



WASH INFORMATION MANAGEMENT TOOLKIT

Guidance Note

Practical Guide for WASH Information
Management

DRAFT 3 - September 2014

Global WASH Cluster

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Use of the WASH Information Management (IM) Toolkit

The WASH IM Toolkit is freely available for anyone to use. If using the Guidance Note, Briefing Sheets, User Manuals or Capacity Building Modules, please acknowledge the Global WASH Cluster.

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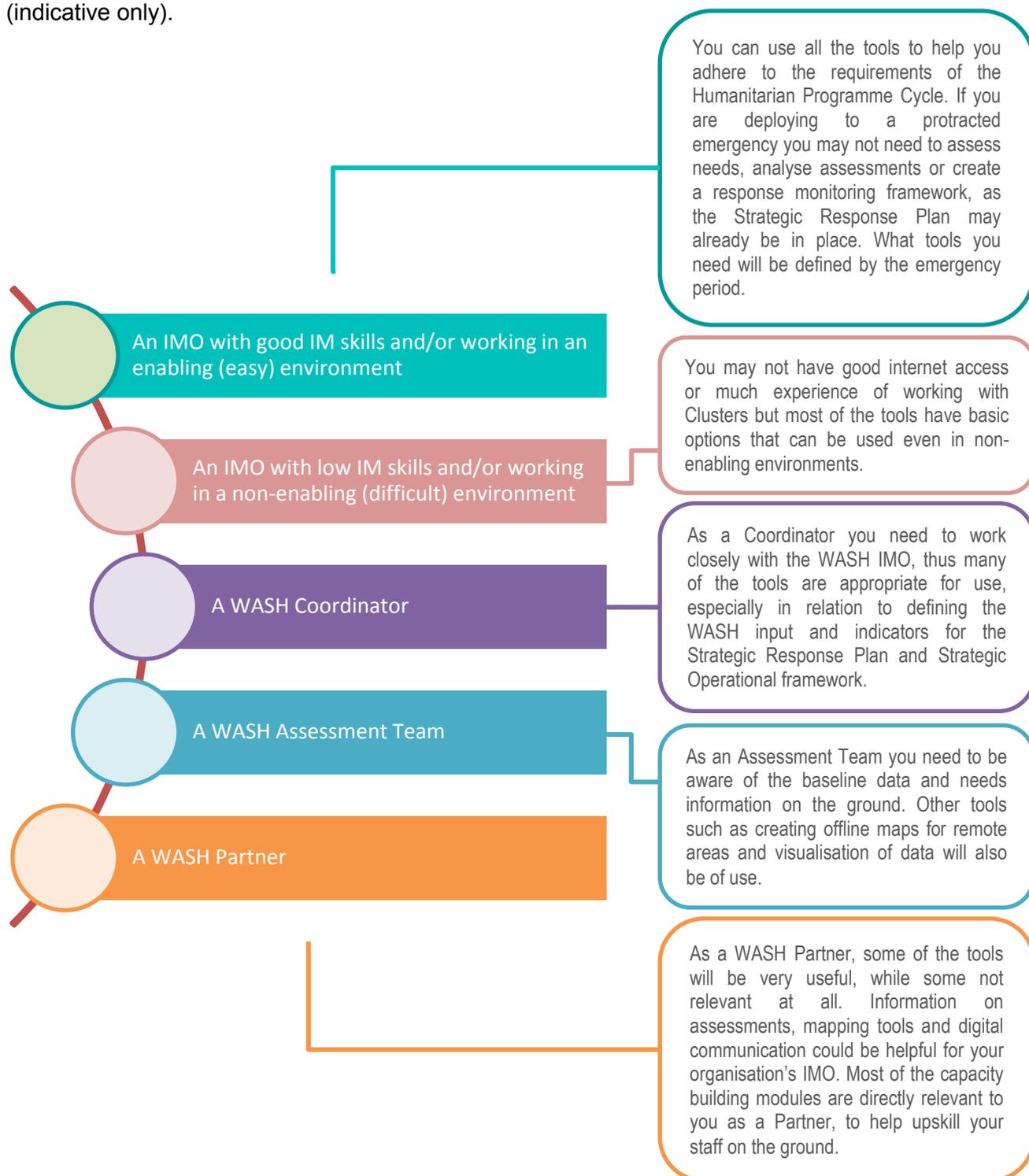
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Quick Start Guide – what tool to use depending who you are

It is advisable that you read the complete **Guidance Note** and use it in conjunction with the **Support Pack**, but if you are short of time use this **Quick Start Guide** to identify the most appropriate tools for you in the current emergency situation and the period of the response.

The graphic below briefly describes what tools might be useful for what user group. The tables on the following pages indicate the specific tools that might be suitable for the different user groups (indicative only).



WASH IM TOOLKIT Guidance Note & Support Pack

The Tools				Is the tool useful for you? <i>(Indicative only - depends on emergency)</i>					Connectivity needed?
Category	Tool #	Sub Category	Item	WASH IMO - High skill or easy envir.	WASH IMO Low skill or difficult envir.	WASH Coord.	WASH Assessmt Team	WASH Partner	Requires mobile or internet access?
GN	N/A	Main Guidance	Guidance Note	Yes	Yes	Yes	Yes	Yes	
	1	IM Framework & Workplan	IM Framework & Workplan	Yes	Yes	Yes			
	1.1	Business Cards	Business Cards	Yes	Yes	Yes			
	1.2	Style Guide	Styleguide WASH Cluster	Yes	Yes	Yes			
	1.3	Logos	WASH	Yes	Yes	Yes			
	1.4	Icons	Multiple	Yes	Yes	Yes		Yes	
	1.5	Infographics	WASH Infographics	Yes	Yes	Yes		Yes	
	1.6	Contacts	Contact templates	Yes	Yes	Yes			
			Advanced Contact Tools	Yes		Yes			Partly
	1.7	Attendance List	Two printable templates	Yes	Yes				
			Attendance Tracker	Yes					Yes
	1.8	Meeting Minutes	6 templates	Yes	Yes				
			Meeting minute App	Yes					Partly
	1.9	Presentation Template	Presentation templates	Yes	Yes	Yes			
	1.10	Document Template	Document/report template	Yes	Yes	Yes			
	1.11	Desktop Mapping templates	ArcGIS, QGIS, PowerPoint	Yes			Yes		
	1.12	Information Repositories	Comparison of tools	Yes	Yes	Yes	Yes	Yes	Partly
	1.13	QR Codes	How to create QR codes	Yes				Yes	Partly
	1.14	URL Shortners	How to shorten URLs	Yes				Yes	Yes
	1.15	Photo to Map	Comparison of tools	Yes			Yes	Yes	Yes
	1.16	Image Hosting Service	Comparison of tools	Yes				Yes	Yes
	1.17	Offline Maps	Comparison of tools	Yes	Yes	Yes	Yes	Yes	Partly
	1.18	Free Online Surveys	Comparison of tools	Yes			Yes	Yes	Yes
	1.19	Digital Communication	Comparison of tools	Yes				Yes	Yes
	1.20	SMS for Communication	Comparison of tools	Yes				Yes	Yes
	1.21	Social Media	Comparison of tools	Yes				Yes	Yes
	1.22	Translation Services	Translation service provider	Yes		Yes		Yes	
	1.23	Project Management	Comparison of tools	Yes		Yes		Yes	Partly
	1.24	WASH IMO ToRs & Sbp forms	ToRs	Yes	Yes				
	1.25	CCPM	Guidance	Yes		Yes			Yes
	1.26	Handover Notes	Basic and FST	Yes	Yes	Yes			
	1.27	PER Form	PER form	Yes	Yes				
	2.1	Registry template	Registry metadata	Yes	Yes	Yes	Yes	Yes	
	2.2	Qualitative Data Analysis	Step by Step guide and data	Yes			Yes	Yes	
	2.3	Core Assessment Indicators	Suggested CORE indicator	Yes	Yes	Yes	Yes	Yes	
	2.4	Indicators & Questions	36 indicators/questions	Yes	Yes	Yes	Yes	Yes	
	2.5	Mobile Data Collection	Comparison of tools	Yes		Yes	Yes	Yes	Yes
	2.6	Assessment templates	Partner/generic templates	Yes	Yes	Yes	Yes	Yes	

Note that this table is available in the toolkit and can be filtered per user type

WASH IM TOOLKIT Guidance Note & Support Pack									
The Tools				Is the tool useful for you? <i>(Indicative only - depends on emergency)</i>					Connectivity needed?
Data & Info	3.1	Sources of Data	76 key datasets/metadata	Yes	Yes	Yes	Yes	Yes	
	3.2	Sources of Data	Inter-Sector Matrix	Yes	Yes	Yes	Yes	Yes	
	3.3	Secondary Data Review	Guidance	Yes		Yes	Yes		
Needs, Capacity, Caseload	4.1	Needs	Step by Step guide and data	Yes		Yes	Yes	Yes	Yes
			Potential Model Data	Yes		Yes	Yes	Yes	Yes
	4.2	Capacity	Briefing Sheet	Yes	Yes	Yes			
			Capacity Mapping Tools	Yes	Yes	Yes			
4.3	Caseload	Briefing Sheet	Yes	Yes	Yes				
Strategic Planning & Response Monitoring	5.1	Response Monitoring Phase 1 - 4W	Partner Card	Yes	Yes				
			Template for Phase 1 -	Yes	Yes				
	5.2	Response Monitoring Phase 2 - 4W	Template for Phase 2 - 4w	Yes	Yes				
			Additional technology	Yes					Partly
	5.3	Strategic Indicators	Linking Indicators SRP-4W	Yes	Yes	Yes	Yes		
5.4	Briefing Sheets	Indicators 4W-SOF-SRP Development of 4W	Yes	Yes	Yes	Yes			
Reporting	6.1	WASH Dashboard	User Manual	Yes	Yes				
			Static dashboard	Yes	Yes				
			Interactive dashboard	Yes					Yes
	6.2	WASH Bulletin	Basic Bulletin	Yes	Yes				
			Advanced Bulletin	Yes					
			Briefing Sheet	Yes	Yes				
			Infographics tools	Yes	Yes				
6.3	Basic Gap Analysis	Gap Analysis template	Yes	Yes					
6.4	OCHA products	OCHA guidance	Yes	Yes	Yes				
Visualisation & Dissemination	7.1	GWC Website	GWC website	Yes		Yes			Yes
	7.2	Operational Website	Operational website information	Yes	Yes	Yes		Yes	Yes
			User Manual Mangomap	Yes			Yes	Yes	Yes
	7.3	Web mapping tools	Comparison of tools	Yes			Yes	Yes	Yes
			Comparison of tools	Yes			Yes	Yes	Yes
	7.4	Online Infographics	Comparison of tools	Yes			Yes	Yes	Yes
7.5	Online magazines	Comparison of tools	Yes			Yes	Yes	Yes	
7.6	Interactive Images	Briefing Sheet	Yes			Yes	Yes	Yes	
Capacity Building Modules	8.1	Capacity building tools for WASH IMO and partners. Modules contain WASH specific training including presentations, trainers manuals, user manuals and exercise data	HPC & SRP	Yes		Yes		Yes	
	8.2		WASH	Yes		Yes		Yes	
	8.3		Introduction to IM	Yes		Yes		Yes	
	8.4		Data	Yes		Yes		Yes	
	8.5		Analyse assessments	Yes		Yes	Yes	Yes	
	8.6		Needs	Yes		Yes		Yes	Yes
	8.7		Data analysis in Excel	Yes		Yes		Yes	
	8.8		Mapping	Yes		Yes		Yes	Partly
	8.9		Online visualisation	Yes		Yes		Yes	Yes
	8.10		Certificate of completion	Yes		Yes		Yes	
Docs	9.1-9.9	Useful documents and links	Links and documents	Yes	Yes	Yes	Yes	Yes	Partly

Note that this table is available in the toolkit and can be filtered per user type

Section A. Introduction

The WASH Information Management (IM) Toolkit consists of an overarching **Guidance Note** and a **Support Pack** (consisting of a number of WASH-specific *User Manuals*, *Briefing Sheets* and *IM Tools*) for use by the WASH Information Management Officer (IMO).

