representative stakeholder group called the ‘Strategic Advisory Group’ (SAG) which meets on an as-required basis in Dhaka or Barisal. Members of this group are self-selecting and may opt out at any time but should make every effort to find a willing substitute. Representatives of other Clusters, particularly Shelter, Education, and Health, along with smalller national NGOs with on-going WASH programme activities, will be invited to join according to the items under discussion.

**Technical Assistance**

* Technical matters requiring further elaboration are discussed in small technically-qualified teams under the facilitation of a Focal Point from within the WASH Cluster as identified by the Cluster Coordinator. These groups are called ‘Technical Working Groups’ (TWIGs), and will convene in response to needs as expressed by any Cluster partner, and meet as often as required to arrive at a conclusion. Terms of Reference are set by the Cluster Coordinator. TWIGs are accountable to the WASH Cluster partners and report through the SAG.

**Information Management**

* Information is managed centrally by the WASH Cluster Information Manager working in close cooperation with the DPHE Superintending Engineer and Stores Circle Office, and with the support of other Clusters and a sub-contracted national public trust called CE-GIS (Center for Environmental and Geographic Information Services).
* Donors will be requested to provide the Cluster with details of those organizations they are funding for WASH-related activities as part of the Sidr response.
* WASH Cluster partners can request information, including maps and matrices, at any time by contacting the WASH Cluster Information Manager.
* Tracking of outputs (e.g Distributions made, Ponds cleaned, PSF’s rehabilitated) will be collected on a two-weekly basis by District DPHE Executive Engineers with the facilitation of designated UNICEF and NGO co-facilitators according to a standardized format agreed by the SAG. Note that individual organizations may submit information and data in a format of their choosing. This will then be collated centrally by the Cluster Information Management team.
* Who-What-Where-When maps will be produced for each affected District down to Union level. Such maps will include Ward boundaries. Map production will be done in phases:
  + - Phase 1: Geo-spatial maps showing WASH partner presence / Water Scarce Unions / Severely Affected Unions (using housing damage at Ward level as a proxy indicator) / Salt water inundation / Population Density. Later generations will show locations of Ponds, Pond Sand Filters and Tubewells at Union level with information captured using a combination of rural appraisals, remote sensing, and existing NGO knowledge.
    - Phase 2: Access and Coverage maps including Population affected / Proportion of Water, Sanitation, Hygiene, and NFI distribution / Incidence of selected WASH-related communicable disease / % targets reached according to agreed indicators
    - Phase 3: Access and Coverage maps according to specific criteria of vulnerability.

**Monitoring**

* UNICEF has hired the Centre for Environmental and Geographic Information Services (CEGIS) on behalf of the WASH Cluster to support monitoring, assessment, and information management services. Up to six monitors per District will report to the UNICEF focal point in each District with information of use to all Cluster partners for planning and impact evaluation.
* Cluster performance and performance of partners within the Cluster will be independently monitored.
* Baseline data and outcome (e.g improved access to safe water, decrease in incidence of WASH-related communicable diseases, reduction in open defecation) will be validated through comprehensive assessment and surveys.

**CLUSTER EXIT STRATEGY**

It is the intention of the WASH Cluster to revert to being a sectoral working group under the oversight of UNICEF Water and Environmental Sanitation section no later than mid-April 2008. Early recovery activities will continue throughout 2008 as longer-term risk reduction strategies re-establish themselves, particularly with respect to water treatment, storage and handling, water quality control, hygiene promotion, construction of surge-resistant pit latrines, pond protection, and support for cyclone shelters.

Short-term activities will complement these longer-term plans as follows:

* Capacity-building (for GOB) in sustainable Information Management systems
* Series of RedR trainings for all WASH stakeholders at local level, particularly local DPHE officials and national NGOs, in Sphere, the Cluster Approach, and Coordination principles and practices (including IM)
* Contingency planning / lessons learned exercise
* Performance Assessment
* Comprehensive needs assessment and gap analysis, with results available at end March

**ANNEXES**

**DEFINITIONS**

* Extremely Vulnerable Groups comprise:
  + Female- and Child-headed households
  + Households of six or more, with four children of school age
  + Physically and mentally disabled
  + Elderly
  + Widows
  + Members of ethnic or socio-economic minorities
  + Landless
* A household comprises all those sharing one hearth
* Improved Hygiene Practice includes safe water storage, treatment, and handling
* Satisfaction can be measured as a function of:
  + Dignity, privacy, and suitability
  + Views were properly taken into account
  + Outcomes of interventions met or exceeded expectations
* CFU = Colony Forming Unity (faecal coliforms)

