



# Enhanced Response Capacity (ERC)

## Summary of ERC funded projects

### Content

ERC projects by year .....	2
2016-2017: .....	2
2015-2016: .....	8
2014-2015: .....	15
2013-2014: .....	21
2012-2013: .....	29
2011-2012: .....	35
ERC projects by sector/theme .....	41
Food and livelihood assistance.....	41
Cash and voucher .....	41
WASH.....	42
Health .....	42
Nutrition .....	43
Shelter and Camp Management .....	43
Disaster Risk Reduction/Disaster Preparedness .....	43
Coordination.....	44
Protection .....	46
Gender.....	47
Needs Assessment.....	47
Other .....	48

## **ERC projects by year**

### **2016-2017:**

#### ***Action Contre la Faim (ACF) – UK, with ACF France and the Alliance for International Medical Action (ALIMA): Accelerating the uptake of new operational tools and solutions to scale up acute malnutrition treatment and nutrition sensitive programming***

The complex nature of undernutrition calls for coherent and coordinated multi-sectorial responses. 'Traditional' treatment services of moderate acute malnutrition, MAM, and severe acute malnutrition, SAM, are limited by issues affecting effectiveness and coverage of treatments. In many cases people don't know what malnutrition is and as a result aren't aware of the services available to treat it. Separate treatments for MAM and SAM cases are ineffective if they allow MAM cases to develop into SAM cases, especially as the cost of treatment for SAM is expensive. Multi-sector programming is hampered by the lack of the capacity to analyse a given situation holistically, by gaps in evidence regarding the effectiveness of specific approaches and by uncertainty about the costs.

The action will address issues relating to access and use of malnutrition services by testing new delivery models for the treatment of severe acute malnutrition. Activities include raising awareness of acute malnutrition through family MUAC and oedema trainings, adapting SAM treatments to make them more cost-effective, and producing a simplified mechanism to treat both MAM and SAM cases. It will also address the challenges of multi-sector analysis, programming and prevention through the development of digital learning tools. It's expected that the project will provide a more sustainable and scalable response to acute malnutrition and enhance the capacity of humanitarian actors worldwide.

#### ***ACTED – France, with IMPACT Initiatives: Strengthening humanitarian action in urban areas by promoting settlement approaches and effective engagement with local stakeholders***

The establishment of the cluster and inter-cluster system has successfully led to more predictable humanitarian coordination and planning. As a result humanitarian response is largely sector-specific and therefore ill-fitted to answer multi-sectorial needs that arise in urban settings. In many cases there aren't enough channels available to engage with local stakeholders, preventing the potential effectiveness of a response.

The action will promote the use of area-based/settlement approaches, characterised by three related criteria (geographically targeted, multi-sectorial, participatory approach) to inform better humanitarian planning and response in urban areas. It will work with humanitarian coordination platforms and local responders to promote a multi-sectorial response, organised by settlement, mainstreamed within the current aid coordination system, and which builds on and supports local response capacity. The action will be directly supporting humanitarian actors in 5 urban crises. In addition, the AGORA initiative will provide global humanitarian coordination structures with a predictable capacity to roll-out and operationalise the use of settlement approaches, and promote synergies with local responders in urban crises.

**CAFOD – UK, with Adeso – Kenya: Strengthening the quality and effectiveness of humanitarian response through capacity building and strengthening the role of local organisations via a global network for Southern NGOs**

An emerging theme from the World Humanitarian Summit has been the importance of sustained, long-term investment in strengthening the response of local actors. Local NGOs play a critical role as first responders in many disasters since they're based among the affected communities year round. They deliver approximately 70% of emergency aid but only receive an estimated 2% of international humanitarian funding, and are often underrepresented in the decision making process. By empowering local actors with the resources needed to play a key role in shaping the terms of a response, the humanitarian system can be more effective and people-centred.

The project will strengthen the capacity of local and national organisations by supporting the establishment of a global network of 50 local NGOs around in 5 regions (NEAR Network), thus providing a platform to exchange information, review assessment tools, and communicate best practices. It will look at ways to create a pool fund at the disposal of the NEAR network members to facilitate access to direct humanitarian funding, allowing local NGOs to respond faster to a crisis, without the intermediary of international NGOs or Agencies. The action is aligned with ECHO's 2016 Humanitarian Implementation Plan, whose overarching aim is to help address the growing gap between the scale of humanitarian needs and the resources available, including through advancing on the localisation agenda through capacity strengthening.

**Cooperazione Internazionale (COOPI) – Italy, with the United Nations High Commissioner for Refugees (UNHCR), the Food and Agriculture Organisation (FAO), the World Food Programme (WFP), and the Safe Access to Fuels and Energy (SAFE) Working Group: Sustainable energy technologies for food security in humanitarian contexts (SET4food) – Phase 2**

The current practice of using energy technologies in the humanitarian food sector (mainly firewood) is unsustainable as it uses up natural resources, causes pollution, generates huge costs, and negatively impacts health and security of the affected populations, increasing their vulnerability and undermining their resilience. Adopting appropriate sustainable energy technologies can make a big difference in food utilisation (e.g. cooking, food storage, water pumping and purification, etc.), and can help achieve food security.

The action will build on the activities of Phase 1 of the project by looking at additional ways to empower humanitarian organisations to adopt sustainable energy technologies for food utilisation. Through technical trainings, promotion of clear standards and monitoring and evaluation procedures, improving the computerized decision support system, creating a new impact evaluation framework, and supporting coordination among actors from different sectors, the action will enhance the capacity of humanitarian actors to identify the most appropriate use of energy technologies and good practice.

***International Rescue Committee (IRC) – UK: Increasing Access to Care and Healing for GBV Survivors: Innovative Approaches to GBV Case Management in Insecure Emergency Environments***

Increasingly, populations affected by conflict and natural disasters are finding refuge and residing outside of formal camp structures, many times in hard-to-reach areas. The nature of such displacement can render persons of concern 'invisible' making it difficult to identify needs and provide services in a systematic way. In urban and hard-to-reach areas there are significant barriers to accessing services for survivors of gender-based violence easily and safely. Without centralized locations and infrastructure, humanitarian actors must find innovative approaches to SGBV case management.

This project will address the challenges faced by service providers to effectively reach and increase access to GBV-related services in emergency, non-camp settings while adhering to best-practice principles for GBV service delivery. The action will develop minimum standards, program guidance, and tools for mobile and remote approaches to SGBV case management, and test and evaluate these models in conflict-affected settings in Iraq and Myanmar. The tools will be disseminated widely to the humanitarian community to facilitate uptake and replications of these approaches in other emergency settings where access is restricted or in urban and non-camp settings.

***International Committee of the Red Cross (ICRC) – Switzerland: ICRC Prevention activities in Afghanistan and Ukraine***

During armed conflict, compliance with International Humanitarian Law (IHL) and International Human Rights Law (IHRL) by parties to the conflict is key. Afghanistan is party to several IHL instruments but is yet to incorporate them into domestic legislation. In eastern Ukraine, despite the existence of legislation, hostilities between government and opposition forces are not carried out in accordance with the principles of IHL. There have been numerous cases of violations reported, limiting people's access to humanitarian aid.

The project focuses on IHL dissemination in Afghanistan and Ukraine through a number of activities that increase the knowledge and capacity of duty-bearers (authorities, arms carriers, etc.) on the respect for IHL and IHRL in times of armed conflict. In Afghanistan, the action will address ways to ratify and implement IHL instruments, increase national authorities' understanding of IHL/IHRL and raise awareness of the protection due to civilians in times of armed conflict. In Ukraine, the action will focus on reminding the conflict parties of their obligation to protect civilians, to provide health care, and to avoid the use of explosive weapons in urban areas.

***International Organisation for Migration (IOM) – Switzerland, with Oxfam – UK and Norwegian Refugee Council (NRC) – Norway: Reducing medium and long term recurrent costs: Adoption of renewable energy to ensure water supply in refugee and IDP camps and local communities***

In many places where refugees and IDPs live, water pumps are powered with generators, leading to high fuel consumption and high recurrent costs. A more cost-effective and sustainable approach is the use of solar energy to power water pumping, especially in countries with strong, constant

sunshine throughout the year. However, adoption of solar energy on a wide scale has been limited by a shortage of specific expertise among field teams and a lack of tools and information to understand available solar options. The inability to provide context-specific evidence such as cost-efficiency calculation to donors and management as well as the fact that solar systems tend to require a higher initial investment compared to traditional fuel pumps, lead to a lack of funding for solar pumping systems

To address these gaps and reduce recurrent costs, the action improves the knowledge-base for solar energy among humanitarian field teams, while supporting these efforts through advocacy and lobbying at a global, national and regional level. The project provides expertise on the use of solar energy for water pumping in IDP/refugee camps and creates a network of WASH experts to strengthen organisations' capacity on solar pumping. Best practices and lessons learned will be shared and large-scale pilot solar pumping schemes together with the private sector will be established. Together these activities are expected to facilitate a wider adoption of solar energy among humanitarian stakeholders.