The Guidance Note is not meant as a comprehensive step-by-step instruction manual for the whole WASH emergency response, as undertaken by the WASH Cluster Coordinator (CC), IMO, Rapid Assessment Team and Partners; rather it is the guide that should inform the WASH IMO of the tasks that are required to be undertaken during the response regarding IM. The Support Pack provides sets of flexible tools to help the IMO complete these tasks. The IMO may undertake these tasks either solely, as part of the WASH Cluster Team or with the wider emergency response community. *See the WASH Cluster Coordinators Handbook (<http://goo.gl/nQUhsH>) for information on the general Cluster response and Section B of this Guidance Note, which covers the Humanitarian Programme Cycle (HPC) for the wider emergency response community.*

This Guidance Note follows the interlinked and overlapping steps (as per the Humanitarian Programme Cycle¹) that are required during the emergency response from the initial *needs assessments* to *strategic planning and response monitoring*. The WASH IMO is not involved in all the steps of the HPC (see Figure 1), in addition, some of the tasks the WASH IMO needs to complete are outside of the HPC, for instance interfacing with partners and building capacity on the ground.

The Guidance Note and Support Pack are divided into a number of key elements

1. General Templates & Tools for the IMO
2. Assessment Tools for the IMO
3. Data & Information Tools for the IMO
4. Needs, Capacity & Caseload Tools for the IMO
5. Strategic Planning & Response Monitoring Tools for IMO
6. Reporting Tools for the IMO
7. Visualisation & Dissemination Tools for the IMO
8. Capacity Building Tools for the IMO
9. Useful Documents & Links for the IMO

Section B of the Guidance Note highlights the links to key HPC steps. Section C introduces the WASH IM key elements in a step-by-step manner, while Section D gives an in-depth view of the tools in the Support Pack.

Annex I introduces common acronyms that might be used during an emergency response.

Annex II is a checklist of tasks that can be completed before, during and after deployment. These include organising flights and visas, downloading ReliefWeb Briefing Kits and Common Operational Data (CODs), joining Information Management Working Groups (IMWGs) /making contact with the Cluster before deployment, getting equipment and hiring local staff during deployment and completing a handover and evaluation form after deployment.

¹ <https://www.humanitarianresponse.info/programme-cycle>

Note on Types of Emergencies

Protracted versus sudden-onset emergencies

A protracted emergency can be defined as an emergency in which a significant proportion of the population is acutely vulnerable to death, disease and disruption of livelihoods over a prolonged period of time. The governance of these environments is usually very weak, with the state having a limited capacity to respond to, and mitigate, the threats to the population, or provide adequate levels of protection. Food insecurity is the most common manifestation of protracted crises².

A sudden-onset emergency can be defined as both *natural* disasters (e.g. earthquakes, typhoons, floods) and *man-made* or *complex* disasters (e.g. sudden conflict situations arising from varied political factors), for which there is little or no warning³.

The work that the WASH IMO undertakes will be quite similar for both protracted and sudden-onset emergencies, although the timing of tasks will change. In a sudden-onset emergency a lot of work will need to be undertaken in the first few weeks of the emergency (e.g. the development of the SOF/SRP), while in a protracted emergency, these tasks can be planned ahead.

Coordination Agencies – Sectors and Clusters⁴

Depending on the type of emergency, WASH may be known as a Cluster or a Sector. Generally, for an emergency with Internally Displaced People (IDPs), OCHA will coordinate the emergency response under the Cluster system and WASH will be known as the WASH Cluster. Within refugee situations, UNHCR may lead the emergency response and WASH will be known as the WASH Sector.

This Toolkit mostly refers to a WASH Cluster set-up, although many of the tools may also be useful for an IMO working in an emergency with the WASH Sector. For a UNHCR led emergency response, there are specific tools developed to collect, analyse and manage WASH data in a refugee situation. For more information on these tools see the UNHCR IM Toolkit (<http://data.unhcr.org/imtoolkit/>).

Use (sharing and storage) of sensitive data in emergencies

Storage and sharing of sensitive data during emergencies

It is essential to be cognisant of the issues with the storage and sharing of some sensitive data during emergencies. Sensitive data could include photographs of the affected population, records of interventions or key government information. Storage of sensitive data could include hosting on Dropbox or another cloud repository and sharing could be via the operational website. The storage and sharing of sensitive material should always be discussed and agreed with the WASH Cluster Coordinator and IMWG.

² <http://www.fao.org/docrep/013/i1683e/i1683e03.pdf>

³ <http://www.who.int/hac/about/definitions/en/>

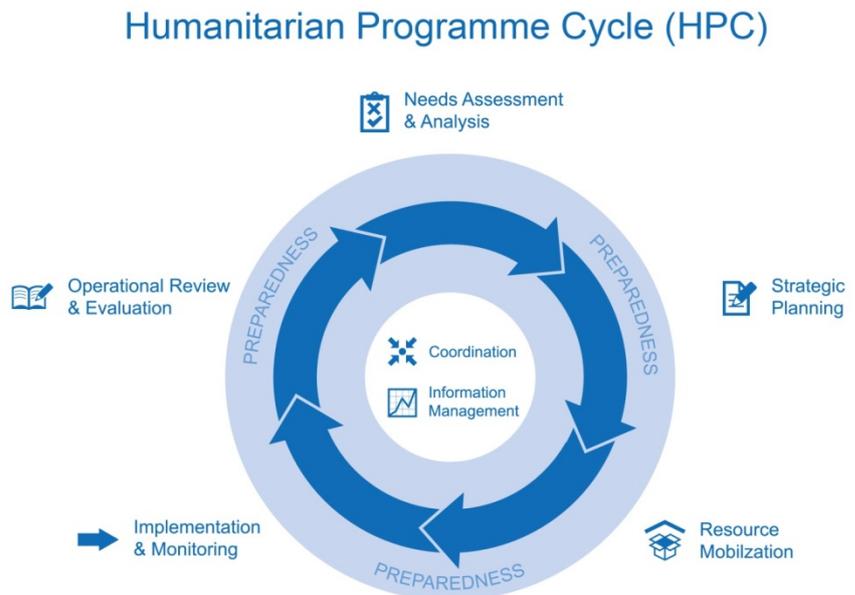
⁴ Note that within this document, the WASH Cluster/Sector is referred to as the WASH Cluster and OCHA is mentioned as lead coordination agency. In some situations, UNHCR will lead the emergency response and the WASH Cluster will be known as the WASH Sector.

Section B. Humanitarian Programme Cycle

The Humanitarian Programme Cycle (HPC) is an important part of the Transformative Agenda⁵ (TA) which the Inter Agency Standing Committee⁶ (IASC) initiated in 2011 and which oversaw the development of guidance in coordination, leadership and accountability. The HPC serves as a guide for all crises⁷

The HPC⁸ (Figure 1) is essentially a coordinated series of actions undertaken to help prepare for, manage and deliver humanitarian response. It consists of five steps, with one step building on the previous and leading to the next.

Figure 1. The Humanitarian Programme Cycle



The HPC contains the following five steps

1. **Needs Assessment and Analysis**
2. **Strategic Response Planning**
3. Resource Mobilisation
4. **Implementation and Monitoring**
5. Operational Review and Evaluation

The WASH IMO will be primarily involved in three of these steps (*Needs Assessments and Analysis*, *Strategic Response Planning* and *Implementation and Monitoring*), while they may be involved in a limited capacity in the other two steps, for instance, assisting in project development and funding allocations in the *Resource Mobilisation* step and cluster performance monitoring for the *Operational Review and Evaluation* step.

Figure 2 is a generalised schematic showing how the WASH IMO fits into the HPC for a sudden-onset emergency (although the completion of these tasks will also be required in a protracted situation). In a major sudden-onset emergency, the IMO will spend the initial weeks working with assessments and data while helping the Cluster Coordinator develop the WASH Strategic Operational Framework and the IASC Strategic Response Plan.

⁵ <http://www.humanitarianinfo.org/iasc/pageloader.aspx?page=content-template-default&bd=87>

⁶ <http://www.humanitarianinfo.org/iasc/>

⁷ Humanitarian Information Management. Wood, G., UNICEF (2013)

⁸ <https://www.humanitarianresponse.info/programme-cycle>

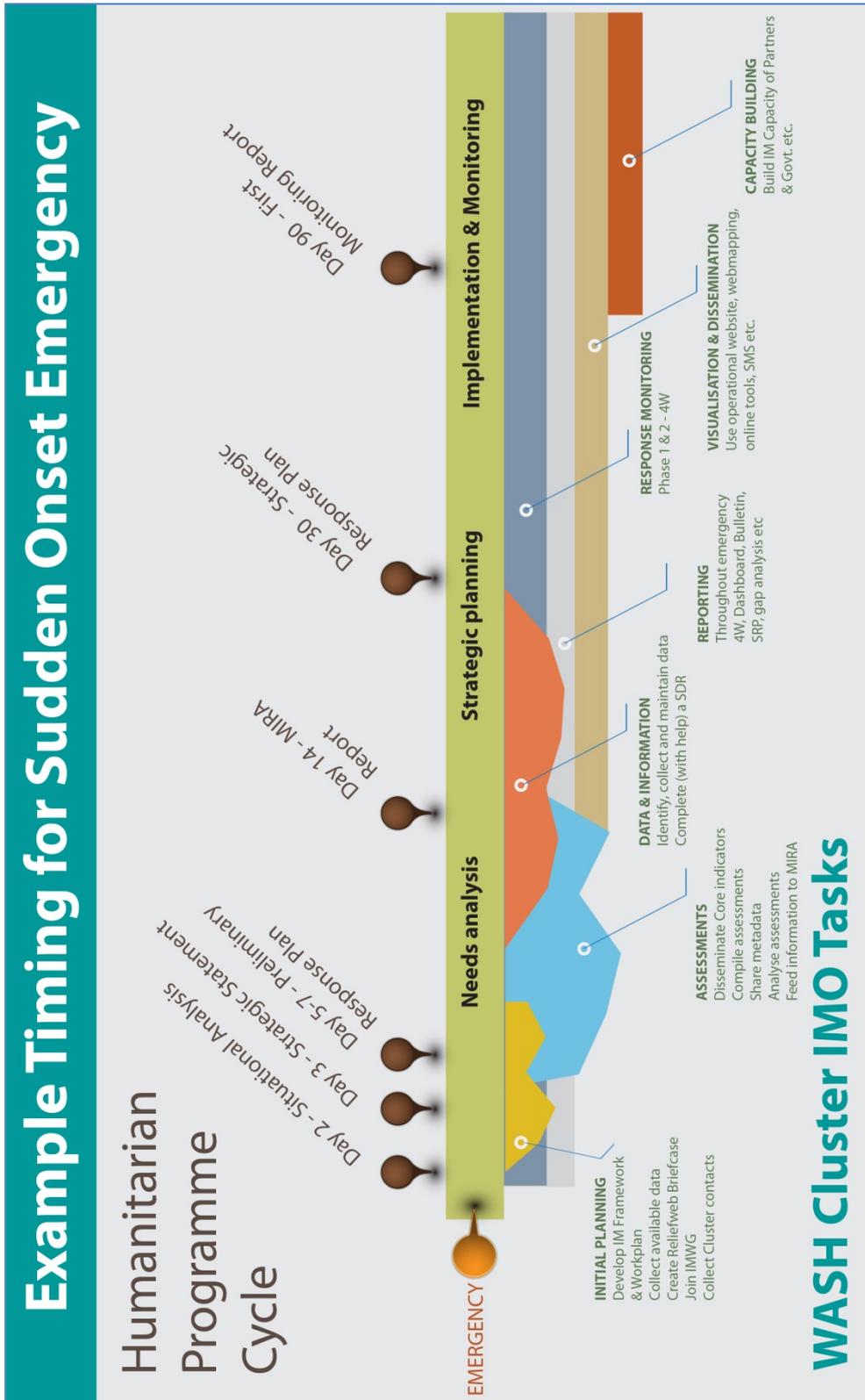


Figure 2. A generalised schematic of the tasks the WASH IMO will be involved in during a sudden onset emergency

Section C. Introduction to the WASH Information Management (IM) Toolkit

The following Section outlines briefly, the contents of each toolkit group. Section D gives an in-depth analysis of each tool⁹.