**REFERENCES**

Xxx

Yy

**CONTACT LIST – as of [date]**

Hyperlink to updated contact list, or included in the document

Xxx

Y

**WASH Cluster activities and products – as of [date]**

Hyperlink to updated WASH CC products, or included in the document

Xxx

Y

End of “Example of SOP”

# Area 8 : One page check-list on preparing a Contingency Plan

LEVELS OF CONTINGENCY PLANNING (source: Unicef S-Sudan)

|  |  |  |  |
| --- | --- | --- | --- |
| **Type of Planning** | **Inter-Agency planning: Common Planning Framework** | **Sector/cluster Planning** | **Organization Specific Planning** |
| **Function** | Provides a common  strategic planning framework to ensure complementary of humanitarian action between agencies/organizations. | Defines how agencies will work  together to achieve sector-specific objectives. | Defines the specific  organizational arrangements required to deliver services that the organization is committed to provide. |
| **Elements** | * Common analysis, risk & vulnerability assessment * Scenarios & planning assumptions * Agreed planning figures * Overall management & coordination arrangements * Overall objectives & * strategies * Overarching principles * Gap analysis * Information management arrangements * Appeal and funding arrangements * Linkages with * Government * Preparedness & * maintenance actions | * Participation & coordination * Sectoral objectives & response strategies * Needs assessment & analysis * Capacity & response commitments * Gap analysis * Information management arrangements * Standards for response * Monitoring and reporting * Personnel requirements * Material & financial requirements * Preparedness & maintenance actions * Standard Operational * Procedures | Describes how the organization’s response will be delivered using their emergency response systems & capacities. |

# Area 6: Example of TOR for Technical Working Group WASH CLUSTER Bangladesh, Cyclone Sidr Response

**TERMS OF REFERENCE for Technical Working Groups (TWIGs)**

**INTRODUCTION -** Technical Working Groups are established and provided Terms of Reference by the WASH Cluster Strategic Advisory Group (SAG) on an ad-hoc basis. The Cluster Coordinator appoints a designated Focal Point to facilitate the work of the group. Such groups have a limited life-span since they disband once the outputs delineated in the TORs have been achieved. Note that this may involve more than one meeting. Composition of such groups is determined through a self-selection process depending on available technical skills, interest, and capacities from among the UN agencies, non-governmental, Governmental, commercial, and academic sectors. In principle, anyone can join such a group although, in practice, the Focal Point is advised not to let the group grow much beyond fifteen members. It may be that sub-groups need to be formed to explore specific issues. In this event, the TWIG Focal Point will appoint a responsible person to report back to the TWIG. The TWIG Focal Point is responsible for updating the Cluster on status of work-in-progress. Final outputs/recommendations of the TWIG are presented to Cluster stakeholders in plenary coordination meetings in oral and written form for feedback and comment. Once sufficient time has elapsed (not more than 48 hrs), the SAG will endorse the recommendations of the TWIG and post the written guideline to the appropriate web-site. Cluster partners are then expected to apply such recommendations.

**GENERIC TERMS OF REFERENCE**

* Ensure relevant technical standards are formulated and agreed within the terms of reference and deadline set by SAG. This will include a review of existing materials and may culminate in an endorsement of existing guidelines, an addendum to existing guidelines, or production of completely new material
* Recommend the quantity, quality, and price of materials to be produced, if applicable
* Support the Cluster Coordinator in promoting such standards within the context of the Strategic Operational Framework (SOF)
* Advise SAG on compliance issues connected with appliance of the agreed standards
* Update the Cluster on status of work-in-progress and present final outputs/recommendations of the TWIG to Cluster stakeholders in oral and written form for feedback and comment
* Ensure a TWIG membership that is representative of the wider Cluster stakeholder groups, and ensure that relevant technical skill-sets are appropriate and available
* Set up Sub-Working Groups as required
* Ensure all Cluster stakeholders have the opportunity to feedback into the work of the TWIG prior to presentation to the Cluster in plenary, and SAG for ratification
* Presentation sessions in plenary, with dissemination of relevant technical comprehensive guidelines in both languages (English and translated)

