

ROLES AND RESPONSIBILITIES MAPPING - WASH AND CCCM CLUSTERS

The purpose of this document is to provide guidance to WASH and CCCM field staff collaborating on the establishment, organisation 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 organised according to the structure established by the CCCM Cluster: *Coordination (national and/or regional organisation 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 fulfil 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. Programme 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 co-ordinator 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 and lmatheson@iom.int or muigaij@unhcr.org

		CCCM CLUSTER	WASH CLUSTER
	COORDINATION		
1	Camp ¹ 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, analysing and disseminating camp level information – ensure that information management systems used by all organisations 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 programme 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
6	Implementation	Identify focal point for camps amongst national/local authorities – identify camp management organisations for each site – in collaboration with national and/or regional authorities, define procedures for censuring organisations that provide sub standard services, and for providing support (capacity building)	Identify, technically appraise, and recommend WASH service providers

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

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 organisations – undertake WASH gap analysis – collect, collate and analyse 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 organisations 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
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	Work with authorities, camp residents, and host populations to ensure secure access to water sources in all camps – inform CCCM of security problems
	MANAGEMENT	Camp management is usually the responsibility of the organisation managing and coordinating activities and services in each camp	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	Ensure that local water authorities and WASH service providers participate in camp coordination and management systems – collaborate with other clusters and service providers in the definition and implementation of services and distributions (hygiene items/campaigns, health data collection, distribution systems etc.) – ensure that WASH service providers are aware of the need to provide

		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	equal access to services to all camp residents
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	On the basis of the procedures established by camp managers (adjacent box), work with local water/sanitation authorities and camp residents' committees to ensure that recruitment is transparent and provides opportunities to both camp residents and host populations – ensure that qualified people are not discriminated against on the basis of gender, religion, ethnicity or social background – ensure that technicians, educators etc. are properly qualified (link with box 23, below)
15	Site assessment	Provide support to the site planner with regard to liaison with authorities	Assess WASH resources with site planner, service providers, and camp residents – assess WASH facilities (water sources, sewage treatment plants etc.)
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)	Water – ensure: Access to sources – design of disinfection, storage, and distribution systems
			Sanitation – ensure: Drainage – toilets (including disposal of waste) – washing areas – solid waste disposal
18	Site planning – organisational	Establish management and coordination systems for organisations working in camp – ensure inclusion of all stakeholders, especially camp residents, in planning and implementation of service provision – ensure that sufficient labour resources are available (preferably from amongst the camp residents) to undertake requirements of each sector (water, health services etc.)	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
			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
			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

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)
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 programme 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 – analyse 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 analyse 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 organise 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.)