1 - General Templates & Tools for the IMO

The **General Tools and Templates** Section contains useful tools and templates that can be used throughout the emergency response. They include a WASH IM Framework and Workplan, business cards, design items such as a style guide, logos, icons for both design of publications and for GIS, infographics tools, tools for administration such as those to maintain contact lists, attendances at meetings, compiling minutes, document and presentation templates and desktop mapping templates.

The Section also contains information on new technologies that might be useful to the WASH IMO such as the use of QR codes for sharing information, image hosting services, digital communication, social media and project management tools.

For many of the sub-sections there is a basic and advanced tool suggested. The basic tool might be applicable in a situation where there are low IM resources, security issues or poor access to the internet. For the advanced tool, generally good internet connectivity and good IM resources are required.

The Section also contains templates for WASH IMO Terms of Reference and Standby Partner Requests, along with instructions on how to complete a cluster performance monitoring exercise. It also contains templates for handing over to an incoming IMO and completing a PER evaluation form on departure.

2 - Assessment Tools for the IMO

The **Assessment Tools** Section contains tools to help the IMO collate, maintain and analyse assessment data during an emergency response. *This Section is not intended to instruct the IMO on how to undertake assessments as these are generally carried out but expert agencies.*

Needs assessment provides the evidence base for a response and is a continuous process throughout the HPC. A Humanitarian Needs Overview¹⁰ (HNO) and Multi Cluster/Sector Initial Rapid Assessment¹¹ (MIRA) are generally undertaken in the initial stages of an emergency and at a defined cyclical time during a protracted emergency. These processes are led by OCHA.

⁹ Note that some tool recommendations are mobile device apps or online software. Beware that these technologies and the cost of using them may change.

¹⁰ <https://www.humanitarianresponse.info/programme-cycle/space/document/humanitarian-needs-overview-guidance-0>

¹¹ <https://www.humanitarianresponse.info/programme-cycle/space/document/summary-multi-clustersector-initial-rapid-assessment-mira-manual>

Although the IMO is not generally heavily involved in planning and carrying out assessments, they will receive completed assessments to consolidate in order to share information and critical needs data back to partners. One area of difficulty for the IMO, in relation to the analysis of assessments, is the disparate formats that assessments are shared.

One key tool in the Assessment Toolkit is a Qualitative Data Analysis (QDA) software recommendation and WASH-specific manual to help in the analysis of all information. The software can be used to analyse any textual and graphical information in the form of assessments, Sitreps, reports, newspaper articles, satellite imagery, photographs etc. *In addition, Section 8 contains a training module on how to use QDA Miner for analysing WASH assessments.*

TIPS

Note that the Global WASH Cluster's Field Support Team (FST) deploys to large scale emergencies and can be contacted as a useful resource for assessment advice through the Global WASH Cluster

The Toolkit also contains tools to help the IMO support partners in undertaking assessments by giving information on key indicators, question banks, useful mobile data collection software and example partner assessment templates.

What is the IMOs involvement in Assessments?

The IMO **may** be involved in the following needs assessment (Multi Cluster or Agency specific) tasks:

- Assisting partners/Cluster Coordinator and assessment teams in the operational planning of assessments (sharing maps, base and situational data for the target assessment areas);
- Sharing indicators/question banks to the partners in order to harmonise assessments; and
- Sharing information to aid the undertaking of assessments (e.g. mobile data collection information, example partner templates).

It is critical that indicators/question banks are shared to the Partners in order to harmonise assessments. Work with the Cluster Coordinator and Partners at the start of the emergency/assessment phase to ensure agreement that a small number of indicators will be used (added to assessment templates) by all partners when undertaking assessments. This will aid in the consolidation of data by the IMO and add value to the final information products, as data across geographical areas can be integrated and analysed as one dataset.

The IMO **should** be involved in the following needs assessment tasks:

- Collating completed assessments and creating metadata on assessments;
- Sharing/uploading assessments to the operational website and ensuring partners/OCHA are aware of new assessments;
- Analysing assessments to extract critical thematic and geographic information; and
- Sharing the analysis of assessments back to partners and with the wider humanitarian community.

For more on indicators also see Section on Response Monitoring Tools for IMO.

3 - Data & Information Tools for the IMO

During an emergency response, the IMO will continuously collect data, regardless of the phase or type of emergency.

Types of data could include:

- Common Operational Data [COD] (e.g. admin boundaries);
- Fundamental Operational Data [FOD] (e.g. the location of schools);
- Cluster specific data (the baseline on improved water coverage);
- Other cluster WASH-related data (the location of cholera outbreaks from Health Cluster);
- Additional secondary data (as defined by the Secondary Data Review); and
- Operational data (e.g. location of flooded areas).

The process of data collection, whether it involves collecting primary (collected by the IMO) or secondary data (collated by the IMO) is ongoing throughout the emergency response.

The **Data and Information Tools** Section contains information on the types of data that may be available during the response, what the data could be used for and where the data can be potentially sourced. A metadata template that links to the required elements of OCHA metadata (for uploading data to the CODS/FODs website) is also available.

There is also guidance from ACAPs on Secondary Data Reviews (SDR), what they are, what they are needed for and the potential resources that are available to help complete them. The completion of a SDR is linked to the assessment analysis, whereby any WASH-related information should be analysed and shared back to OCHA at prescribed times as per the requirements of the HPC.

4 - Needs, Capacity & Caseload Tools for the IMO

There are often enormous volumes of data circulating during emergencies and it can be difficult to assess this data to make informed decisions on the locations of the most vulnerable population for the WASH Cluster.

If the most vulnerable population can be defined, it is easier to prioritise the targeting of specific locations/populations for support. By identifying the locations of the most vulnerable population, the partners can then define their target areas relative to their capacity and the Cluster Coordinator and IMO can define the WASH Cluster caseload. The caseload is the essential figure that sets in stone the Cluster's response through the SRP and WASH SOF. *Hence, the ability to identify and define the most vulnerable population is critical to achieve an effective Cluster response.*

The **Needs, Capacity and Caseload Tools** include identified software (1000Minds) and a WASH-specific user manual to undertake a multi-criteria analysis on the best available data at the time by the WASH experts. In addition, tools (Briefing Sheets/templates) to analyse partner Capacity and define the Caseload are also included. The data on needs, capacity and caseload will be needed to inform the development of the WASH section of the SRP and WASH Strategic Operational Framework (SOF).

5 – Strategic Planning & Response Monitoring Tools for the IMO

A Strategic Response Plan (SRP) is prepared (coordinated by OCHA with the involvement of humanitarian agencies) for any humanitarian crisis that requires international support from more than one agency. The plan must specify the shared vision or strategy to respond to the assessed needs, and serve as the basis for carrying out and monitoring the collective response. The WASH IMO will closely work with the WASH Cluster Coordinator in developing the WASH sections of the SRP (see Useful Documents and Links Section for more information on the SRP template).

The SRP has two interlinked parts:

- A country or context strategy with a narrative, strategic objectives and indicators; and
- Cluster plans, with objectives, activities and accompanying projects. These detail how the strategy will be implemented and how much funding is required.

Commonly coupled with the SRP, is the development of an emergency WASH Strategic Operational Framework (SOF) by the WASH Cluster. For sudden on-set emergencies, these two key documents are developed in the first few weeks of the emergency, with the official publication of the SRP due approximately 30 days after the disaster occurred.

The development of the WASH SOF should facilitate the provision of essential information into the SRP as the WASH objectives, indicators and targets should already be determined for the WASH SOF. The WASH Cluster Coordinator may develop the WASH SOF in collaboration with a Strategic Advisory Group (SAG). Although the WASH IMO will not be involved in developing the technical aspects of the WASH SOF, they will be involved in the provision of needs, partner capacity and WASH Cluster caseload information for the Strategy, in addition to helping identify the appropriate (measurable) indicators.

The IMO **should** be involved in the following SRP and SOF Tasks;

- Helping the Cluster Coordinator to develop the WASH SOF and SRP WASH sections by providing general response data, needs assessment information and figures on needs and partner capacity;
- Identifying appropriate indicators with the Cluster Coordinator for both the WASH SOF and SRP. The WASH SOF will have more indicators (e.g. 2-3 per WASH domain) than the SRP (e.g. 2-3 in total depending on requirements from OCHA); and
- Ensuring that the indicators identified are measurable, i.e. that partners will be able to supply information to feed indicators in the Phase 2 - 4W.

While the SRP and WASH SOF are being finalised, the WASH IMO should, in tandem, be developing the WASH response monitoring system (also known as the 4W). The system is critical to the coordination of a response. The system will track the progress of the Cluster against the targets that have been agreed (defined from information on the needs, capacity and caseload exercises).

Regular monitoring of the response (through the agreed indicators/targets) can provide evidence towards the Cluster achievements, highlighting critical gaps in the response. Done well, the response monitoring system can aid in transparency and accountability to WASH partners, donors, public and most importantly, the affected population.

The IMO can spend a considerable amount of time setting up a complicated 4W at the start of an emergency response. This effort in time can be unproductive as there is a likelihood that the WASH indicators will not be confirmed in the first few weeks until both the emergency situation and affected population needs become better understood (and the SRP and WASH SOF get developed).

Beware: once an indicator changes, then the 4W needs to be amended to fit with the new indicator and the information already received from the partners may become unusable, implying both time wasted for the partner in filling out the 4W and the IMO in developing and analysing the 4W inputs.

Thus, in the initial stages of an emergency **Partner Cards** (e.g. week 1) and a basic **Phase 1 - 4W** (e.g. week 2-4) should be used to collect key operational information to share to the partners. Once the WASH SOF/SRP indicators are defined, the more extensive **Phase 2 - 4W** should be developed. The indicators (chosen for the SRP/WASH SOF) should be part of the **Phase 2 - 4W** framework so that the input from partners directly feeds the SRP and WASH SOF process without the need for additional information to be collected at a future date. See *Briefing Sheet on choosing indicators for the 4W, SOF and SRP for more information*.

The IMO **should** be involved in the following tasks:

- Creating/amending the Partner Cards and Phase 1 - 4W to meet the needs of the response until the SRP/WASH SOF indicators are defined (*not all IMOs will have to do this, they may deploy in the later stages of an emergency*);
- Creating/amending the Phase 2 - 4W to interlink with the reporting needs of the SRP/WASH SOF; and
- Determining the best software solution for the Phase 2 -4W.

The **Strategic Planning & Response Monitoring Tools** contain a Briefing Sheet to help in choosing indicators for 4W, SOF and SRP and a 4W Briefing Sheet, intervention and indicator linking guidance and various templates for creating partner cards and both Phase 1 & 2 – 4Ws.

6 - Reporting Tools for the IMO

From the initial stages of the emergency, the IMO is required to report on the emergency response from needs assessment analysis to tracking of interventions. Much of the reporting can be anticipated, e.g. 4W input to OCHA per day/week/month. A calendar of reporting requirements can be developed in consultation with OCHA and input to the WASH Cluster IM Framework and Workplan (Tool 1.0) in the early stages of the response to streamline the tasks and make space for ad-hoc reporting requirements.