DELIVERABLES

|  |  |  |  |
| --- | --- | --- | --- |
| **TWIG** | **FOCAL POINT** | **OBJECTIVE** | **DUE** |
| **Water Quality Control** | Naquib Dewan (DPHE) | Review and recommend appropriate water testing, monitoring, and surveillance protocols and outline plan of action for Cluster implementation through 2008, including training and procurement requirements, in line with SOF | 20 Feb |
| **Pit Latrine Options** | Oxfam | Recommend appropriate low-cost technologies in line with SOF, especially for landless; include materials printing and distribution | 24 Feb |
| **Water Treatment** | Ric Johnstone (UNICEF) | Review DPHE and other PSF designs and recommend any improvements; Recommend appropriate low-cost household water treatment options | 26 Feb |
| **Health & Hygiene Promotion** | Shaheen Bin Siraj (NGO-Forum) | Review current materials and recommend any changes in line with SOF; provide a community mobilisation strategy, including key messages | 22 Feb |

End of TOR TWG

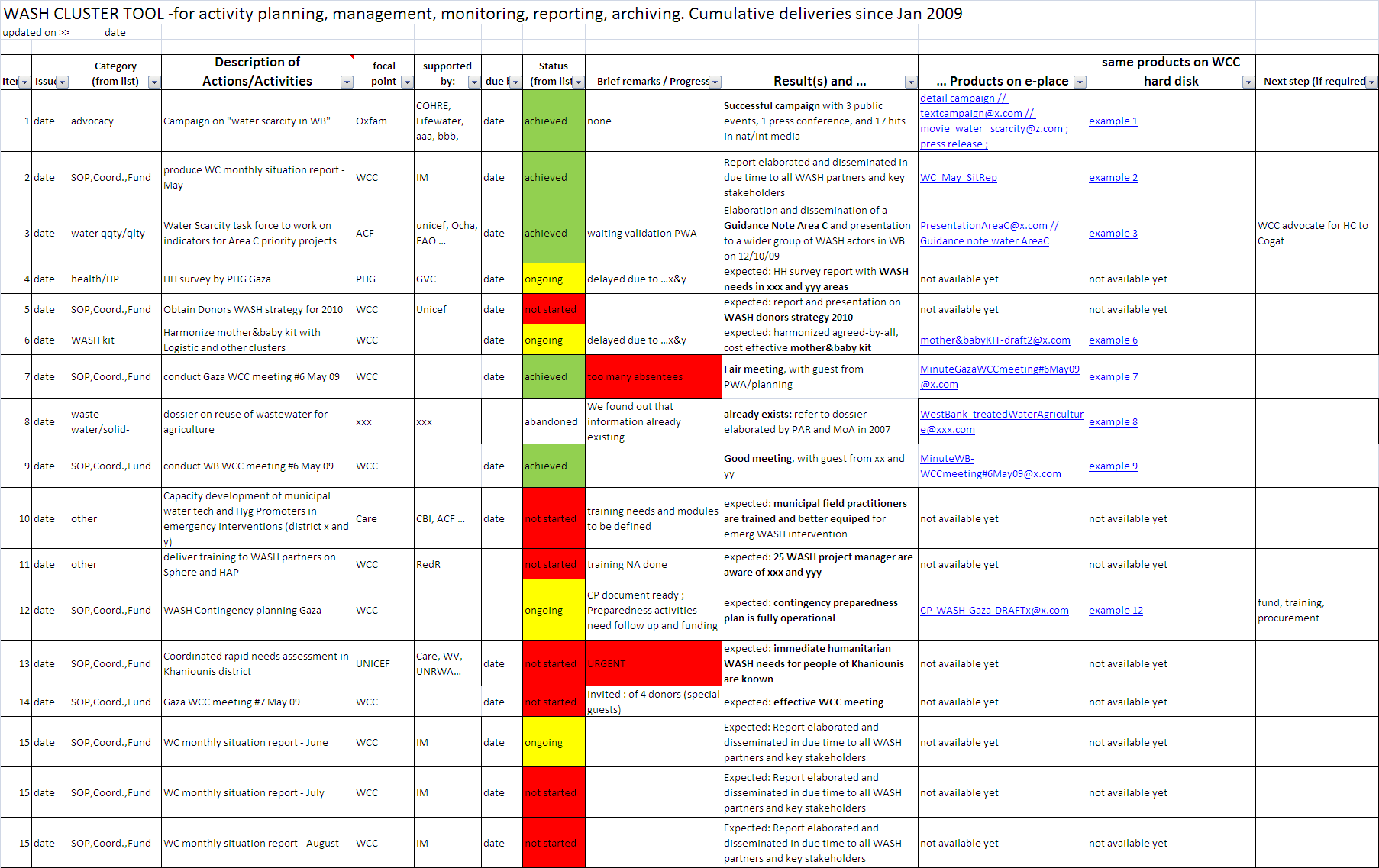
# Area 11: Example of WCC planning-monitoring-information tool

The matrix for this tool is presented next page. Read the description of the tool below.