#### ***Save the Children (STC) – Norway: Measuring quality learning environments in emergencies***

Conflict and disasters have a devastating impact on education systems and the children they serve, as education is often severely disrupted in emergency situations. The Quality Learning Environment for Education in Emergencies (QLE for EiE) framework defines quality learning environments as providing children with emotional and psychosocial protection, physically safe and inclusive learning spaces, teachers who encourage active, child-centred learning processes, and parents and communities who actively support these methods. However, with the absence of baseline data, trained personnel, and tools for measuring quality, it is difficult to evaluate the quality of education programs in emergencies.

The action will increase global, national and local capacity to monitor and collect data on the quality of learning environments. An innovative toolkit to measure quality will be developed and tested in pilot countries, building evidence around the usefulness of having a QLE for EiE toolkit that can be disseminated to key stakeholders. The project will improve access to quality learning opportunities for children affected by crises.

#### ***Save the Children (STC) – UK, with the Start Network: An anticipation window for the Start Fund – enabling forecast-based action for humanitarian NGOs***

The Start Fund is a financing mechanism that enables agencies to access funds quickly to respond to the first stages of small and medium-scale crises. Risks related to disasters are constantly evolving and humanitarian actors need to restructure their relationship to predictable threats by having the knowledge and resources to react rapidly to increasingly reliable forecasts.

The project will develop, test and implement an 'anticipation window' that allows START member NGOs to take early action in response to forecasts and warnings to reduce avoidable losses and suffering. A cost benefit analysis tool will be developed to test and provide the evidence base for

further risk-based responses. Improved access to forecasting information, analysis and funding will help agencies shift from a reactive model to an anticipatory one, saving lives and costs in the process.

***Save the Children (STC) – UK, with United Nations, Office for the Coordination of Humanitarian Affairs (OCHA): Increase the uptake of multi-purpose grants in emergency responses for more efficient and effective humanitarian action***

Over the past decade the use of Cash Transfer Programming (CTP) to meet humanitarian needs has increased substantially. By providing a single cash transfer to cover basic needs of the affected populations, or a multi-purpose grant (MPG), the humanitarian system can become more efficient in effectively meeting the multiple demands placed upon it in a more people-centred, empowering and dignifying manner. However, multi-purpose assistance presents a challenge to a humanitarian system that is currently organised around sector-specific needs, and since cash-based responses often operate outside the formal coordination architecture. Therefore, strong leadership and coordination are needed to bring together different actors to harmonise similar transfer modalities, while joint efforts at technical level can ensure a more predictable mechanism for collecting and sharing information on cash transfers and MPGs.

The action will improve the use of multi-purpose grants by creating an environment that promotes and enables their use in a more coherent and coordinated way, creating a link to the existing humanitarian system. Timely technical support will facilitate the planning, implementation, and evaluation of MPGs, while identified factors contributing to their success or failure will inform future cash responses.

***United Nations Development Programme (UNDP): "Improve shared analysis and decision-making in humanitarian and development sectors through the implementation and use of INFORM Subnational"***

The INFORM Subnational Roll-out project is intended to improve shared analysis and decision-making in humanitarian and development sectors through the accelerated implementation and use of INFORM models at country level. In particular, it aims to ensure that shared risk analysis is used across humanitarian and development sectors, and that strategies and programmes are better aligned to address the location and types of risks. The project is a joint collaboration effort between UNDP and UNOCHA, for duration of two years, starting in September 2016.

The project is expected to establish 5 INFORM Subnational risk models in priority countries, based on global INFORM standards and local context. The models' contribution to decision-making will be assessed in order to determine INFORM's added-value and define the criteria and elements that can ensure its sustainability. The lessons learned will be an essential element of the project, to address INFORM's subnational future replication and scaling-up. A support facility for the roll-out of INFORM will also be established to enable recipient institutions to access tools, guidance and qualified expertise, and thereby facilitate their adaptation of INFORM according to local needs.

***United Nations High Commissioner for Refugees (UNHCR): Alternatives to Camps: Enhancing evidence-based programming and targeting in outside of camp contexts (including urban areas)***

When displaced populations are not living in camps, it becomes important and challenging to determine what type of assistance is most needed and for whom, and how programming resources can best be used through time as displacement becomes protracted. Traditional targeting approaches can be ineffective or ill-suited to out of camp settings.

The action will strengthen the approaches and capacities of the humanitarian and development community to target interventions for displaced people in out of camp contexts, drawing on sound statistical methods and assessments. A toolkit for targeting will be developed, including through testing of new operational guidelines on targeting in a number of pilot countries. It is also foreseen to develop a social network analysis to complement the existing tools. Good practices and lessons learned will inform future coordination structures for targeting of humanitarian assistance, leading to more cost-effective and efficient humanitarian interventions.

***United Nations High Commissioner for Refugees (UNHCR): Next generation cash-based interventions in displacement settings***

Cash-based interventions (CBIs) empower affected populations to prioritise their spending based on their own definition of needs, giving them the dignity of choice not present with in-kind assistance. Fortunately there are a number of cash transfer and delivery mechanisms to choose from, providing an unprecedented flexibility to select the most appropriate, context-specific and effective way of delivering assistance.

The action will standardize and operationalize the use of CBIs and multi-purpose cash transfers (MPCTs) in displacement settings at a wider scale, applying tools developed in previous project settings. This will be done by a) expanding the use of CBIs across all operations through the transfer of knowledge and skills b) mainstreaming CBIs across core institutional functions, divisions and sectors by adapting the tools and processes to accommodate CBIs and c) developing and making accessible a portfolio of CBI approaches to inform future interventions. Protection-oriented CBIs can specifically meet the needs of people affected by crises and displacement in a more efficient and effective way.

***UN Women, with Oxfam – UK: Enhanced Gender in Humanitarian Action (GiHA) Capacity through the revision and roll-out of the IASC Gender in Humanitarian Action Handbook***

One of the major tools developed to provide guidance on implementing gender-integrated humanitarian action is the IASC's 2006 publication *Women, Girls, Boys and Men - Different Needs, Equal Opportunities* (the Gender Handbook). The Handbook provides an overview of the principles of gender equality in humanitarian action and gives practical guidance on how to translate them into action; however it predates recent humanitarian reforms like the Transformative Agenda, the Gender-Age Marker, the Humanitarian Programme Cycle and the Cluster System. In order to achieve the systematic integration of gender equality in humanitarian responses, humanitarian practitioners

must have access to up-to-date information, guidance and best practice to help in their decision-making processes.

The project will revise and update the IASC Gender Handbook so that it reflects recent changes within the humanitarian system while providing practical, relevant, user-friendly guidance for all humanitarian actors. Through the wide dissemination of the handbook and supporting trainings, humanitarian stakeholders will enhance their capacity to integrate gender in humanitarian action.

## **2015-2016:**

### ***Action Contre la Faim (ACF) – France, with Duke University Schools of Medicine, Institute of Tropical Medicine of Antwerp, AgroParisTech, Action Against Hunger - UK: RIKIM - Innovative approaches for nutrition***

Community-based Management of Acute Malnutrition (CMAM) allows malnourished children to be identified and treated within their community, enabling early diagnosis and improved recovery. The use of the CMAM model has dramatically improved the effectiveness and the coverage of the treatment of acute malnutrition in children under five and helped reduce child mortality. However, policy makers and practitioners, working across a wide range of contexts, are faced with multiple challenges in implementing quality CMAM programmes.

This project aims to fill some of the most challenging gaps in evidence and knowledge regarding malnutrition and the CMAM approach. It supports the *CMAM forum*, a platform to collect, share and discuss evidence of and experience with different approaches to the treatment and prevention of undernutrition. In addition, the project includes two research studies in the field, collecting evidence to improve the diagnosis and treatment protocols related to acute undernutrition: 1) *Optidiag*, concerned with diagnosis of severe acute malnutrition, and 2) *Treatfood*, testing different supplementary foods in terms of weight accrual and acceptability to beneficiaries.

### ***Action Contre la Faim (ACF) – Spain, with Emergency Nutrition Network: UPTAKE - Innovative Multi-sector Approaches in the Prevention and Treatment of Undernutrition***

Undernutrition is the result of a number of factors, some of which are outside the narrow scope of traditional nutrition projects. A comprehensive approach to undernutrition should take the complexity of malnutrition into account which is what the UPTAKE project aims to do.