The **Reporting Tools** comprise a WASH Dashboard Manual to help create static and dynamic dashboards, a WASH Bulletin Briefing Sheet and templates, basic gap analysis templates and information on the reporting requirements of OCHA, including the IM Product Catalogue.

7 - Visualisation & Dissemination Tools for the IMO

Often during an emergency, IM resources are stretched and the time requirements to set up and maintain response monitoring tools and fulfil reporting requirements mean that the WASH IMO has little time to properly visualise and disseminate information back to the partners. This means that partners may miss out on receiving critical information gathered from assessments, response monitoring tools and gaps analysis. In addition, the IMO may not have the time to share key operational information back to partners in a user-friendly way.

The **Visualisation and Dissemination Tools** include a WASH-specific user manual with information on how to create simple web maps using cost-effective user-friendly software. There is also information on the use of online infographics (in addition to the WASH-specific Tableau manual from the reporting section), the use of online magazines and interactive images. The section also contains information on the Global WASH Cluster website and the use of the operational website which should be used continuously to share information back to partners.

The IMO should ensure that all critical operational information is shared to all WASH partners to ensure a full operational picture on needs and response is available.

8 - Capacity Building Tools for the IMO

The WASH IMO is often required to build capacity on the ground to incoming IMOs, WASH partners and Government agencies who are involved in the Cluster. The Partner capacity tools include simple IM upskilling practical exercises that the WASH IMO can use at various times over the emergency. The courses include:

- An introduction to the Humanitarian Programme Cycle and Strategic Response Plan (presentation)
- An introduction to WASH and WASH standards for the IMO (presentation)
- An introduction to IM in emergencies (presentation)
- An introduction to data, where to find it and when to use it (presentation)
- A course on using qualitative data analysis software for analysing assessments (presentation and practical exercise)
- A course on using multi-criteria software tools for identifying vulnerabilities (presentation and practical exercise)
- A course on using Excel in emergencies (presentation and practical exercise)
- A course on using PowerPoint for mapping in emergencies (presentation and practical exercise)
- A course on using QGIS desktop software for mapping in emergencies (presentation and practical exercise)
- A course on using MangoMap web-mapping software for mapping in emergencies (presentation and practical exercise)
- A course on using Tableau and ThingLink for visualisation in emergencies (presentation and practical exercise)

9 - Useful Documents & Links for the IMO

This section includes useful links and documents e.g. WASH technical guidance, standards, assessment guidance, response monitoring information, software guidance and statistical references.

Annexes

Annex I introduces common acronyms that might be used during an emergency response.

Annex II is a checklist of tasks that can be completed before, during and after deployment. These include organising flights and visas, downloading ReliefWeb Briefing Kits and Common Operational Data (CODs), joining IMWGs and making contact with the Cluster before deployment, getting equipment and hiring local staff during deployment and completing a handover and evaluation form after deployment.

Section D. – The IMO Toolkit Contents

Section D outlines the IMO toolkit contents. Section D should be used in conjunction with the **Support Pack**, which contains the tools; although most information needed to use the tools will be included within the Support Pack contents themselves such as in the **WASH Briefing Sheets**, **WASH User Manuals** and **WASH Tools** themselves. Section D also contains Tips for using the various tools when on deployment.

1 - General Templates and Tools for the IMO

The General Tools and Templates section contains tools that might be useful for any phase of the emergency.

1.0 IM Framework and Workplan

Tool	The IM Framework and Workplan is a tool to help in the administration of IM tasks throughout the emergency. The workplan can be used by one IMO or be developed to define tasks of a number of IMOs if the emergency response encompasses multiples IMO posts.
Support Pack Contents	➤ An Excel spreadsheet with multiple tabs to define the emergency response WASH IM tools and timing of tasks required
Tips	<ul style="list-style-type: none"> ■ Modify the template to the specific emergency needs in the first week of deployment, the IM Framework/Workplan should be added as an annex to the WASH Strategic Operational Framework as developed by the Cluster Coordinator. ■ Update the document on a weekly/monthly basis. This enables it to become part of the handover process with the most up-to-date information on the IM tasks.

1.1 Business Cards

Tool	Business card templates are very useful but can be hard to source/print at the start and during emergencies. These templates enable the IMO to print out their contact details and distribute at meetings without the costs involved in professional printing
Support Pack Contents	➤ Two business card (one with QR code option) templates
Tips	<ul style="list-style-type: none"> ■ Print out business cards on paper and distribute at meetings ■ If possible, print some business cards before you deploy so that you are ready to distribute them at the first meeting

1.2 Style Guide

Tool	The Style Guide offers information on the logo, icons, fonts and colours that should be used for producing WASH-related material.
Support Pack Contents	➤ Style guide with technical specifications for fonts, icons, logos and colours.
Tips	<ul style="list-style-type: none"> ■ Try to use the guidance as much as possible when producing material to help generate WASH Cluster recognition in the country of emergency.

1.3 Logos

Tool 	The Global WASH Cluster logo can be used by Country WASH Clusters. The logo is available in a number of formats and sizes, including .svg and .png in 20-1000 pixel resolutions.
Support Pack Contents	➤ WASH Cluster Logo in file types - ai, .svg, .png, .jpeg
Tips	<ul style="list-style-type: none"> ■ Use correct file size for needs to prevent fuzzy logos appearing in printed documents.

1.4 Icons

Tool 	<p>Icons are useful to illustrate documents, presentations and maps. The icon folder contains general and WASH-related icons. Some icons are produced by the OCHA Visual Unit, other icons were adapted to WASH specific needs and come in a variety of formats (.ai, .svg, .png, .docx).</p> <p>In addition, an ESRI and QGIS icon folder contain icons for use in a GIS. These icons are made available by MapAction who converted the OCHA icons to ESRI style sheets and QGIS XML files.</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ Icons in file types - ai, .svg, .png, .docx ➤ GIS icons for QGIS and ESRI
Additional Resources	<ul style="list-style-type: none"> • World: Humanitarian and Country Icons 2012 http://reliefweb.int/report/world/world-humanitarian-and-country-icons-2012 http://mw1.google.com/crisisresponse/icons/un-ocha/index.html • OCHA Web Font https://github.com/lubar/Humanitarian-Icons-WebFont • GIS Icons true type fonts, ESRI Style sheets and QGIS XML files (contained in folder) http://www.mapaction.org/resources/gis-resources.html
Tips	<ul style="list-style-type: none"> ■ Use icons that are self-explanatory for the country of operation to save having to add additional text to documents and presentations.

1.5 Infographics

Basic Tool	Infographics can be used in presentations, dashboards, bulletins and reports. This folder contains a template to help create infographics for various situations. Note that there are specific bulletin and dashboard templates in the <i>Reporting Folder</i> . Also see Online Infographics tools in the <i>Visualisation and Dissemination Folder</i> .
Support Pack Contents	➤ Excel file with icons, logos and chart examples
Tips	<ul style="list-style-type: none"> ■ Decide what to show in an infographic before making it, this will speed up the process of creating effective products.

1.6 Contacts (Basic and Advanced Tools)

Basic Tool	<p>Maintaining contact lists during emergencies can be difficult. One contact list should be maintained and shared amongst the Cluster IMO and Coordinator. Depending on the emergency situation, the list can be shared by email, sit within an online document repository (e.g. Drop Box) or sit in the cloud (e.g. Google Docs). Effort should be made to keep the list up-to-date by deleting names off the list as well as adding them to the list. The contact list can be shared on the operational website (with or without password protection – depending on security issues).</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ Adaptable templates to maintain WASH contacts. One template also contains TABs for <i>Coordination Team, Government, Email Dissemination Lists</i> and a blank <i>Printable Meeting List</i>.
Advanced Tool	<p>With the proliferation of smartphones, there are now some useful apps that help you to collect and manage contact information. A smartphone with a camera and suitable app can scan a business card and instantly update the information to a phone contact list.</p> <p>Mailchimp is widely used as a contact list and dissemination tool. OCHA’s new Humanitarian ID (HID) tool is a collection and repository contact tool which is being rolled out as part of the new HR.info OCHA website.</p> <p>In addition, individual QR codes on stickers can be generated for Cluster members to stick on the back of phones so others can scan the QR code to get an instant upload of the contact to the phone (see more on QR Codes later in the section).</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ Tools described include CamCard, Scanbizcards, QR codes, HID and Mailchimp. Information identifies what each tool is useful for, the type of device needed to use the tool, the cost/licence involved, the suitability of the tool for a particular IM capacity level or disaster environment and the internet connectivity needs.
Tips	<ul style="list-style-type: none"> ■ Maintain one ‘master’ contact list only. ■ Some tools may require internet connectivity and licences. Consideration needs to be given to use of individual tools for specific emergency situations.

1.7 Attendance Lists (Basic and Advanced Tools)

Basic Tool	Templates to print and manually collect contacts and note attendances at meetings.
Support Pack Contents	➤ Two printable A4/Letter templates in Word.
Advanced Tool	There are a number of apps available to help maintain meeting attendances. Many of these are developed for team sports (maintaining information on player attendance at trainings) but are flexible and may be useful in some emergency situations. The most useful app identified is described in the Support Pack (AttendanceTracker).
Support Pack Contents	➤ Information about AttendanceTracker, the type of device needed to use the tool, the cost/licence involved, the suitability of the tool for a particular IM capacity level or disaster environment and the internet connectivity needs.
Tips	<ul style="list-style-type: none"> ▪ If using traditional paper attendance list, make sure it circulates to all attendees during the meeting. ▪ Check the list before the attendees leave to make sure writing is legible. ▪ Don't forget to take the attendance list away with you.

1.8 Meeting Actions (Basic and Advanced Tools)

Basic Tool	Templates to collect actions (minutes) at meetings.
Support Pack Contents	➤ Six templates in Word format which vary from basic to more thematic and location based tools.
Advanced Tool	There are a number of apps available online to help maintain meeting actions. Most are not perfect but there will potentially be better versions developed in the coming years. MinutesOfMeeting is described here.
Support Pack Contents	➤ Information about MinutesOfMeeting, the type of device needed to use the tool, the cost/licence involved, the suitability of the tool for a particular IM capacity level or disaster environment and the internet connectivity needs.
Tips	<ul style="list-style-type: none"> ▪ Maintain a list of main meeting <i>actions</i> (rather than full meeting minutes) and identify those who agree to implement actions at the end of the meeting. ▪ At many emergencies there are too many people to remember names, ask/note what agency people are from and link the agencies to the actions (you can always cross check the attendance list to get the individuals name later). ▪ If it's a very important meeting you can use your phone to record the meeting and double check actions afterwards.

1.9 Presentations

Tool	Presentation (PowerPoint) templates that can be used during Cluster meetings.
Support Pack Contents	➤ PowerPoint templates, pptx, ppt and potx.
Tips	<ul style="list-style-type: none"> ▪ Keep text to a minimum, large enough to read from afar and keep the font black; emergency meetings can be busy and meeting rooms can be bright.

1.10 Documents

Tool	A basic document report template for the WASH Cluster.
Support Pack Contents	➤ A Word document template.
Tips	<ul style="list-style-type: none"> ▪ For reports produced during an emergency, keep them brief, use bullet points, and highlight the essential issues. ▪ Add maps and graphs only if they support the message.