* It is a **single form / single tool** : every WCC info and product is accessible through this tool. Entries (lines) are activities and fields are many... for ex. "DESCRIPTION" field are ALL deliveries produced directly by the WCC or by any partner. It can be a product by an individual agency which is happy to share it with the group. All WCC minutes meeting are inside accessible through a link. the WCC meeting. All important items of the WCC meetings that needs follow up are in there. B**UT THIS TOOL DO NOT CONTAIN INFORMATION FROM THE 4 W & Gaps TOOL** (THE WASH CLUSTER RESPONSE... nber of people assisted and where ...)
* It is a **planning tool** (in that case "Status" = "not started", and "due by" field inform you on when you plan to achieve the activity).
* It is a **action/activity management tool**. Sub-activities can easily be developed by creating sub-groups (other lines than can be hidden with the "group" function)
* It is a **monitoring tool** where you can see progress and use color code
* it is a **reporting document** to share periodically with the partners and other groups, and directly paste it in the report for donors
* it is a **dynamic and cumulative archiving tool** (or WCC e-library) for improved knowledge generation and management for CC cell, next CC, current and future WASH partners. Two locations for storing the products: a e-place and a specific directory in your hard disk. Then if by mistake you lost the e-place (and it often happens), you can still copy the Tool + the directory on CD to partners.
* it is a **information platform** that link you to any product either through the web (products posted on a e-place) or through a physical hard disk (a directory on your computer that contain all archived products).

Example of WCC monitoring and information tool next page.

**Tool 3: the WCC tool for WCC deliverables** ; "DESCRIPTION" field are ALL deliveries produced directly by the WCC or by any partner. It can be a product by an individual agency that agree to share it with the group (assessment report, studies, survey…). All WCC minutes meeting are inside accessible through a link. All important items from the WCC meetings that needs follow up. All products by the sub-working group. Contact Pierre Fourcassie for further explaination.