The project focuses on two key contributors to undernutrition, namely the access to food and access to clean water and sanitation. The *REFANI* (Research on Food Assistance for Nutrition Impact) component is concerned with access to food and collects information on the impact of cash and/or voucher-based transfers on the nutritional status of households. The WASH related dimension of Malnutrition will be covered by 'WASH in Nut' guidelines which are based on a strategy, developed and implemented successfully in the Sahel. This strategy calls for the systematic integration of a minimum WASH (water, sanitation and hygiene) package in undernutrition treatment programmes.



Dedicated, strategic activities will ensure that the research and guidance produced by the project will be taken up by practitioners and organisations in the field and at headquarter level.

***DanChurchAid with Save The Children (STC) – Denmark and GroundTruth Solutions: Evidence-Based Quality and Accountability Standards and Innovative Inclusion of Affected Populations***

Humanitarian organisations should be accountable not only to donors, but also and foremost to the people they seek to assist. Furthermore, communities affected by disasters should be considered as partners in the humanitarian response, rather than simply as passive victims and beneficiaries of aid. This idea, captured by the concept of Accountability to Affected Populations (AAP), is increasingly recognised as integral to the humanitarian response, but one that has been difficult to translate into practice. The Transformative Agenda, as a part of the reform process seeking to improve the humanitarian system, explicitly identifies accountability as a key pillar.

The project aims to close the gap between idea and practice of AAP by rolling out a light and agile methodology to capture the feedback of those affected by emergencies and receiving humanitarian aid. It complements traditional monitoring data which focuses on material facts with information on perception. Instead of lengthy surveys the methodology uses a very limited number of simple questions which are asked in regular intervals to identify changes in perception over time. This feedback is then integrated into the humanitarian response. Crucially, the feedback loop is closed by informing the beneficiaries of how and in which way the feedback has been incorporated.

***Danish Refugee Council (DRC): Improving Diaspora Emergency Response Capacity and Coordination with the Conventional Humanitarian System***

Diasporas are increasingly recognized as important actors in humanitarian crisis, often being the first to provide assistance. In times of crisis, diasporas have usually access to first-hand information from affected populations; they inject large amounts of cash support and send skilled volunteers to their countries of origin. However, so far, there isn't much coordination or cooperation between the crisis response by diasporas and the 'conventional' humanitarian aid system. Indications are that this is due to two main factors: 1) diaspora aid is often provided by volunteers with less technical expertise and limited knowledge of the humanitarian principles and system; 2) Conventional aid implementers and donors lack knowledge on means and methods of aid provided by diasporas and are therefore not actively seeking coordination with diaspora actors.

The project will explore how diasporas and the conventional humanitarian system are currently interacting. It will strengthen the technical and organisational capacity of diaspora organisations as providers of humanitarian aid. The collected information will feed into recommendations on means and methods for improved communication and cooperation between the two. It is expected that it will contribute to a more coordinated humanitarian responses, delivered by a broad field of humanitarian actors to the benefit of affected populations.

***International Federation of Red Cross and Red Crescent Societies (IFRC) with Action Contre la Faim, Agency for Technical Cooperation and Development, Norwegian Church Aid,***

***Solidarités International, Oxfam, World Vision International and United Nations Children's Fund: Field Support Team of the Global Wash Cluster to provide support to national WASH coordination structures***

Coordination is crucial to ensure an efficient and effective humanitarian action to help affected populations. This is the case for preparedness, sudden onset emergencies, protracted crisis and the transition to recovery and development alike. But for humanitarian coordination to work in practice, further capacity is needed at national and sub-national levels, especially for Level 3 disasters.

Under the umbrella of the Global WASH cluster (GWC), a large consortium of main WASH organizations set-up a new, regionalized structure of field support teams (FST) which support WASH country clusters and other coordination mechanisms. The objective of the GWC, and the FST, is to reduce over time the reliance on external support of government and other country level actors. However, demand for FST services has increased and continues to outstrip the capacity to respond. This project will improve the technical, institutional and financial/human resource pool of the FST which has been active with support from ECHO, OFDA and other donors over more than four years.

***MapAction with ACAPS: Strengthening humanitarian decision-making through information products and innovative development of the humanitarian system***

Despite significant progress in the area of coordinated assessment of needs, there are still challenges, particularly related to the absence of a shared global crises severity ranking and a lack of agreed (inter) clusters/sector assessment approaches. This consequentially creates duplication and overlapping of different assessments and datasets, making it difficult to harmonise the collection of information for the purpose of coordinated needs assessment.

The activities in this action tackle both problems: ACAPS GEO tool provides valuable information through a weekly update that gives a snapshot of current humanitarian priorities and recent events. The action will improve the methodology and usability of ACAPS GEO tool, while the development of a MapAction tool, aides the management of information collected. The early stages of an emergency are critical but the humanitarian response can be enabled by facilitating common decisions on how information is shared and managed along with what data is needed for clusters' assessments. Both of these activities are innovative as they combine advanced technological solutions with practical and simple field-level approaches to create a better coordinated assessment globally.

***Norwegian Refugee Council (NRC): Enhancing capacity for cash transfer programming in humanitarian response***

Cash transfers have great potential to improve the choice and flexibility for beneficiaries in emergencies. Cash transfers can support local economies during difficult times and facilitate quicker recovery. However, particular challenges remain in delivering Cash Transfer Programmes (CTP) in remote and/or difficult-to-reach areas. Guidelines are required to ensure that CTP operates optimally: Despite the existence of dedicated organisational expertise and global resources, CTP have not been implemented to the same standard across clusters and the humanitarian community as a whole.

This action will address two important gaps in Cash Transfer Programming by 1) establishing a cash and markets standby roster called CashCAP, which allows the rapid deployment of professional and experienced personnel to guide the use of cash modalities across sectors, including multi-purpose CTP; and through 2) the development of specific guidance for remote CTP that outlines best practices and helps the implementation of CTP in difficult to reach areas. These two components will be complimentary with the ultimate aim of improving efficient and effective CTP humanitarian response.

### ***Oxfam-UK with Oxfam Intermon: Institutionalizing gender in emergencies: bridging policy and practice in the humanitarian system***

Humanitarian emergencies profoundly affect women, girls, boys and men, but in significantly different ways. During crisis, existing gender inequalities may be exacerbated or gender roles might change which can also create new or additional disparities. It is essential that the humanitarian response take these issues into account to avoid increasing inequalities and unequal access to resources as well as to prevent gender-based violence and sexual exploitation. Global policy commitments, benchmarks and guides have been established on gender in emergencies. Yet gaps between policy and practice persist, the impacts of which are borne by women, men, girls and boys affected by crises. Unfortunately, adapted assistance is seen as optional due to limited cross-sector understanding of: gender inequalities & impacts of crises on women, men, girls and boys; difference in gender-related and biological needs. Consequently, gender sensitive analysis is not systematically incorporated in the humanitarian response.

This action focuses on this identified gap by promoting systemic change to operationalise and put in practice the existing global policy commitments, within a framework of accountability. The action aims at consolidating existing knowledge and increase Cluster leads' ability to identify and address gender issues. Current gaps in efforts are mapped in a country level Gender Analysis Report which will be shared. Gender in Emergencies Working Groups (GiEWGs) are established where these do not already exist, to reinforce information sharing and coordination. Country GiEWGs will support gender and age analysis to identify differing needs and design adapted assistance with each cluster.

### ***Save the Children (STC) – UK: Global Health Cluster Partners support to enhance global capacity for humanitarian health***

Global humanitarian health response capacity is becoming increasingly stretched by the growing health needs, as was clearly exposed by the West African Ebola crisis, and before that by the crisis in Central African Republic. To improve efficiency requires improved coordination to ensure the timely deployment of globally available resources. As part of this, humanitarian health agencies need to work together better. As stated in the DG ECHO Humanitarian Health Guidelines: "In order to maximise impact, promote quality and the best use of funds to ensure health delivery in humanitarian settings, DG ECHO strongly supports coordination across the humanitarian health sector at global level. The Global Health Cluster has an important role, both for participating agencies and other health actors."

In order to build up the role of the Global Health Cluster in its field delivery, this action provides a globally available surge team pool of 12 humanitarian health coordination experts drawn from a coalition of 7 humanitarian health aid agencies. It is an expanded version of a successful pilot project which provided support to Health Clusters in Level-3 and selected Level-2 emergencies (see previous action, page 18).

***Swiss Foundation for Mine Action (FSD) with CartONG, ZOI and UAViators: Innovation in Humanitarianism: fostering the appropriate use of Air Borne Systems in Humanitarian crisis***

The use of UAVs - Unmanned Aerial Vehicle, RPAS - Remote Piloted Air Service or drones, for short, is becoming more and more common for a variety of civilian uses. In the humanitarian field experience is limited, but there are strong expectations that these technologies have the potential to increase the efficiency namely through faster and more accurate needs assessments as well as delivering small loads of goods. However, knowledge about the use of air born systems is currently fragmented. Legislative and regulatory constraints in crisis countries are often not well known to operators and humanitarian organizations. The perception of drone use by beneficiaries, especially in conflict situations, but also more generally regarding privacy, is another important factor to take into account to make sure that drones and other tools are used effectively and without doing harm.