1.11 Desktop Mapping (Basic and Advanced Tools)¹²

Basic Tool	For IMOS without GIS experience, it is easy to make maps in PowerPoint once the administration boundaries are available (generally available from OCHA or MapAction). If boundaries are not available, an IMO with GIS software can easily create the administration boundaries for use in PowerPoint and share them.
Support Pack Contents	➤ Template in PowerPoint to create maps; includes extensive icon gallery.
Advanced Tool	ArcGIS/QGIS are common platforms for mapping and having access to templates can speed up the process of making maps on the fly/during an emergency. Access the GIS administration boundaries off the CODS/FODS website or through OCHA/MapAction https://www.humanitarianresponse.info/applications/data .
Support Pack Contents	<ul style="list-style-type: none"> ➤ Eight ArcGIS 10 .mxd files and QGIS 2.2 templates in varying sizes and aspects from A0 to A4 ➤ Basic data ➤ Icons for ArcGIS and QGIS ➤ Links to QGIS and ESRI tutorials
Tips	<ul style="list-style-type: none"> ▪ Keep maps simple; make sure they tell a story. ▪ Keep maps up-to-date, potentially deleting older maps off the operational website to avoid confusion. ▪ Enquire as to partners needs for maps. ▪ Assess usefulness of moving to web-mapping if the response/country situation allows it (<i>see Visualisation and Dissemination Tools section</i>). ▪ Add QR codes to maps pinned to walls, thus partners can instantly access the map on their phone/device

1.12 Information Repositories

Tool	Information repositories are very useful to set up to share information during emergencies. Once the repository is set up, WASH Partners can access key operation information as not all material produced by the Cluster will be appropriate to upload to the operation website.
Support Pack Contents	➤ Comparisons on a number of the more popular information repositories including Microsoft OneDrive, DropBox, Google Drive and Box.
Tips	<ul style="list-style-type: none"> ▪ Keep files as small as possible to ensure you don't overload partners folders (e.g. in the case of DropBox). ▪ Move complete (published) documents to the operational website (e.g. HR.info). ▪ Give guidance to partners on how to use the repository system chosen (to avoid deletion of important documentation).

¹² See Capacity Building Mapping Presentation and Practical - Tool 8.8

1.13 QR Codes

<p>Tool</p> 	<p>A QR code is a type of barcode which can be used to direct people to key information. The end-user needs a device (smart phone or tablet) with a camera. QR codes can be used to share assessments which have been uploaded, share maps, latest statistics, latest contact lists, GPS locations, vCards/business cards and WiFi codes. They can be added to name badges at major meetings so that people can instantly scan contacts to their phones. At a Cluster meeting a sheet of paper with QR codes can be shared with links to all the relevant new WASH material online. The end-user does not need to be offline to scan a card; they can de-code it at a later date.</p>
<p>Support Pack Contents</p>	<ul style="list-style-type: none"> ➤ WASH QR Code Briefing Sheet. ➤ Information and links on QR creators and QR readers. ➤ A printable page of useful QR codes (WASH Cluster, ACAPS, OCHA, SPHERE etc.) and empty spaces to add operational QR codes.
<p>Tips</p>	<ul style="list-style-type: none"> ▪ Create and add QR codes to as much WASH material as possible, including DropBox locations etc. ▪ Print out pages (see support pack) and attached to notice boards. ▪ Add individual QR codes to maps, documents and your own email signature if you can. The more that QR codes are used by the partners the more use/functionality will emerge.

1.14 URL Shortener

<p>Tool</p>	<p>It is often necessary to share links to various websites. The links may be long and seemingly unrelated to the location that the link points too. Use a URL shortener to create a shorter link to completed web addressed.</p>
<p>Support Pack Contents</p>	<ul style="list-style-type: none"> ➤ Links to URL shorteners.
<p>Tips</p>	<ul style="list-style-type: none"> ▪ If web addresses are very long use a URL shortener.

1.15 Photo to Map

<p>Tool</p>	<p>When in the field it can be useful to take a photo and send to a mapping service or show the location of the photo afterwards to colleague on a map.</p>
<p>Support Pack Contents</p>	<ul style="list-style-type: none"> ➤ Information about a number of applications to see photo locations and show photos on maps.
<p>Tips</p>	<ul style="list-style-type: none"> ▪ Note: some services require that you send photos to a server which will incur phone charges. ▪ Be aware that some image sharing sites make your photos public so check terms and conditions before uploading sensitive material.

1.16 Image Hosting Service

<p>Tool</p>	<p>There are some applications that require photos/images to be hosted in the cloud before you can add them to the application. These include some web-mapping platforms and interactive image tools (ThingLink).</p>
<p>Support Pack Contents</p>	<ul style="list-style-type: none"> ➤ Information on the common online image hosting services, Flickr and IMGUR.
<p>Tips</p>	<ul style="list-style-type: none"> ▪ Be aware that some image sharing sites make your photos public so check terms and conditions before uploading sensitive material.

1.17 Offline Maps

Tool	It can be very useful to download and store high resolution maps on a phone/tablet before arriving in an emergency situation where there may be no internet connectivity. There are a number of useful apps which enable the download and storage of maps, which means there is no cost to access maps on the road.
Support Pack Contents	<ul style="list-style-type: none"> ➤ Information on a number of methods to download and store high resolution maps for use when offline.
Tips	<ul style="list-style-type: none"> ▪ Note that a phone/tablet GPS will still work with offline maps (identifying the location on the map) making offline mapping very useful in emergency situations.

1.18 Free Online Survey Tools

Tool	There are a number of free user-friendly online survey tools available; these can be useful to undertake a number of tasks including assessing the capacity of the partners to evaluate the Cluster caseload (see Needs, Capacity and Caseload section).
Support Pack Contents	<ul style="list-style-type: none"> ➤ Comparisons of a number of the more popular free online survey tools including Survey Monkey, Zoomerang, Google Forms and Surveygizmo.
Tips	<ul style="list-style-type: none"> ▪ Keep survey as quantitative as possible, avoiding lengthy qualitative analysis in surveys.

1.19 Digital Communication Tools

Tool	There is increasing internet connectivity during disasters and there are a number of tools that are very useful to stay in contact with the Cluster and IM colleagues.
Support Pack Contents	<ul style="list-style-type: none"> ➤ Information on some digital communication tools such as Skype, Viber and WhatsApp, the type of device needed to use each tool, the cost/licence involved, the suitability of the tool for a particular IM capacity level or disaster environment and the internet connectivity needs.
Tips	<ul style="list-style-type: none"> ▪ Try and keep communication to a minimum; share key information only. Do not overload the system with information as WASH partners will potentially sign off the service if they are receiving a lot of ineffective information.

1.20 SMS for Communications

Tool	In some emergency situations SMS may be the best way to share data, both in sending information and receiving information. There are many service providers specifically targeting humanitarian situations.
Support Pack Contents	<ul style="list-style-type: none"> ➤ Information on tools such as Frontline SMS, Magpi and SMSSync. Information includes the type of device needed to use the tool, the cost/licence involved, the suitability of the tool for a particular IM capacity level or disaster environment and the internet connectivity needs.
Tips	<ul style="list-style-type: none"> ▪ Consult on best practice with colleagues, many responders have experience in using SMS in countries prone to disasters. Beware of hidden costs.

1.21 Social Media

Tool	Many organisations are using social media as part of their overall dissemination strategy but social media tools can also be very useful in emergency situations.
Support Pack Contents	➤ Information on numerous social media tools including Twitter, Facebook and Swift River.
Tips	▪ Ask partners what they are using during the emergency, for instance a local twitter account may be a very useful way to disseminate emergency information.

1.22 Translation Services

Tool	During emergencies it may be necessary to create IEC material or other publications in local languages and dialects. Translating personnel can be hired locally or via an organisation such as Translators Without Borders.
Support Pack Contents	➤ General information on the resource which may be available during emergencies.
Tips	▪ Assess translation needs, is a technical translation needed or will hiring local translators fulfil the needs at the time.

1.23 Project Management

Tool	There are a number of software packages that can help manage the overall WASH project response. Depending on the length and size of the response, it may be worth investing in a PM tool.
Support Pack Contents	➤ General information on the resource which may be available during emergencies.
Tips	▪ Decide if setting up a PM site takes more time than is potentially saved if using conventional tools and processes.

1.24 ToRs & SbP Request

Tool	Often, at the end of a deployment, the WASH IMO will need to prepare the ToRs and Standby Partner Request (if the replacement is to come from a Standby Roster) for their IMO replacement.
Support Pack Contents	➤ Generic WASH IMO and Cluster Coordinator ToRs. Modify ToRs for the emergency needs. ➤ SbP Request Form.
Tips	▪ Plan ahead (at least a month) if looking for a replacement; it will take time to submit and sign off the request.

1.25 Cluster Coordination Performance Monitoring Tools

Tool	Various documents and guidance on Cluster Performance Monitoring
Support Pack Contents	➤ Cluster Coordination Performance Monitoring information
Tips	▪ Discuss with EMOPS/Cluster Coordinator when this needs to be carried out so that you can let partners know that they will need to input to the exercise

1.26 Handover Note Templates

Tool	At the end of most deployments, a handover note will be shared with the incoming IMO, Cluster Coordinator and UNICEF, as well as the funding/supporting agency if applicable. The IM Framework/Workplan is a useful annex to the handover note if kept up-to-date. This annex will give the incoming IMO all the details on the requirements of reporting as well as the status quo of assessments and monitoring etc.
Support Pack Contents	➤ A simple and extended template for handover notes for non-Field Support Team (FST) IMO or FST IMO.
Tips	<ul style="list-style-type: none"> ▪ Keep the IM Framework/Workplan up-to-date. This will save a lot of time in delivering a beneficial handover note. ▪ Keep document short with bullet points and recommendations. Otherwise it is unlikely to be read!

1.27 Personal Evaluation Form (PER)

Tool	At the end of the deployment you may be required to complete a PER form with input from the Cluster Coordinator.
Support Pack Contents	➤ A template PER form.
Tips	<ul style="list-style-type: none"> ▪ Keep the PER form short with bullet points and key recommendations.

2 - Assessment Tools and Templates for the IMO

The Assessment Tools and Templates Section contains tools that the WASH IMO can use for maintaining metadata (a registry) on assessments, analysing completed assessments, sharing core and agreed WASH indicators and related question banks to partners, giving information on the types mobile device collection software and supplying basic assessment example templates.

2.1 Assessment Registry Template

Tool	Keeping track of assessments during a major emergency is difficult. Maintaining simple metadata can help the WASH IMO to manage this important resource.
Support Pack Contents	➤ An Excel registry template to maintain all assessment metadata and share to partners/OCHA.
Tips	<ul style="list-style-type: none"> ▪ Add metadata to the registry template as soon as you receive new assessments. ▪ Share this metadata to partners/OCHA on a regular basis. ▪ Upload the public assessments to the operational website as soon as possible.

2.2 Qualitative Data Analysis (Analysing Assessments)¹³

Tool	<p>During major emergencies there is an issue with the quantity and quality of assessments that are completed. The WASH IMO will receive multiple types of assessments, reports, emails, Sitreps, images etc.; the IMO will have to analyse this information and share it back to partners making it both thematically and geographically valuable for operations.</p> <p>There are a number of Qualitative Data Analysis (QDA) tools available that can help. One in particular has been identified as being of particular use due to the fact that documents can be geographically analysed offline. This software is called QDA Miner.</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ A WASH-specific step-by-step manual on how to use QDA Miner for analysing assessments. ➤ A Codebook which can be amended to any emergency situation. ➤ A list of other useful qualitative software solutions for analysing assessments including Atlasti, Nvivo and MaxQDA.
Tips	<ul style="list-style-type: none"> ▪ Use QDA software to analyse multiple assessments, it will save time in the long run and add value for partners as all assessment data will be consolidated and visualised.

2.3 Core Indicators for Assessments

Tool	Core indicators can be used to harmonise assessments for partners and link the assessment data to the response monitoring tool.
Support Pack Contents	➤ Suggested core indicators with additional assessment questions and response monitoring activities.
Tips	<ul style="list-style-type: none"> • Share with partners early on to try and get assessments harmonised. This will make it easier for the consolidation and analysis of the information to share back to partners.