|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Area 12: Cluster performance questionnaire | | | |  |  | 1 = very poor practice | **Prioritization** |
| For real time cluster evaluations in meeting or through the web (ex: zoomerang surveys). Adapted from Global WASH Cluster - Project "Learning". This version can be simplified. | | | | |  | 2 = poor practice | **Is this sub-area a priority** for the Cluster: 1=top priority ; 2=fair prio ; 3=not a priority **Rate 1, 2 or 3** |
|  | 3 = fair practice |
| Country : |  |  |  |  |  | 4 = good practice |
| Date of evaluation : |  |  |  |  |  | 5 = excellent practice |
| **Area** | **Sub-area (question)** | | | **Rate the sub-area (1 to 5) and provide comments/suggestions** | | |
| Coordination - mechanisms | Purpose and responsibilities of WASH cluster groups / meetings are 1 Unclear 2 Partially clear but not agreed 3 Partially clear and agreed 4 Clear and agreed 5 Clear and formally agreed | | |  | | |  |
| How would you rate the effectiveness of coordination meetings i.e. are meetings inclusive, well managed and action-oriented? | | |  | | |  |
| How would you rate the effectiveness of collaboration between national, regional and local levels? | | |  | | |  |
| How satisfied are you with the frequency and regularity of the WASH cluster meetings that you are involved with? | | |  | | |  |
| Actions from Cluster Meetings are followed up in a timely manner 1 Never 2 Rarely 3 Sometimes 4 Mostly 5 Always | | |  | | |  |
| Are your roles and responsibilities within the WASH Cluster 1 Very unclear 2 Unclear 3 Partially clear 4 Clear and agreed 5 Clear and formally agreed | | |  | | |  |
| Coordination - information management | What kind of information / data do you receive through the WASH Cluster? | | |  | | |  |
| Management - needs assessment | Standard procedures and headings for needs assessment are 1 Not agreed 2 Agreed but not used 3 Agreed and partially used 4 Agreed and used 5 Formally agreed and used as a matter of course by cluster partners | | |  | | |  |
| To what extent does your organisation have access to disaggregated population data, which identifies vulnerable groups? | | |  | | |  |
| Management - analysis & prioritisation | How would you rate the adequacy of consultation regarding the consolidated analysis? | | |  | | |  |
| Management - planning & strategy | To what extent has your organisation been included in the process leading to the strategic planning for the WASH sector? (1 = to no extent, 5 = to a great extent) | | |  | | |  |
| Are you satisfied that your agency's priorities and constraints have been recognised and taken into account during the planning process? | | |  | | |  |
| To what extent are there clear links between the WASH Cluster strategic Plan and the needs assessment, priorities and resource availability? (1 = to no extent, 5 = to a great extent) | | |  | | |  |
| Management - resource mobilisation | To what extent has the cluster lead effectively represented the interests of the sectoral group in discussions with the Humanitarian Coordinator and other stakeholders on prioritisation, advocacy and resource mobilisation? (1 = to no extent, 5 = to a great extent) | | |  | | |  |
| Are you satisfied that there is a fair and transparent process for WASH Cluster funding prioritisation and allocation (e.g. for use of pooled funds)? | | |  | | |  |
| How would you rate financial resources mobilisation i.e. have financial resources been mobilised in a timely manner to support gaps in provision? | | |  | | |  |
| How would you rate non-financial resources mobilisation e.g. how effective is deployment of new agencies coming into the area of need? | | |  | | |  |
| Management - monitoring | How would you rate mechanisms in place for reviewing progress, addressing non-performance and informing ongoing performance? | | |  | | |  |
| Quality - advocacy | Advocacy concerns have been agreed with input from Cluster partners and advocacy has been effective in achieving its goals 1 Strongly disagree 2 Disagree 3 Partially agree 4 Agree 5 Strongly agree | | |  | | |  |
| Quality - cross-cutting issues | To what extent have priority cross-cutting issues been identified and agreed amongst the WASH Cluster? (1 = to no extent, 5 = to a great extent) | | |  | | |  |
| To what extent do you feel that the WASH Cluster is effectively addressing cross-cutting issues e.g. age, diversity, environment, gender, HIV/AIDS, human rights, as appropriate? | | |  | | |  |
| In what ways is your organisation implementing strategies to address cross-cutting issues during needs assessment, planning, implementation and monitoring stages? | | |  | | |  |
| Quality - standards | To what extent has agreement been reached between WASH Cluster partners, Government and local stakeholders regarding technical standards? (1 = to no extent, 5 = to a great extent) | | |  | | |  |
| Quality - training & capacity building | To what extent are mechanisms effective to ensure sharing of best practice and discussion of lessons learned amongst Cluster partners? | | |  | | |  |
| Quality - emergency preparedness | To what extent have disaster risk reduction measures been incorporated into Government's long-term development plans and activities? 1 To no extent 2 To a small extent e.g. at an early stage of development 3 To some extent  4 DRR is well considered within Government's long-term development plans 5 The WASH Cluster has worked together with Government to support the incorporation of appropriate DRR measures | | |  | | |  |
| Predictability | To what extent have gaps been filled in a timely manner (compared to number of gaps identified)? (1 = to no extent, 5 = to a great extent) | | |  | | |  |
| How would you rate surge capacity (the ability of agencies to scale up their programme in response to needs)? | | |  | | |  |
| Accountability | Do you receive feedback and recommendations from the Humanitarian Coordinator, in response to monitoring and reporting activities 1 Never 2 Rarely 3 On an ad hoc basis 4 Regularly receive feedback / recommendations 5 Regularly receive comprehensive feedback and recommendations | | |  | | |  |
| Leadership | To what extent has a shared sense of mission been established within the WASH sector?  (1 = to no extent, 5 = to a great extent) | | |  | | |  |
| How would you rate the quality of leadership of the WASH Cluster (at the level you operate)? | | |  | | |  |
| Partnership | To what extent is there a culture of trust and mutual respect within the WASH Cluster? (1 = to no extent, 5 = to a great extent) | | |  | | |  |
| To what extent has your organisation incorporated elements of the cluster approach e.g. standards, indicators, approaches? (1 = to no extent, 5 = to a great extent) | | |  | | |  |
| General | Can you identify any areas of best practice within the WASH Cluster? | | |  | | | |
| Are there any issues within the WASH Cluster that you think particularly need addressing? | | |  | | | |

1. The ‘SAG’ is a small group representing the main stakeholder groups within the WASH Cluster (DPHE, UNICEF, National and International NGOs, Donors, IFRC, and related Clusters) [↑](#footnote-ref-1)
2. Reducing to monthly in April 2008 [↑](#footnote-ref-2)
3. 50% of SPHERE minimum standard, but allows for use of ash for hand cleaning [↑](#footnote-ref-3)