The project seeks to systematise knowledge and clarify legislation pertaining to the use of air-born systems, socio-political and cultural factors and as well as other possible constraints related to the use of drones. A second component of the project will focus on the hands-on testing of technology and usage scenarios to produce specific knowledge in this area which is currently missing among humanitarian actors. As such, the project is promoting and disseminating the appropriate use and best practices amongst Clusters, NGOs and other relevant Stakeholders.

***Transparency International: Enhancing the integrity of humanitarian operations in complex humanitarian contexts***

Corruption can severely and adversely affect the quality and effectiveness of humanitarian operations. In most humanitarian environments corruption risks are high and are exacerbated under acute crisis conditions and where large amounts of aid are delivered in resource-poor environments with weak institutions and integrity systems. In such highly challenging emergency contexts, humanitarian actors find it more difficult to ensure that aid is delivered for its intended purpose. While over the last few years the humanitarian community has become more aware of the risks of corruption in humanitarian responses, the need to enhance the integrity of humanitarian operations is not yet fully reflected in the humanitarian strategic policy and practice.

To address this gap, the action will, based on existing experience and research, generate knowledge of corruption risks and practical solutions appropriate to diverse and complex context of humanitarian action. The action will generate country-specific research and comparative analysis of corruption risks in complex emergencies in a) countries with reduced humanitarian space (Afghanistan, Somalia), b) countries affected by massive inflows of refugees (Lebanon), and c)

countries affected by large-scale public health emergencies (Guinea). The project will share good practice, lessons learned, and develop recommendations and principles to enhance the integrity of humanitarian operations through multi-stakeholder engagement at the national, regional and global level.

### **United Nations Development Programme (UNDP) - US: STAIT: Strengthening the effectiveness of collective humanitarian response through the roll-out of the IASC Transformative Agenda**

The Transformative Agenda was launched in 2011 in order to improve the effectiveness and timeliness of international collective humanitarian response through stronger leadership, more effective coordination structures and improved accountability for performance and to affected people. The Senior Transformative Agenda Implementation Team (STAIT) is supporting rolling-out of the IASC Transformative Agenda at field-level. The STAIT aims to contribute to a 'culture shift' in the way humanitarian actors work together to enable a more effective, accountable and timely humanitarian response. The STAIT is an inter-agency team which includes senior UN and NGO colleagues with extensive experience in humanitarian operations

This action is a part of the 2015 STAIT strategy that addresses the remaining gaps in the roll-out of the Transformative Agenda. Humanitarian Country Teams (HCT) are supported to effectively lead humanitarian operations and apply the tools of the Transformative Agenda for a better overall humanitarian response. Action supports five areas: 1) field support missions; 2) remote support to Humanitarian Country Teams; 3) webinars on the core aspects of the transformative agenda; 4) communications material; and 5) shaping policy and practice by sharing lessons learned at country level and feeding these into global policy.

### ***United Nations High Commissioner for Refugees (UNHCR): Operationalizing the Centrality of Protection in Cluster Settings***

Security continues to be of immediate concern, especially to the world's extreme poor and those who live in fragile states, often prone to ongoing violence. The Global Protection Cluster (GPC), as a part of the international humanitarian system, is in a position where it can support national efforts to protect civilians. But a lack of technical capacity and funds may strain national cluster activities in this regard.

This action builds on previous efforts to strengthen the GPC and to support field operations in achieving better protection outcomes. To address challenges in the protection of populations, the GPC will provide guidance to field protection clusters as well as Humanitarian Coordinators/Humanitarian Country Teams (HCs/HCTs). This will be done by: conducting training sessions on managing protection information at both global and regional levels; conducting trainings on coordination for protection clusters; through mapping national and sub-national legal and policy developments on internal displacement as well as providing technical advice on draft laws, policy and strategies regarding protection of internally displaced persons (see previous action, page 20).

### ***United Nations High Commissioner for Refugees (UNHCR): Enhancing coordination of humanitarian shelter response***

The Global Shelter Cluster (GSC) enables better coordination among humanitarian organisations providing shelter for population affected by emergencies. The GSC works with local and national governments so that people who need shelter technical assistance get help faster and receive the support they need. The GSC also serves as the repository of learning and best practice; as well as the main forum for priority areas to be addressed.

At a time when DG ECHO is finalising its own 'Shelter and Settlements' policy in close coordination with the work of the GSC, this project consolidates existing achievements but also introduces a number of innovative approaches to address the challenges identified in the previous years: The deployment of surge capacity in the short and medium term will be enhanced to ensure continuity and predictability of country-level cluster coordination. The GSC will also reinforce integrated systems to inform improved practice and foster closer links between assessments (including the GSC's 'REACH' satellite map based rapid needs assessments), monitoring and evaluation. This information will allow the GSC to undertake advocacy through the network of cluster agencies (see previous action, page 20).

### ***United Nations, Office for the Coordination of Humanitarian Affairs (OCHA): More effective humanitarian response through increased capacity to operationalize the centrality of gender and GBV (GenCap)***

As a part of IASC's Transformative Agenda (TA), efforts have been made to improve the global response to emergencies through establishing good practice, quality leadership and supportive systems for proper implementation of interventions. The GenCap project is a unique inter-agency initiative springing from the IASC Humanitarian Reform and an integral part of strengthening the overall humanitarian system. Through the GenCap project, Senior Gender Advisors and Senior Protection Advisors can be deployed on short notice to provide expertise and training in gender and prevention of Gender Based Violence (GBV) with the objective of integrating these areas more holistically into the humanitarian response.

This action supports gender sensitive humanitarian action through strategic advice and capacity building efforts of Humanitarian/Resident Coordinators, cluster coordinators, NGO partners as well as government partners, collectively moving towards a stronger humanitarian system. Senior experts are deployed to country operations to respond to a demand for dedicated gender, GBV and protection capacity. The roster members, who can be deployed at short notice, work at the inter-agency level as shared resources in their efforts to improve the overall system. GenCap project tools are disseminated and used in humanitarian action and professional training packages that are delivered with roster member support three to four times a year for stand-by partners and humanitarian actors, including national staff and NGOs. The majority of the trainings are delivered in the field with contextualized modules and regional participation.

### ***International Rescue Committee (UK): Improving Humanitarian Actors' Capacity to Respond to Urban Crises***

Increased urbanisation, recent experiences of humanitarian response in urban areas and the large proportion of displaced people in urban settings has led to demands to develop tailor made approaches for more effective humanitarian action. These approaches have to acknowledge the unique needs of urban populations affected by crises and to use and to consolidate the extensive resources and capacities that exist in these complex environments.

IRC will use its programming, research and policy experiences in urban crisis to test and develop new methods and simple guidance and tool, namely:

1. Context analysis guidance so humanitarian actors better understand their operating environment – what is possible, what is not.
2. Improved planning and coordination tools that bring the different stakeholders together for a comprehensive response.
3. A computer application (app) for beneficiaries to connect, find and use the best services (e.g. water, education, health), including a feedback loop for beneficiaries.
4. A programming tool for integrating livelihood support and protection across sectors.

All tools and guidance are interlinked and will complement each other. The pilot projects and testing will take place in South Sudan, Jordan and Lebanon.

## **2014-2015:**

### ***Action Contre la Faim (ACF) – UK with Concern Worldwide, Helen Keller International and International Medical Corps: Improving nutrition programme coverage***

The expansion in the use of the Community-based Management of Acute Malnutrition (CMAM) model has facilitated a dramatic increase in coverage of the nutrition programme and helped reach more individuals in needs. However coverage is still insufficient and community mobilisation remains a major issue. Engaging communities is essential to identify community priorities, resources, needs and integrate these into solutions. The project is an important step towards expanding access and coverage of nutrition programmes. It builds on previous lessons learnt of how best to identify boosters and barriers to access undernutrition treatment, and contributes to identify context-specific and best practices.

Specifically, the project enables capacity building of DG ECHO partners in the nutrition sector in conducting coverage assessments, identifying the barriers of access to nutrition programmes, and to identify effective ways to increase the coverage of the programmes. It is therefore contributing to the improvement of the CMAM performance, effectiveness and to increase the number of lives saved. Finally, the action will also disseminate lessons learnt on good practices to a wide range of actors, beyond the humanitarian scope, thereby improving sustainable coverage and the scaling up of the treatment of acute undernutrition.