¹³ See Capacity Building Assessment Presentation and Practical - Tool 8.5

2.4 Indicators and Question Bank

Tool	The Humanitarian Indicator Registry is a Cluster-wide registry of indicators. Within the HIR are 36 WASH Cluster indicators.
Support Pack Contents	➤ A document with indicator sheets, outlining the use of the indicator, the questions that need to be asked in assessments and the relation to response monitoring. In addition, many of the indicator sheets also have additional useful references and an annex gives the agreed definitions of the Joint Monitoring Programme.
Tips	<ul style="list-style-type: none"> • Share with partners early on to try and get assessments harmonised. This will make it easier for the consolidation and analysis of the information to share back to partners. • Link the assessment questions/indicators with the 4W response monitoring tool as much as possible to enable an indicative baseline for some interventions.

2.5 Mobile Data Collection Software

Tool	Mobile data collection software tools are becoming more widely used in humanitarian emergencies. There are over 36 software solutions available, with some partners having developed assessment templates specific to WASH.
Support Pack Contents	➤ Excel list of the more common mobile data collection tools.
Additional Resources	The NOMAD project links aid organisations with mobile data collection software solution suppliers. NOMAD has developed an Online Selection Assistant to connect organisations with one of 36 mobile data collection solutions. (http://humanitarian-nomad.org/).
Tips	<ul style="list-style-type: none"> • There are agencies with extensive experience of carrying out assessments with mobile data collection software, in addition to training enumerators. For more information contact a Field Support Team via the Global WASH Cluster in Geneva.

2.6 Assessment Templates

General Note	<p>Many agencies have predefined assessment templates. When creating a new template it is important for the WASH IMO to ensure that some CORE questions and indicators are included (see indicator registry).</p> <p><i>The GWC are currently developing generic templates that can be used by partners.</i></p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ Example assessment templates from partners ➤ <i>Generic templates are currently being produced</i>
Tips	<ul style="list-style-type: none"> • Ensure all partners share details of planned assessments to confirm that there is no duplication in effort.

3 - Data and Information Tools for the IMO

A major part of the WASH IMOs work will be in collecting and sharing data¹⁴. The Data and Information Tools for the IMO include the identification of key data, useful elements that might be in the data, and the potential source of that data. In addition an Inter Cluster matrix helps identify the datasets that might be useful to WASH, which are held by other Clusters. The Secondary Data Review (SDR) section contains ACAPS guidance on how to develop a SDR. *More information will be added to this section.*

3.1 Key WASH Data Sources

Tool	Data availability varies from country to country but there are core datasets that will always be required by the WASH IMO during emergencies.
Support Pack Contents	<ul style="list-style-type: none"> ➤ A file with a list of 76 key datasets, potential uses, sources and links. ➤ In addition, the Excel contains a TAB on accessing global data. ➤ A metadata file so that the IMO can maintain a list of the core datasets that they are using in the emergency.
Tips	<ul style="list-style-type: none"> • Share your metadata with OCHA and with WASH partners, this will enable a greater sharing of the actual datasets amongst the response teams, avoiding duplication in effort to find and clean datasets.

3.2 Inter Cluster Data Sources

Tool	Data that the WASH Cluster collects and maintains is potentially useful to other Clusters but each Cluster may not be aware of data availability from Cluster to Cluster. A matrix of data availability across Cluster is beneficial and time-saving.
Support Pack Contents	<ul style="list-style-type: none"> ➤ A blank matrix (Word file) that each Cluster can fill out to show what datasets they have that may be of use to other Clusters, and what datasets they may need off other Clusters. ➤ An example WASH-specific Excel file showing the data that was of use to the WASH Cluster by other Clusters and data that other Clusters needed off the WASH Cluster during Typhoon Bopha in the Philippines in 2012. ➤ An example completed matrix by all Clusters from Typhoon Bopha in the Philippines in 2012.
Tips	<ul style="list-style-type: none"> • Use the completed matrix from the Philippines to define the needs for the specific emergency, many of the datasets will be similar.

3.3 Secondary Data Reviews

Tool	Awaiting results of ACAPS/UNICEF Initiative
Support Pack Contents	2014 ACAPS guidance on completing a SDR (to be augmented with WASH specific guidance)
General Note	Awaiting feedback on ACAPS/UNICEF initiative

¹⁴ See Capacity Building Data Presentation - Tool 8.4 and Data Analysis in Excel Presentation and Practical - Tool 8.7

4 - Needs, Capacity and Caseload Tools for IMO

There are often enormous volumes of data circulating during emergencies and it can be difficult to assess this data to make informed decisions on the locations of the most vulnerable population. If the most vulnerable population can be defined, it is then easier to prioritise the targeting of specific locations for interventions.

By identifying the locations of the most vulnerable population, the Cluster partners can then define their target areas relative to their capacity and the Cluster Coordinator and IMO can define the Cluster caseload. The caseload is the essential figure that sets in stone the Cluster’s response through the Strategic Response Plan (SRP) and WASH Strategic Operational Framework (SOF). Hence, the ability to identify and define the most vulnerable population is critical to achieve an effective Cluster response.

4.1 Calculating Needs/Priorities¹⁵

Tool	<p>Calculating WASH needs during an emergency is one of the most important calculations that will be made. A simple and transparent method to identify vulnerable populations, without the need to shape available data to fit pre-defined weights, is to use multi-criteria analysis on the data that is available at the time of the emergency. The software, 1000minds, has been identified as a valuable tool to identify vulnerable populations in an easy, flexible and transparent way.</p> <p>There are a number of advantages to using this method to develop a model of vulnerability which are outlined in the Support Pack 1000Minds Manual.</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ A WASH-specific step-by-step manual to use 1000Minds to calculate the needs/priorities of the affected population. ➤ Example datasets and results from Somalia.
Tips	<ul style="list-style-type: none"> • Use the best available datasets at the time; the model can be re-run when better data becomes available. • Share the results and the weighting/prioritisation analysis with other Clusters and WASH partners.

4.2 Cluster Capacity Mapping

Tool	<p>The purpose of a capacity mapping exercise is to provide information on WASH Cluster partner capacity during emergencies. Knowledge on the capacity of the Cluster partners is required to generate the Cluster caseload for general operational planning, the SRP and SOF.</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ A WASH-specific step-by-step manual to assessing the capacity of the Cluster, including how to complete the exercise (by phone, survey etc.). ➤ Templates for both Basic and Comprehensive mapping exercises.
Tips	<ul style="list-style-type: none"> • Do not collect more information than required as it will be both time-consuming for the partners to complete and for the IMO to analyse.

¹⁵ See Capacity Building Needs Presentation and Practical - Tool 8.6

4.3 Calculating Cluster Caseload

Tool	The Cluster Caseload is the consolidation of a number of pieces of information derived from various exercises. It is required for the SOF and SRP.
Support Pack Contents	➤ Briefing sheet outlining the type of data required to define a caseload.
Tips	<ul style="list-style-type: none"> • Provide the Cluster Coordinator with the best available datasets so that they can define a realistic caseload for the Cluster.

5 – Strategic Planning & Response Monitoring Tools for the IMO

This section contains a briefing sheet and tools to help identify measurable indicators for the 4W, SOF and SRP. In addition, a briefing sheet identifies various types of 4Ws that are appropriate at different stages of a response. The objective of this part of the Toolkit is to have a streamlined response monitoring tool that relates directly to the requirements of the strategic plans.

5.1 Phase 1 – 4W

Tool	<p>In the first few days (Week 1) of an emergency it is difficult to collect information on partners. A partner Card, which can be distributed at meetings, helps the IMO to gather contact and intervention/operational information at the same time. After a few days the IMO can move to Phase 1 –4W to collect information in Excel (or via online survey tool if more appropriate).</p> <p>In addition a basic Phase 1 - 4W¹⁶ should be used to collect key operational information to share to the partners in the first few weeks before the strategic framework is agreed.</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ Partner card. ➤ An Excel (Phase 1 - 4W) spreadsheet to email to partners to collect the minimal amount of information needed to identify the gaps in operations. This tool should only be used for a few weeks until the WASH SOF and SRP are complete and the indicators thus confirmed. After this, the IMO should use the Phase 2 – 4W.
Tips	<ul style="list-style-type: none"> • Print out cards if possible before you deploy; getting access to a printer can be difficult on arrival. Ask partners to write clearly on partner cards. • Share this information back to partners regularly for their operations.

¹⁶ For the purposes of this document, both the Phase 1 and Phase 2 monitoring tools are called 4W, with the distinction being made by the Phase indicated.

5.2 Phase 2 – 4W

Tool	Once the WASH SOF/SRP indicators are defined (after e.g. day 30), the more extensive Phase 2 - 4W should be used. The indicators (chosen for the SRP/WASH SOF) should be part of the Phase 2 - 4W framework so that the input from partners directly feeds the SRP and WASH SOF process without the need for additional information to be collected at a future date.
Support Pack Contents	<ul style="list-style-type: none"> ➤ An Excel (Phase 2 - 4W) spreadsheet to email to partners to collect operational information. ➤ <i>Additional information and templates will be added for new technologies</i>
Tips	<ul style="list-style-type: none"> • Ensure that all the information you collect is used for reporting, this avoids time being spent by partners in reporting information that is not later analysed and shared.

5.3 Interventions, Units, Indicators

Tool	A link needs to be made between the interventions that are being undertaken by partners and the indicators that the Cluster is reporting to the SRP of SOF.
Support Pack Contents	<ul style="list-style-type: none"> ➤ An Excel spreadsheet which lists the most common interventions, the units and the associated indicators. This sheet will help to define the list of interventions that need to be monitored to feed information to the SRP/SOF. ➤ The up-to-date Indicators from the Humanitarian Indicator registry
Tips	<ul style="list-style-type: none"> • Do not add extensive interventions for the partners to report on unless you are going to analyse and report on these interventions in dashboards, Sitreps, SRP etc.

5.4 Briefing Sheets (4W and Indicators)

Tool	It is important that there is a link from assessment to planning to response monitoring. The use of agreed indicators will help in this regard. The Briefing sheet on choosing indicators will guide the user in the decisions that have to be made in the planning stages of an emergency. The 4W briefing sheet discusses the different types of response monitoring tools available. <i>Note that new technologies are being assessed and will be introduced to the toolkit in time.</i>
Support Pack Contents	<ul style="list-style-type: none"> ➤ WASH Choosing Indicators 4W-SOF-SRP Briefing Sheet. ➤ WASH 4W Briefing Sheet.
Tips	<ul style="list-style-type: none"> • Ensure that the Cluster Coordinator and partners are aware of the need to link the indicators in the SRP/SOF to the 4W.

6 - Reporting Tools for the IMO

There are a number of reporting requirements that the IMO can forward plan for, by itemising them in the IM Framework and Workplan (Tool 1.0). These include the publication of dashboards, bulletins and gap analysis. In addition, the IMO will need to give 4W information to OCHA on a continuous basis throughout the emergency.

6.1 Dashboard

<p>Tool</p>	<p>A dashboard is typically used to illustrate some key information about the response to an emergency, for instance it can show the progress of a Cluster against targets for a particular intervention. Dashboards are produced on a cyclical basis by the coordinating agency during a response but is it also useful for the WASH Cluster to produce a dashboard in tandem with the cycle of 4W submissions by partners (per week or month) and share this with partners and the wider community.</p> <p>The production of a cyclical dashboard is useful for a number of reasons:</p> <ul style="list-style-type: none"> • It helps to illustrate the importance of defined targets to partners; • It encourages WASH partners to supply 4W information; • It acts as an advocacy tool; and • It helps to identify both gaps and over-provision of interventions in the Cluster.
<p>Support Pack Contents</p>	<ul style="list-style-type: none"> ➤ A WASH-specific step-by-step manual on how to create both static (MS Excel and Publisher) and interactive (Tableau¹⁷) dashboards. ➤ Example data used to create these dashboards.
<p>Tips</p>	<ul style="list-style-type: none"> • Keep dashboards simple, use broad indicators that are also in the SRP/4W. • Share with partners/OCHA each time they are published.

6.2 Bulletin

<p>Tool</p>	<p>A bulletin/newsletter will contain more text than the dashboard and this is where the Cluster can illustrate issues that are arising both thematically and geographically. A bulletin is a good advocacy tool where ‘news’ from partners can be added. A bulletin would normally be produced less frequently than a dashboard.</p>
<p>Support Pack Contents</p>	<ul style="list-style-type: none"> ➤ A basic WASH Bulletin template in Word format. Amend to the emergency situation. ➤ An advanced WASH Bulletin template in Publisher format. Amend to the emergency situation. ➤ An infographics Excel template to create graphs and charts to add to the Bulletin. ➤ A number of example bulletins in PDF format.
<p>Tips</p>	<ul style="list-style-type: none"> • Highlight the urgent needs but also the achievements. • Add news items from partners so that they can use the bulletin as an advocacy tool. • Add pictures, maps and graphs to tell the response story.

¹⁷ See Capacity Building Visualisation Presentation and Practical - Tool 8.9

6.3 Basic Gap Analysis

Tool	<p>Periodically the IMO will have to undertake a Gap Analysis. Often there is uncertainty on how much information needs to be added to a Gap Analysis. If the indicators in the 4W are kept simple enough and they also align with the output indicators of the SRP, the Gap Analysis should be a simple process of calculating the % of those not reached in specific areas for specific interventions with targets.</p> <p>The Gap Analysis tool is very similar to the Dashboard (which shows the #s targeted and reached, while the Gap Analysis shows the response in % not reached). There is also an option to indicate reached versus targeted beneficiaries.</p> <p>The infographics in the Gap Analysis Support Pack can be exchanged using the Infographics template in the General Tools and Templates section. In addition, Tableau could be used to create interactive Gap Analysis to share online to partners. Step-by-step instructions for using Tableau are contained in the WASH Dashboard Section.</p> <p>During the response, the Cluster Coordinator may wish to undertake a more comprehensive Gap Analysis looking at specific interventions at a higher spatial resolution. Generally, this analysis will involve data collection from a number of people, outside of what is contained in the 4W.</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ An Excel where a simple Gap Analysis can be undertaken. ➤ The Excel also contains example data and output to a Gap Analysis Dashboard example.
Tips	<ul style="list-style-type: none"> • Keep the Gap Analysis up to date with the cycle of the 4W and share it to partners. • With the Cluster Coordinator, analysis the reasons for the gaps (funding, hard to reach locations, lack of resources etc.) and identify actions (if possible) to improve situation (e.g. identify new partners, means to access hard to reach locations).

6.4 Reporting to OCHA

Tool	<p>There will be systematic and ad-hoc requests for information during an emergency.</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ The tools include OCHA Sitrep guidance, a product catalogue and links to OCHA guidance.
Tips	<ul style="list-style-type: none"> • Consult with OCHA IMOs as soon as possible to plan the dates of reporting • Add these dates to the IM Framework and Workplan (Tool 1.0).

7 - Visualisation and Dissemination Tools for the IMO

The Visualisation and Dissemination Tools include a WASH-specific user manual with information on how to create simple web maps using cost-effective user-friendly software. There is also information on the use of online infographics (in addition to the WASH-specific Tableau manual from the reporting section), the use of online magazines and interactive images. The section also contains information on the Global WASH Cluster website and the use of the operational website which should be used continuously to share information back to partners.

7.1 Global WASH Cluster Website

Tool	The Global WASH Cluster Website (http://washcluster.net/) is a resource for all Country Clusters. The website contains general information on the GWC and the work the GWC does. It also contains links to tools and training resources. In addition there is a link to Knowledge Point which is a Technical WASH question and answer forum where partners can get advice on any technical WASH issue.
Support Pack Contents	N/A
Tips	<ul style="list-style-type: none"> • Ensure that the WASH Partners know about the resources available on the website and the existence of the Knowledge Point Forum, which can be accessed via the website.

7.2 Operational Website

Tool	Depending on the type of emergency, an operational website can be hosted by OCHA or UNHCR, or both. The IMO can be given permission to upload Cluster information on the OCHA (https://humanitarianresponse.info) site. In addition, the IMO should work closely with the UNHCR IMO to upload information on the UNHCR site if applicable for that situation (http://data.unhcr.org).
Support Pack Contents	➤ See https://humanitarianresponse.info/help for comprehensive instructions on how to upload information to Hr.info.
Tips	<ul style="list-style-type: none"> • Upload as much information as possible to the operational website and inform WASH Partners that assessments, maps, reports, meeting information etc. will be available via the operational website. • Add a link to the operational website to your email signature. • Register on the website to receive alerts to certain content (assessments, maps etc.). • If possible, use the contact tool to keep contacts up to date, in this way the master contact list can remain on the site without duplications and partners can register 'in' and 'out' of the emergency. • Be aware of making all information public (consult with Cluster Coordinator and IMWG before uploading data that may be of a sensitive nature)

7.3 Web Mapping Tools¹⁸

Tool	<p>Displaying operation data online (accessible by computer, tablet or phone) is a good way to help partners visualise the situation on the ground. Web mapping tools can be used to display assessment data, 4W data, location of partners, gaps in provision etc. (subject to data security).</p> <p>Most web mapping packages require that the IMO has some level of GIS experience as data cleaning/conversion to GIS format may be needed prior to uploading of data.</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ A WASH-specific step-by-step manual on how to use MangoMap (a cost effective and user friendly software). ➤ An Excel spreadsheet of 15 web mapping tools from those requiring a high level of programming experience to those that require little GIS experience.
Tips	<ul style="list-style-type: none"> • If you have GIS experience, then MangoMap is easy software to learn and a web map can be made and shared quite quickly. If you are not a GIS expert, then learning both GIS and web mapping during an emergency is not ideal. • Ensure that the best tool for the task is used. If there is no internet connectivity then using web mapping to disseminate data is not the best option (SMS may be more appropriate). • Plan what you want to show before you create the web map. This will save time in the long run. • Some tools make uploaded information public (check tools ToRs and consult with Cluster Coordinator and IMWG before uploading data that may be of a sensitive nature)

7.4 Online Infographics Tools¹⁹

Tool	<p>There are a vast number of desktop and online tools available for creating infographics. The support pack contains a list of and links to some of the more popular tools.</p>
Support Pack Contents	<ul style="list-style-type: none"> ➤ Information on tools including Many Eyes, Tableau, Google Charts, LibreOffice and Visual.ly. Information identifies what each tool is useful for, the type of device needed to use the tool, the cost/licence involved, the suitability of the tool for a particular IM capacity level or disaster environment and the internet connectivity needs.
Tips	<ul style="list-style-type: none"> • Decide what to show in a visualisation before making it, this will speed up the process of creating effective infographics. • Some tools make uploaded information public (check tools ToRs and consult with Cluster Coordinator and IMWG before uploading data that may be of a sensitive nature)

¹⁸ See Capacity Building Mapping Presentation and Practical - Tool 8.8

¹⁹ See Capacity Building Visualisation Presentation and Practical - Tool 8.9

7.5 Online Magazines

Tool	Content such as bulletins can be shared online in more interactive and appealing ways than just by sharing static PDFs. There are some free tools to create online content.
Support Pack Contents	➤ List of online magazine tools, Flipboard and Joomag which enable sharing of information in an interactive way.
Tips	<ul style="list-style-type: none"> • Be aware of large files and space needed on end-users phones to visualise content. • Some tools make uploaded information public (check tools ToRs and consult with Cluster Coordinator and IMWG before uploading data that may be of a sensitive nature)

7.6 Interactive Images²⁰

Tool	If there is an absence of GIS or mapping experts, another way to share maps with imbedded content is via a tool such as ThingLink. ThingLink has many possibilities from using it to create a map with overlays to using it as an instruction guide to build a latrine or set up WASH facilities in camps.
Support Pack Contents	➤ A WASH-specific Briefing Sheet on how to use ThingLink in emergencies.
Tips	<ul style="list-style-type: none"> • Plan what you want to show before you create the web map. This will save time in the long run. • Some tools make uploaded information public (check tools ToRs and consult with Cluster Coordinator and IMWG before uploading data that may be of a sensitive nature)

8 - Capacity Building Tools for the IMO

The WASH IMO is often required to build capacity on the ground to both WASH partners and Government agencies who are involved in the Cluster. The Partner capacity tools include simple IM upskilling practical exercises that the WASH IMO can use at various times over the emergency.

8.1-8.10 Modules for Capacity Building

Tool	WASH-specific individual modules suitable for training WASH IMOs or local partners/government agencies on the ground. As well as being suitable for instructor led training, the practical modules can be self-taught as all have user manuals and exercise data.
Support Pack Contents	<ol style="list-style-type: none"> 1. An introduction to the Humanitarian Programme Cycle and Strategic Response Plan (presentation) 2. An introduction to WASH and WASH standards for the IMO (presentation) 3. An introduction to IM in emergencies (presentation) 4. An introduction to data, where to find it and when to use it (presentation) 5. A course on using Qualitative Data Analysis for analysing assessments (presentation and practical exercise) 6. A course on using multi-criteria software tools for identifying vulnerabilities (presentation and practical exercise)

²⁰ See Capacity Building Visualisation Presentation and Practical - Tool 8.9

	<p>7. A course on using Excel in emergencies (presentation and practical exercise)</p> <p>8. Mapping</p> <p>-A course on using PowerPoint for mapping in emergencies (presentation and practical exercise)</p> <p>-A course on using QGIS desktop software for mapping in emergencies (presentation and practical exercise)</p> <p>-A course on using MangoMap web-mapping software for mapping in emergencies (presentation and practical exercise)</p> <p>9. Visualisation</p> <p>-A course on using Tableau and Thinglink for visualisation in emergencies (presentation and practical exercise)</p> <p>10. A certificate of completion</p>
Tips	Read all documentation and run through courses if carrying out training on the ground

9 - Useful Links and Documents for the IMO

9.1-9.9 Useful Links and Documents

Tool	There are a lot of useful guidance documents that exist for WASH, IM, technology, standards and assessments.
Support Pack Contents	<ul style="list-style-type: none"> ➤ A document and link repository for WASH, Sphere standards, assessments, response and technical guidance. ➤ Useful web links.
Tips	<ul style="list-style-type: none"> • Send additional links and documents to the Global WASH Cluster to upload to build on this repository. • Share any useful links and documents with partners.