***Cooperazione Internazionale (COOPI) with Politecnico of Milan and Fondazione Politecnico Milano: Sustainable energy technologies for food utilization (SET4food)***

Food utilization is a relatively neglected area of food security in the response to humanitarian emergencies. Inadequate food preparation, processing and conservation, especially in refugee and Internally Displaced People (IDP) settings, is often inefficient and may lead to unhealthy cooking and food consumption behaviours. The way in which fuel is used is an additional problem, leading to a number of issues, including protection (women collecting firewood for example), environmental degradation and tensions with local host communities. These issues have been clearly defined but practitioners need clearer guidelines on possible energy solutions in such situations. This will support refugees and IDPs to prepare food in a healthy and efficient way, thereby limiting environmental and protection concerns.

The project will strengthen the capacity of humanitarian agencies to deliver tailored and sustainable humanitarian food assistance in refugees/IDP camps by addressing a key pillar of food security, namely the food utilization. The goal is to create a worldwide consistent analysis, response and monitoring capacity to address issues of food utilization and energy consumption in humanitarian actions. Specifically, the outcome will be a digital decision support system (DSS), that helps actors select appropriate energy technologies for food utilization, and a set of guidelines on how to implement solutions. This information will be made available to field operators through online and in-presence training, thereby consolidating knowledge.

***International Federation of Red Cross and Red Crescent Societies (IFRC): Enhanced disaster preparedness, risk reduction, and response capacity through improved legal frameworks***

In disasters, a rapid and comprehensive humanitarian response is crucial for saving lives. The legal framework of crisis affected countries is often inadequate in such situations and may cause unnecessary restrictions, delays and expenses when a disaster occurs. Few countries have comprehensive rules in place for managing incoming relief; there are often gaps in the implementation of legal preparedness to disasters and regulatory problems related to post disaster shelter which ultimately can lead to lives lost.

The action promotes countries to develop procedures for international disaster response. For instance, stronger laws, rules and procedures on disaster relief help prevent risk emerging in the first place. Moreover, disaster-prone countries experience significant gaps in the level of emergency preparedness in legal frameworks, which is addressed by thoroughly integrating Disaster Risk Reduction legislation. Finally, new procedures on shelter are encouraged to avoid barriers to temporary shelter and uncertainty about the tenure rights of affected populations.

***International Organization for Migration (IOM) with Norwegian Refugee Council (NRC) and United Nations High Commissioner for Refugees (UNHCR): Enhancing the Response to Displacement - Improving Management and Coordination in CCCM***

The Global Camp Coordination and Camp Management (CCCM) improves living conditions of internally displaced persons by facilitating protection and services in camps as well as working towards finding long term and durable solutions. The CCCM is constantly evaluating its operations



and the cluster's strategy is adapted according to the lessons learned. In particular, the cluster has been challenged in providing sufficient expertise in situations where there have been large scale displacements and in situations where inter-cluster approach has been necessary.

This action is part of the continued development of the CCCM cluster and it examines the specific needs and responses necessary in multiple and constantly evolving displacement situations. For instance, multiple displacements may happen at different geographical (including in urban settings) locations at the same time, as has been the case in Syria, the Philippines, South Sudan and the Central African Republic recently. This places extra demands on the CCCM roster for rapid deployment of professionals with the necessary expertise. Therefore, the action seeks to consolidate and improve the roster system. Further, inter-sectoral responses and a closer collaboration with local government and actors may be needed to ensure a comprehensive response to emergencies. This action is therefore also aimed at improving communication about the roles and responsibility of the CCCM cluster and how inter-cluster collaboration can be improved. This will help ensure a quick and more strategic response.

### ***International Organization for Migration (IOM): Preventing Abuse by Aid Workers: Piloting Inter-Agency Community-Based Complaints Mechanisms (CBCMs)***

Gross staff misconduct, including sexual abuse or exploitation of beneficiaries by aid workers, is a serious issue that cannot be treated as isolated incidents that organizations react to but should actively be prepared for and prevented. This is not only the case within organisations, but also through collective efforts at the field level. Currently there is no systematic approach in the humanitarian community to ensure that Sexual Exploitation and Abuse (SEA) by aid workers is prevented, and when it occurred, tracked.

This is the continuation of the inter-agency Community Based Complaint Mechanisms (CBCM) project piloted in Ethiopia and the Democratic Republic of Congo (see previous action, page 16). It will allow organisations to receive and address SEA cases, and ultimately contribute to a broader vision where the humanitarian community is able to ensure that complaints are received safely, victims are protected and assisted, and appropriate follow-up is ensured. This mechanism will help appropriate, swift responses and create awareness of SEA, which may contribute to the prevention and reduction of incidents. The CBCMs will also collect complaints regarding other issues than SEA which ultimately will strengthen the voice of beneficiaries. Through the course of the project, lessons will be gathered and shared, and compiled into a user-friendly manual for developing and maintaining inter-agency CBCMs in other humanitarian settings.

### ***International Rescue Committee (IRC) – UK with InterAction: Influencing Global-Level Protection Policy and Practice***

Demonstrating that programmes work and to understand how they can be improved require evidence. However, it is often claimed that protection outcomes due to their complexity cannot be measured. Problematically, this leads to inadequate disaggregation of information about protection by age, gender, ethnic, religious or other affiliation. The outcome is a one-size-fits-all approach, whereby activities are replicated across contexts, rather than designed to address the threat

environment for certain population sub-groups. Too often, the most vulnerable populations could be persistently exposed to threats during protracted crises and worsening levels of risk over a period of years.

This action seeks to address this gap in evidence by embedding results-based protection in the humanitarian effort, through testing, demonstrating and documenting protection measures. This will help mainstream approaches across the different clusters. Moreover, humanitarian actors need to undertake better joint analysis of risk patterns as experienced by affected populations and better diagnosis of the roles of different operational and policy stakeholders in order to undertake context-specific problem-solving. This will enhance the ability to measure the change and improve the impact of protection interventions.

***Médicins du Monde (MDM) - Belgium: QUAMED Strengthening of the capacities of humanitarian organizations to procure and deliver medicines of assured quality***

Good quality medicine should be available to all but this is often not the case. Not only is counterfeit medicine, with possible high toxicity, a considerable problem but there is also no international mechanism for ensuring the quality of medicines globally. QUAMED is a project that seeks to improve the quality of medicines in low and middle income countries by setting up a network of organisations, working with the supply of medicines. This project is the evolution of a previous QUAMED action, aiming at strengthening the procurement of quality medicines in emergencies. Since, there has been an increased awareness and understanding of the problem sub-standard pharmaceuticals represent. New procedures and access to extended information about pharmaceuticals are needed. To address these needs, comprehensive information about pharmaceuticals is made available to humanitarian actors through the network. The new activities also include support to monitoring and data collection for evaluation (see previous action, page 25).

***Spanish Red Cross with International Federation of Red Cross and Red Crescent Societies, French Red Cross and Cash Learning Partnership (CaLP): Moving Livelihoods and Cash based programming forward***

Livelihood initiatives give communities more flexibility and self-determination, not only to recover from humanitarian crises, but also to be prepared, resist and overcome shocks with their own means. Using livelihood strategies, nonetheless, is still a relatively new approach and understanding livelihood strategies and designing programmes to support them remains a priority. Specifically, humanitarian actors do not have a sufficiently common understanding of livelihood strategies and other flexible response options, including Cash Transfer Programmes (CTP). This prevents organisations taking livelihoods into consideration in emergency interventions.

The project aims to bridge the gap in expertise and knowledge by improving awareness and understanding of livelihoods and coping strategies. Two key approaches are employed; Through a web-based, online training basic knowledge and awareness of livelihoods is created, while more specific and specialised skills and tools is developed through tailoring training to the individual organisations. The mix of approaches are selected to address organisational and individual capacity to facilitate a scale-up in livelihood and CTP interventions

***United Nations Children's Fund (UNICEF) – US: Effective surge support to large scale emergencies and chronic crises provided by the GNC for the National Nutrition Clusters***

The Global Nutrition Cluster (GNC) seeks to uphold and better the nutritional status of populations affected by emergencies, through facilitating a coordinated and comprehensive international response. However, ensuring the timely response by the cluster has proven problematic as Level-3 emergencies place a high demand on the GNC and the cluster system as a whole. The initial stages of an emergency are critical and the time between an emergency is declared and the cluster is fully activated has highlighted the need for a humanitarian surge capacity.

This action establishes a Rapid Response Team of 6 nutrition experts, who are able to be deployed quickly to support the response to Level-3 emergencies. This will help to improve not only the global response but also the national level coordination by improved information collection. The action also encompasses the implementation of the GNC strategic work plan as a whole, strengthening the capacities of the cluster members over the longer term.