Annex I Common Acronyms in Emergency Response

AIMS – AID INFORMATION MANAGEMENT SYSTEMS	DRC - DANISH REFUGEE COUNCIL
AMISOM - AFRICAN UNION MISSION IN SOMALIA	DREF – DISASTER RELIEF EMERGENCY FUND
APF - AFRICA PEACE FACILITY (EC)	DRR – DISASTER RISK REDUCTION
ARTF – AFGHANISTAN RECONSTRUCTION TRUST FUND	DRT – DEVELOPMENT RESEARCH AND TRAINING, UGANDA
AU - AFRICAN UNION	EC - EUROPEAN COMMISSION
BDRCS - BANGLADESH RED CRESCENT SOCIETY	ECHO - EC DIRECTORATE GENERAL FOR HUMANITARIAN AID AND CIVIL PROTECTION
BRICS - BRAZIL, RUSSIA, INDIA, CHINA AND SOUTH AFRICA	ECOSOC - UN ECONOMIC AND SOCIAL COUNCIL
CAP - CONSOLIDATED APPEALS PROCESS	EM-DAT – EMERGENCY EVENTS DATABASE
CAR - CENTRAL AFRICAN REPUBLIC	ERC – EMERGENCY RELIEF COORDINATOR
CAST - CLUSTER ADVOCACY AND SUPPORT TEAM	ERF – EMERGENCY RESPONSE FUND – A COUNTRY-LEVEL POOLED FUNDING MECHANISM
CBO - COMMUNITY-BASED ORGANISATION	EU – EUROPEAN UNION
CC – CLUSTER COORDINATOR	FAO - FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
CERF - CENTRAL EMERGENCY RESPONSE FUND	FDI – FOREIGN DIRECT INVESTMENT
CERP - COMMANDER'S EMERGENCY RESPONSE PROGRAM (US)	FOD – FUNDAMENTAL OPERATIONAL DATASET
CHAP - COMMON HUMANITARIAN ACTION PLAN	FST – FIELD SUPPORT TEAM
CHF - COMMON HUMANITARIAN FUND – A COUNTRY LEVEL POOLED FUND MECHANISM	FTS - FINANCIAL TRACKING SERVICE (UN OCHA)
CIDA - CANADIAN INTERNATIONAL DEVELOPMENT AGENCY	GDP – GROSS DOMESTIC PRODUCT
COD – COMMON OPERATIONAL DATASET	GEM - GLOBAL ECONOMIC MONITOR (WORLD BANK)
CPA - COMPREHENSIVE PEACE AGREEMENT (SUDAN)	GHA – GLOBAL HUMANITARIAN ASSISTANCE (THE PROGRAMME)
CRED - CENTRE FOR EPIDEMIOLOGY OF DISASTERS	GHD – GOOD HUMANITARIAN DONORSHIP
CRS – CREDITOR REPORTING SYSTEM (DAC)	GNA – GLOBAL NEEDS ASSESSMENT (EC TOOL)
CRS - CATHOLIC RELIEF SERVICES	GNI – GROSS NATIONAL INCOME
CSO – CIVIL SOCIETY ORGANISATION	GOB - GOVERNMENT OF BANGLADESH
DAC - DEVELOPMENT ASSISTANCE COMMITTEE	GPSF – GLOBAL PEACE AND SECURITY FUND (CANADA)
DANIDA - DANISH INTERNATIONAL DEVELOPMENT ASSISTANCE, MINISTRY OF FOREIGN AFFAIRS	GWC – GLOBAL WASH CLUSTER
DCD – DEVELOPMENT CO-OPERATION DIRECTORATE (OECD)	HIC - HIGH INCOME COUNTRIES
DDR - DISARMAMENT, DEMOBILISATION AND REINTEGRATION	HIPC – HEAVILY INDEBTED POOR COUNTRIES DEBT INITIATIVE
DEC – DISASTERS EMERGENCY COMMITTEE	HPC - HUMANITARIAN PROGRAMME CYCLE
DEMA - DANISH EMERGENCY MANAGEMENT AGENCY	HRF - HUMANITARIAN RESPONSE FUND
DFAIT - DEPARTMENT OF FOREIGN AFFAIRS AND INTERNATIONAL TRADE (CANADA)	IASC - INTER-AGENCY STANDING COMMITTEE
DFID - DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (UK)	IATI - INTERNATIONAL AID TRANSPARENCY INITIATIVE
DOD - DEPARTMENT OF DEFENSE (US)	ICRC - INTERNATIONAL COMMITTEE OF THE RED CROSS
DPKO - UN DEPARTMENT OF PEACEKEEPING OPERATIONS	IDP - INTERNALLY DISPLACED PERSON
DPRK - DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA	IFRC - INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES
DRC - DEMOCRATIC REPUBLIC OF CONGO	IFS - INSTRUMENT FOR STABILITY (EC)
	IM – INFORMATION MANAGEMENT
	IM – INFORMATION MANAGEMENT OFFICER

IMC - INTERNATIONAL MEDICAL CORPS	SAF - STABILISATION AID FUND (UK)
IMF – INTERNATIONAL MONETARY FUND	SALW – SMALL ARMS AND LIGHT WEAPONS
INGO – INTERNATIONAL NON-GOVERNMENTAL ORGANISATION	S/CRS – US STATE DEPARTMENT OFFICE OF THE COORDINATOR FOR RECONSTRUCTION AND STABILIZATION
IPEA - INSTITUTE OF APPLIED ECONOMIC RESEARCH	SCF-UK - SAVE THE CHILDREN UNITED KINGDOM
IRC - INTERNATIONAL RESCUE COMMITTEE	SDRF - STATE DISASTER RESPONSE FUND (INDIA)
IRFFI - INTERNATIONAL RECONSTRUCTION FUND FACILITY FOR IRAQ	SIPRI – STOCKHOLM INTERNATIONAL PEACE RESEARCH INSTITUTE
ISAF - INTERNATIONAL SECURITY ASSISTANCE FORCE (NATO LED FORCE IN AFGHANISTAN)	SOF – STRATEGIC OPERATIONAL FRAMEWORK
ITF - IRAQ TRUST FUND	SPF - STATE AND PEACEBUILDING FUND (WORLD BANK)
LDC – LEAST DEVELOPED COUNTRY	SRP – STRATEGIC RESPONSE PLAN
LIC - LOW-INCOME COUNTRY	SSR – SECURITY SECTOR REFORM
LMIC - LOWER MIDDLE-INCOME COUNTRY	START - STABILIZATION AND RECONSTRUCTION TASK FORCE (CANADA)
LNGO – LOCAL NON-GOVERNMENTAL ORGANISATION	UAE - UNITED ARAB EMIRATES
LRA - LORD’S RESISTANCE ARMY	UCDP - UPPSALA CONFLICT DATA PROGRAM
LTHAC - LONG-TERM HUMANITARIAN ASSISTANCE COUNTRIES	UMIC - UPPER MIDDLE-INCOME COUNTRY
MCDA - MILITARY AND CIVIL DEFENCE ASSETS	UN - UNITED NATIONS
MDG - MILLENNIUM DEVELOPMENT GOALS	UNAMSIL – UNITED NATIONS MISSION IN SIERRA LEONE
MDTF - MULTI-DONOR TRUST FUND	UNCTAD – UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT
MINUSTAH - UNITED NATIONS MISSION IN HAITI	UN DESA – UNITED NATIONS DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS
MIRA – MULTI-CLUSTER INITIAL RAPID ASSESSMENT	UNDP – UNITED NATIONS DEVELOPMENT PROGRAMME
MONUC - UNITED NATIONS MISSION IN THE DEMOCRATIC REPUBLIC OF CONGO	UNFPA - UNITED NATIONS POPULATION FUND
MSB – GOVERNMENT OF SWEDEN CIVIL CONTINGENCIES AGENCY	UNHCR - UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES
MSF - MÉDECINS SANS FRONTIÈRES	UNICEF - UNITED NATIONS CHILDREN’S FUND
NATO – NORTH ATLANTIC TREATY ORGANISATION	UNISDR - UNITED NATIONS INTERNATIONAL STRATEGY FOR DISASTER REDUCTION
NCA - NORWEGIAN CHURCH AID	UN OCHA – UNITED NATIONS OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS
NGO – NON-GOVERNMENTAL ORGANISATION	UNMIL – UNITED NATIONS MISSION IN LIBERIA
NPA – NORWEGIAN PEOPLE’S AID	UNMIS - UNITED NATIONS MISSION IN SUDAN
NRC – NORWEGIAN REFUGEE COUNCIL	UNRWA – UN RELIEF AND WORKS AGENCY FOR PALESTINE REFUGEES IN THE NEAR EAST
NRDF - NATIONAL DISASTER RESPONSE FUND (INDIA)	WASH – WATER, SANITATION AND HYGIENE
ODA – OFFICIAL DEVELOPMENT ASSISTANCE	WB – WORLD BANK
OECD - ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT	WEO - WORLD ECONOMIC OUTLOOK (IMF)
OPT - OCCUPIED PALESTINIAN TERRITORIES	WFP - WORLD FOOD PROGRAMME
PRT – PROVINCIAL RECONSTRUCTION TEAM (SPAIN)	
RAT – RAPID ASSESSMENT TEAM	
RECA – REGIONAL WASH CLUSTER ADVISOR	
RRT – RAPID RESPONSE TEAM	
ROC - REPUBLIC OF CONGO	

Annex II –Deployment Checklist

PRE DEPLOYMENT	
Training - Complete online Basic and Advanced safety training https://training.dss.un.org/courses/v21/pages/dss_login_register.php	
Passport - Is passport valid for deployment duration plus at least 6 additional months?	
CV - Update CV and/or UN P11 (http://www.unicef.org/about/employ/files/Personal_History_P11.doc) form	
Medical - Complete medical and obtain medical clearance (required every two years) Make sure all vaccinations completed	
Will - Create a Will /Power of Attorney documents (optional but recommended)	
Tax - Ensure national tax obligations are up to date, if applicable	
Expenses - Collect, catalogue and store claimable receipts for any outgoings e.g. medical; transport; visas etc.	
Contract/ToRs - Receive a Contract and Terms of Reference (ToR) before deployment; bring copy on deployment	
Insurance - Receive copy of insurance; bring copy on deployment	
Visa - Visa for country of deployment. Obtain application forms and arrange VISA either via country office or personally. May require a support letter from country office	
Flights - Arrange departure date and flights via supporting agency and share with country office	
Contacts - Obtain contact information for the hosting agency country office	
Accommodation - Arrange accommodation booking for first few nights and airport collection or other arrangements with country office	
Local knowledge - Make contact with people already in that location via WASH Cluster, EMOPS, relevant rosters to access information on access to banks, costs of living etc.	
Documentation - Scan copies of passport, insurance, contract, vaccination book and email to yourself or add to a Dropbox	
Equipment - Check what equipment will be provided – i.e. computer, mobile or satellite phone, SIM card (what do you need to bring?)	
Meetings - Set up meetings and security briefing for your arrival if possible	
Start collection situational data – Follow GDACS website for all updates in the first week of sudden-onset emergency http://www.gdacs.org/	
Start collection situational data – Download a briefing kit off ReliefWeb on the emergency response that has taken place in the deployment location http://reliefweb.int/ http://reliefweb.int/blogpost/how-use-reliefweb-new-interactive-online-training	
Start collating the COD/FOD data – Download the CODS and FODS for the emergency response https://www.humanitarianresponse.info/applications/data or collate via the OCHA IM contact point	
IMWG – Contact OCHA IM via Humanitarian Response website for deployment location and ask to be added to the mailing list/Skype list for the Information Management Working Group https://www.humanitarianresponse.info/	

ARRIVAL - DURING DEPLOYMENT - DEPARTURE	
Equipment - Obtain all required equipment as agreed (computer, sat phone, radio, SIM card etc.) Official form should be signed for these.	
Email - Obtain official email address or create email address for emergency if applicable	
Security - Attend security briefing	
HR - Provide copies of contract and insurance to Human Resources	
ID - Obtain United Nations security ID	
Meetings - Set up meetings with IM counterparts	
Handover Note - Complete handover note for incoming IMO, WASH Cluster Coordinator and UNICEF Country Office	
Equipment - Return all required equipment (computer, sat phone, radio, SIM card etc.) Official form should be signed for return of equipment	
PER - Complete Personal Evaluation (PER) with Cluster Coordinator and share with Global WASH Cluster and EMOPS Geneva and supporting agency	

UPON COMPLETION OR POST-DEPLOYMENT	
Debrief with supporting agency. Finalise and submit receipts	
Counselling, if required, may be available via supporting agency	
Update documents and CV in preparation for next deployment	