***United Nations Development Programme (UNDP) – US: Enhancing inter-agency Early Recovery capacity: A smarter Humanitarian Response***

The Humanitarian Response Review instigated in 2005 by ERC England led to the creation of the cluster system, including an Early Recovery cluster. The purpose of this cluster is to assist the entire humanitarian response link with early opportunities to rebuild communities. Decisions taken in the immediate aftermath of crisis events have consequences for the speed and effectiveness of recovery. Early recovery is therefore an important step towards consolidating the outcomes of humanitarian action and linking relief, rehabilitation and development. By integrating an Early Recovery approach, the humanitarian system will be better placed to alleviate the suffering of populations affected by conflicts or natural disasters.

The objective of this project is to develop Early Recovery as a cross-cutting component of all clusters and sector activities, to ensure that the overall humanitarian response, in crisis and post-crisis countries, sets the foundation for longer-term recovery and resilience-building. The Early Recovery cluster should only be activated for specific stand-alone activities where relevant, for instance in cases of debris clearance and removal. The project will help the CWGER provide technical support to humanitarian co-ordinators and other clusters by training response actors, developing an on-line resource centre, and introducing a monitoring and impact assessment tool.

***United Nations High Commissioner for Refugees (UNHCR) with World Vision – UK: Improving cash based programming through elaborating the operational implications of the multipurpose grant and increasing understanding of protection results***

Cash based transfers (CBT) are increasingly being used by the humanitarian community to meet a range of sector-specific needs in humanitarian crises. This places extra demand on coordination of different types of CBT to the same households. Multipurpose grants may therefore serve as a platform for coordinated needs assessments, response analysis, and programme design. Furthermore, humanitarians need to anticipate and reduce the potential negative impacts of

assistance (do no harm) and maximise its positive impacts. Cash (and vouchers) has great potential as a means to ensure the safety of recipients, but protection concerns arising from CTB programmes must be taken into account.

The proposal aims to strengthen the capacity of humanitarians to deliver tailored assistance by integrating 'multipurpose' CBT. At the same time, protection analysis is integrated when considering the use of transfer modalities (i.e. the security, access for special vulnerable group, data protection). The vulnerability of beneficiaries is assessed and to facilitate a common programme design, cross-sectoral or inter-cluster response analysis is carried out.

***United Nations International Strategy for Disaster Reduction (UNISDR): Support ISDR partners to implement the HFA and the consultations around the development of a post-2015 framework for disaster risk reduction (HFA2)***

Since its adoption in 2005, the Hyogo Framework for Action (HFA) has been instrumental in supporting global, regional, and national efforts for Disaster Risk Reduction (DRR). As the first HFA plan, it outlines the work required from all different sectors and actors to reduce disaster losses, but the efforts to implement these recommendations continue. The next framework, which is to be adopted in Sendai in 2015, will give a greater focus on the 'local level' and the enabling environment.

This action is supporting a particular interesting and neglected area, namely the support of countries to undertake their reporting. This is both in terms of countries that have yet to submit a HFA report, as well as for countries that have yet to institutionalise multi-stakeholder dialogue to gather the relevant information. Producing strong analysis and engagement by States remains critical and supporting a successful event should pave the way for greater investment in delivering on the commitments that have been made over the past decade. The objective of this project is precisely to support ISDR partners to further progress in the implementation of the HFA and involve them in the consultation for a post 2015 framework for disaster risk reduction (HFA2). This will foster a renewed political and financial commitment to DRR through the elaboration and adoption of a new framework (see previous actions, page [28](#) and [32](#)).

***United Nations, Office for the Coordination of Humanitarian Affairs (OCHA): Supporting international humanitarian actors in delivering a more effective response***

IASC's Transformative Agenda (TA) is a part of a reform process of the humanitarian system. Here efforts have been made to improve the global response to emergencies through establishing good practice through quality leadership and supportive systems and proper implementation of interventions. A great deal of progress has been made in the last years regarding the normative framework but the focus is now on closing the gap between the idea behind the TA and its implementation in practice.

This action is a part of that on-going process. OCHA has identified the need to adjust and refine its role as the inter-cluster coordinator while also supporting the continued effort to improve leadership and the wider planning process. The programme includes support to three components, vital for attaining a coherent collective response to disasters; namely the strengthening of coordinated needs assessment and strategic response; ensuring that Humanitarian Coordinators (HC) has the

appropriate skillset; as well as establishing proper mechanisms for incorporating beneficiary feedback into the coordination process, in order to build a coherent support system.

## **2013-2014:**

### ***Action Contre la Faim – Spain with Action Contra la Faim - Canada: Improvement of inter-agency coordination and management of emergency nutrition assessment information through SMART***

Humanitarian crisis can dramatically affect the health of a population and indicators of nutritional status and the death rate of the population provides key information on the severity of crisis. Therefore, obtaining information on the health status of affected populations is crucial. SMART (Standardized Monitoring and Assessment of Relief and Transitions) is an inter-agency initiative launched in 2002 and a methodology specifically designed to provide decision makers with the ability to collect reliable and accurate nutrition and mortality data. These indicators are helping to assess needs, prioritise resources, and to monitor the extent to which humanitarian relief is meeting the needs of the population, and thus the overall impact of the response.

The action focused on coordinating and disseminating knowledge of the SMART survey method as well as training agencies for improved technical capacity to carry out SMART surveys. A new SMART Methodology website was launched at the end of October 2014 to address identified stakeholder needs, including an on-line community for users of the SMART methodology, where enumerators and survey managers can access to the full curricula as well as an improved SMART Forum.

### ***Austrian Red Cross with RedR: Prepared to Respond (PrepRes) II Strengthening the Humanitarian Sector in the new EU Member States and EU Candidate Countries through Enhanced Response Capacity Instrument***

With the integration of post-communist countries, a number of states of varying socioeconomic development joined the EU. Civil society in the new member countries has been developing, including the NGOs in the humanitarian field. These NGOs have identified several issues that are constraining their ability to become effective organisations. One of the areas identified is the lack of cooperation with western European countries which have resulted in limited exposure to larger humanitarian aid operations and cross-organisational learning. Unfortunately this has also knock-on effects through financial constraint leading to limited influence and a brain-drain to larger western NGOs.

The Austrian Red Cross has together with Red R, successfully conducted a series of trainings and other capacity development activities to strengthen NGOs from new member states. These organisations have been strengthened through consultancies, field visits, internships, and simulations exercises. The operation has been a success as it has created organisational capacity, increased preparedness and response capacity as well as created technological knowledge and management skills.

***CARE-DE with International Federation of Red Cross and Red Crescent Societies (IFRC), Action Contre la Faim - France (ACF), Tearfund, Norwegian Church Aid, Action Contre la Faim – UK (ACF), Oxfam: Enhance the Emergency WASH Coordination and Needs Assessment Preparedness***

Coordination, preparedness and response at the national and regional level remain a challenge for all humanitarian stakeholders. Resources for these activities are limited and it is difficult to find the right project at the right time. Coordination and preparedness saves lives by reducing response time and ensure people in need are reached faster. The Global Wash Cluster (GWC) seeks to strengthen the capacity of the national WASH emergency coordination/cluster platforms. The regional advisors of the WASH cluster (RECA's) have a central role in supporting national clusters to fulfil core functions.

This project reinforces inclusivity within the global WASH Cluster, and enhances the regional dimension to the Cluster that is necessary to ensure the effective implementation of the Cluster structure. By reinforcing the sector preparedness and technical capacity in high risk countries as well as developing a surge capacity in support of WASH national coordination platforms, the clusters is better equipped to respond to emergencies. In total, 1.099 direct representatives of organizations/institutions benefitted from RECA project activities. The beneficiaries were a diverse range of INGOs, institutions, and government agencies across six regions.

***Concern Worldwide: CMAM Forum Phase Two: Consolidation and Expansion***

Community-based Management of Acute Malnutrition (CMAM) allows malnourished children to be identified and treated within their community, enabling early diagnosis and improved recovery. CMAM has been adopted by over 60 countries to help combat acute malnutrition in children under five and helped reduce childhood mortality. This expansion of CMAM programmes has been rapid and happened across varied contexts, and consequently, governments and other stakeholders often struggle to tailor the approach and existing CMAM resources to their situation, while maintaining service quality. Hence, there is a need to leverage existing knowledge and learning in a coherent fashion to improve nutrition programmes effectiveness and scale-up.

This action is supporting a platform, the CMAM Forum, which brings key CMAM resources and actors together. The project is answering the gap in knowledge management and sharing, for the implementation of the CMAM approach and the development of a multi-sector approach to nutrition. The project also provides a forum for humanitarian and development actors to work together, as acute undernutrition is a multidimensional issue. Resources are shared through a website and the project generates more accessible materials through technical briefs based on needs. Country case studies have been conducted in Kenya, Yemen, Niger and India to look at the reach, usefulness and use of the CMAM Forum, and to define how to improve its information products and services to support quality scale-up of the management of acute malnutrition.

***International Committee of the Red Cross (ICRC): ICRC Prevention activities in Colombia, DRC and Iraq in relation to International Humanitarian Law (IHL)***

The operating environment for humanitarian action is continuously being challenged, including the ability of humanitarian actors to access those in need as well as issues of safety of humanitarian staff and objects. Creating an enabling operating environment for humanitarian actors is crucial. International Humanitarian Law (IHL) provides the basic rules for that operating environment in the context of armed conflict but acceptance of these principles is not universal and remains a cornerstone in facilitating humanitarian action in conflict zones.

This funding contributes to enhancing ICRC's capacity to provide IHL training and dissemination, notably for 14,000 regular military/security forces and armed non-state actors in key conflict affected countries. The three countries where the action will take place are Iraq, Colombia and Democratic Republic of Congo which constitute three very different humanitarian crisis contexts. The action will focus on three key elements; namely the dissemination of IHL, awareness creation, and the integration of IHL principles into training of actors in conflict and sanction systems.

***International Organization for Migration (IOM) with UNHCR in DRC and Ethiopia and International Medical Corps - UK: Preventing Abuse by Aid Workers: Piloting Inter-Agency Community-Based Complaints Mechanisms (CBCMs)***

Sexual exploitation and abuse (SEA) carried out by humanitarian workers contradicts the very principles on which humanitarian action is based and is a grave protection failure. Abuse of affected populations is a basic failure of accountability to those with whom, and for whom the humanitarian system work. It is a serious issue that cannot be treated as isolated incidents that organizations react to but should actively be prepared for and prevented to address attitudes that allow Sexual and Gender Based Violence to persist. As such, SEA must be actively addressed by all organisations.

This project pilots inter-agency Community Based Complaint Mechanisms (CBCM) in Ethiopia and the Democratic Republic of Congo. These different pilot countries have deliberately been chosen to pilot the CBCMs in a refugee setting and conflict setting. It not only establishes the CBCM but it also creates better understanding in communities of SEA and how to lodge complaints. It allows organisations to receive and address SEA cases to that; complaints can be received safely, victims are protected and assisted and appropriate follow-up ensured. Through the course of the project, lessons will be gathered and shared, and compiled into a user-friendly manual for developing and maintaining inter-agency CBCMs in other humanitarian settings.

***International Rescue Committee (IRC) – UK and the International Council of Voluntary Agencies (ICVA): Strengthening NGO Partnership, Practice and Policy for Improved Humanitarian Action***

The proposed action is based on lessons learned from previously supported projects by DfID and ECHO that demonstrated the need for focused efforts to encourage and sustain NGO coordination and to strengthen the decision-making structures being put in place by way of the Transformative Agenda. The ICVA network has taken the decision to establish regional hubs in order to promote NGO coordination through supporting two hubs in West Africa and the Middle East which focus primarily on the situations in Mali and Syria respectively. ICVA have identified three key focus areas being: partnership, practice and policy.

Overall the outcome of this action is positive and more NGOs than initially planned came to benefit. The regional hubs have been established as planned and already played a role in strengthening humanitarian partnership, improved humanitarian practices and ensured NGO's influence in humanitarian policy.

### ***Norwegian Refugee Council (NRC): Assessment Capacities Project (ACAPS) Phase II***

Assessing needs in humanitarian crisis is critical for sufficiently accurate and timely information in the humanitarian response. The Assessment Capacities Project (ACAPS) was established in December 2009 as one among several initiatives that support a common needs assessment. The ACAPS project has been on-going for a number of years and was first established when it was recognised that needs assessments was not coordinated among humanitarian organisations (see previous action page [25](#)).

One of the ways furthered common needs assessment is by creating a roster of specialists that can be deployed at short notice to assist in the needs assessment during the first phases of a disaster or for the purpose of increasing preparedness to disasters. This action is helping to establish a global network of 45 trained and quickly deployable assessment specialists which improves the quality of needs analysis.

### ***Oxfam-UK with Concern World Wide (CWW) and Save the Children (STC) – UK: Reinforcing institutional capacity for timely food security emergency response to slow onset crises at scale***

In a food security crisis, assessing needs of populations accurately heightens the impact of the interventions. However, an adequate assessment of needs do not always take place. Rather, interventions may be chosen on the basis of less concrete evidence such as a familiarity with a certain method. The response to the drought in the Horn of Africa in 2011 highlighted systematic shortcomings in the humanitarian system to respond to slow onset food security crises. The activities of the first phase of this project (2011-12) fed into the development of a *Situation & Response Analysis Framework* to enhance analysis in such situations.

This action seeks to refine, finalise and roll out the Framework. It also works towards creating strategies for scaling up Cash Transfer Programmes (CTP) as a means to reduce the food insecurity in emergencies and linking short term emergency actions with a longer term development perspective. This is achieved by integrating a market assessment and analysis into the Framework and by creating a rapid Household Economy Analysis (HEA) to make existing HEA more adapt to emergencies. While this action is specifically linked to the food sector the capacities created in needs assessment will have cross sectoral-benefits.

### ***Oxfam – UK with Save the Children International, World Vision, Concern Worldwide, Tearfund, Oxfam Intermon, Mercy Corps – US, Oxfam Australia and Oxfam – US: Enhancing the Logistics capacity in country to respond in partnership***

Many INGOs are increasingly working in close partnership with national organisations and governments in emergency response. This means that the humanitarian response can not only reach



more people, but also work towards a sustainable solution where the response is led at the national level with a reduced dependency on international support. However, significant capacity gaps limit the extent to which this is possible; Logistics and supply chain management for large and coordinated operation remains a challenge.

To address the need for strengthened logistics capacity in disasters, Oxfam and partners developed a Partner Response Toolkit. The aim of this toolkit will is to equip partners to deliver logistics in their humanitarian response and to track and report these activities. The toolkit includes; distributions documentation, procurement administration, stock movement and control tools, fuel and km reporting for vehicles and asset tracking and reporting. To increase engagement with local organisations and encourage systematic learning together, a partner learning network has been set up. The training materials have been piloted in partner organisations and in 5 pilot countries (Mozambique, Jordan, Ethiopia, Haiti, and Pakistan).

***Save the Children (STC) – UK, with Medical Relief International and International Medical Corps: Global Health Cluster Partners support to enhance global capacity for humanitarian health***

Global humanitarian health response capacity is becoming increasingly stretched by the growing health needs, as was clearly exposed by the West African Ebola crisis, and before that by the crisis in Central African Republic. Through coordination, the humanitarian response is more likely to be coherent and driven by what people need. The national level is particularly challenged in terms of leadership in addition to gaps in the collection, analysis and dissemination of information.

This pilot project provided support to Health Clusters in Level-3 and selected Level-2 emergencies. The professional capacity of the cluster has been improved by 6 humanitarian health surge staff, recruited to be deployed to fill health cluster functional roles with level 3 and some non-level 3 emergencies. The action supported 16 deployments to L3 and L2 emergencies. Surge staff was involved in the response in the Philippines, following hurricane Haiyan, in the Syria and South Sudan humanitarian response as well as in one instance in Iraq.

***Swiss Foundation for Mine Action (FSD) with Geneva Call: Knowledge and application of humanitarian norms by armed non-State actors***

Most armed conflicts today involve Armed None-State Actors (ANSAs), fighting government forces or other armed groups. In these conflicts, violations of international humanitarian law (IHL) are widespread and many of these violations, though by no means all, are committed by ANSAs. Civilians tend to be the primary victims of these acts of violence. It is estimated that as much as 55,000 civilians are killed each year due to armed conflict. Indeed, ANSAs lack of compliance with international law is one of the main challenges in the protection of civilians. While ANSAs are increasingly involved in contemporary warfare, the State-centric nature of international law is problematic when it comes to addressing their behaviour. Engaging ANSAs, is therefore a critical element in any effort to create adherence to, and respect of IHL.

This action builds on the experience that engagement of ANSAs, focusing on involvement and ownership, increases the likelihood of compliance with humanitarian norms more broadly. FSD and Geneva call seek to increase respect and dissemination of humanitarian norms through training of ANSAs in humanitarian principles and through the signing of 'Deeds'. This is a key innovation of the Geneva Call approach, where the *Deeds* constitute a unique way for the ANSAs to commit themselves to international norms. By definition they cannot sign the Geneva Conventions or other international instruments as non-state actors. But through the ownership of the *Deeds*, it is possible to hold ANSAs accountable to commitments they themselves have voluntarily made. The results so far are quite satisfactory as 33 of 37 ANSAs have reported on their compliance with *Deeds of Commitments* signed. This shows a significant level of commitment and further underscores that the *Deeds of Commitments* are an important tool for engagement with ANSAs.

***United Nations Children's Fund (UNICEF) – US with Action Contre la Faim (ACF) – France, CARE-DE, CARE-US, International Federation of Red Cross and Red Crescent Societies (IFRC), Norwegian Church Aid (NRC), Oxfam, Tear Fund, other Global WASH Cluster members and National WASH Clusters: Strengthening the Global WASH Cluster (GWC) to support national WASH cluster emergency preparedness and response***

The often ad hoc, unpredictable nature of many international responses to humanitarian emergencies prompted the humanitarian system to establish the cluster system. The clusters' role as coordinators is to address gaps in the humanitarian response and strengthen interventions by creating greater predictability, accountability and partnership.

As a part of the cluster's response capacity, the Rapid Response Team (RRT), as a team of WASH experts which can be deployed at short notice, helps to address the crucial (early) phase of a humanitarian crisis. This operation is part of the continued development and support of the RRT and the surge capacity they provide. Crucially, the RRT supports the national level in the collection and management of information. These indicators are essential to allow triangulation of data and strategic analysis on the response provided by the cluster partners. During this action, 33 direct support missions of the RRT were carried out in 19 countries across 6 regions and 17 countries were supported remotely by the RRT.

***United Nations, Food and Agriculture Organisation (FOA): Building capacity for better food security programming in emergency and rehabilitation contexts***

Humanitarian actors and donors spend large amounts of financial and human resources to address the acute food insecurity created by crisis of various kinds. The immense complexity and scale of many food security crises present particular challenges for humanitarian actors. Some problems are due to flaws inherent in the problem analysis and assessment of needs. Critical elements are: (i) the artificial separation of 'nutrition' and 'food security' when assessing and responding to a crisis; (ii) inadequate understanding of seed system and how interventions will impact those; and (iii) inadequate participation by the communities affected by food insecurity in formulating problems and solutions.

To address these weaknesses, the action is promoting; the integration of nutrition in food security programming, the development of tools to improve seeds security assessments, while also

promoting the factoring in of livelihood perspectives in emergency food assistance. The action promotes a new tool, FAO's Resilience Index Measurement and Analysis (RIMA) tool, which identifies and weighs factors influencing the ability of household to absorb shocks and how this influences their food security. Moreover, the action also involves identifying case studies and best practices; regional training workshops; technical assistance helping to integrate food security and nutrition in interventions.

***United Nations High Commissioner for Refugees (UNHCR) with International Rescue Committee, World Vision Australia Norwegian Refugee Council - IDMC: Building capacities for coordination of Protection responses in humanitarian emergencies***

Security continues to be of immediate concern, especially to the world's extreme poor and those who live in fragile states, often prone to ongoing violence. The Global Protection Cluster (GPC), as a part of the international humanitarian system, is in a position where it can support national efforts to protect civilians. But a lack of technical capacity and funds may strain national cluster activities in this regard.

This action strengthens the GPC and to support field operations in achieving better protection outcomes. To address challenges in the protection of populations, the UNHCR and partner organisations are training the protection cluster at country level in better management of information and coordination of efforts. An inter-agency training package is also developed to support the mainstreaming of protection both at global and local level.

***United Nations High Commissioner for Refugees (UNHCR) with International Federation of Red Cross and Red Crescent Societies (IFRC), Habitat for Humanity, ACTED, Norwegian Refugee Council (NRC), International Organization for Migration (IOM), UNHABITAT – Kenya and Australian Red Cross: Enhancing coordination of humanitarian shelter response***

The Global Shelter Cluster (GSC) enables better coordination among humanitarian organisations providing shelter for population affected by emergencies. The GSC works with local and national governments so that people who need shelter technical assistance get help faster and receive the support they need. The GSC also serves as the repository of learning and best practice; as well as the main forum for priority areas to be addressed.

UNHCR and partner organisations are improving the overall shelter response by supporting coordinated management of information and by enhancing the GSCs surge capacity. The surge capacity consists of experienced staff, trained in shelter response, who can quickly be deployed to emergencies. Global and regional coordination workshops will improve capacity of shelter actors for better preparedness and predictability in the responses.

***World Food Programme (WFP) with United Nations Humanitarian Air Service (UNHAS): Aviation Emergency Response Capacity***

During large sudden onset emergencies there can be high demand for helicopters. This demand may come not only from the humanitarian sector, but also the military, oil and gas industry, peace-keeping missions and civil protection entities. This increased demand has the unfortunate effect of driving up prices for aviation services and crucially delay the deployment of humanitarian interventions.

This action is the continuation of a successful project to provide humanitarian helicopter capacity as a 'global tool' to support the work of the Global Logistics Cluster (GLC), and limit the bottleneck effect in aviation services during humanitarian emergencies. The goal was to provide safe, efficient and cost-effective passenger and cargo air transport service for the humanitarian community operating in emergency affected areas. The experience of the project was that fewer emergencies were responded to in the fashion that was initially foreseen. The biggest challenges were the barriers to mobilising helicopter assets, from a central location to areas beyond the flying capacity of the helicopters themselves as well the short mobilisation periods needed in emergency contexts. WFP/UNHAS have therefore reviewed the concept and are now using pre-identified assets at a regional level.

### ***World Food Programme (WFP): Cash-for-Change: Facilitating Scalable Deployment of Cash and Voucher Transfers***

Cash based transfers (CBT), such as cash and voucher transfers are a means to aid people affected by emergencies and an alternative to traditional in-kind food distribution. CBT are increasingly demanded in the responses to emergencies and protracted crises, but there is still a need to collect and systematise existing knowledge of the advantages and challenges of the different transfer modalities. To fully mainstream the use of cash-and-voucher transfers as a component in interventions, WFP's existing processes and systems are being revised and updated.

The first phase of this action made great strides towards enhancing the capacity of humanitarian actors to perform appropriate response analysis and choose the most appropriate transfer modality. This second and final phase of Cash for Change focuses on strengthening diagnostic, design and implementation capacity for cash-and-voucher based interventions within national food-assistance portfolios. This is an important continuation of efforts to scale up the use of cash-and-voucher transfers across WFP's humanitarian operations. The work done by the Cash for Change Unit in WFP, now called Market Access Programme Unit (MAP) has clearly contributed to the increasing use of CBT by WFP: from 3% in 2010 to 27% in 2014 of the global share.

### ***World Health Organisation (WHO): Strengthening health sector performance in acute emergencies***

The humanitarian, economic, and political impacts of emergencies are enormous. The number of emergencies have increased substantially over the past decade (e.g. number of natural and conflict-related emergencies) and several trends indicate that a further worsening is expected (e.g. climate change, urbanization). In the health sector, emergencies can result in dramatic increases in mortality, morbidity and disability, undermining decades of health gains, damage infrastructure, weaken health systems and slow progress towards the global goals.

As the global health agency, WHO has a special position and responsibility to lead, coordinate, and ensure the effectiveness of the health sector response in emergencies. Nonetheless, a review process recognized that the quality of the WHO's emergency work has been variable and too often marked by underperformance. In response to this, the WHO has undertaken major reforms of its emergency structures and procedures. WHO's new Emergency Response Framework (ERF) provides a unifying, all-hazards approach to WHO's emergency response. The action helps facilitate the consolidation of those steps taken to strengthen and re-energize the Global Health Cluster. Focus has been given to the readiness and response capacities of the health sector together with supporting better country work to provide a platform for surge capacity covering the initial stages of an emergency.

## **2012-2013:**

### ***Action Contre la Faim – UK with Save the children – UK; International Medical Corps, Concern Worldwide, Valid International and Helen Keller international: Improving nutrition programmes through the promotion of quality coverage assessment***

Nutrition programming is continuously improved as NGOs, international organisations and Ministries of Health are developing their knowledge and capacity to implement programmes. This has also meant that NGOs generally have moved from being direct implementing partners to providing technical support. In this regard, NGOs can offer support in the monitoring and evaluation (M&E) of nutrition programmes which is critical to measure to what extent peoples' needs are being met.

This action is based on an assessment showing that tools measuring the coverage of nutrition programmes are needed. The consortium led by ACF-UK has developed two tools; the Semi-Quantitative Evaluation of Access & Coverage (SQUEAC) and the Simplified Lot Quality Assurance Sampling Evaluation of Access and Coverage (SLEAC) tool. By addressing challenges to the use of assessment tools this action aims at making them more widely available. Among other things the action carried out workshops and field trainings to improve knowledge of tools and their strategic value to increase the number of coverage assessment carried out and ultimately to improve nutrition programme coverage. The lessons learned, best practices, and technical resources are disseminated through a website, three policy papers and workshops.

### ***BBC Media Action: Enhancing capacity to communicate with crisis-affected populations***

Humanitarian emergencies are devastating to people and their livelihoods and unfortunately current trends indicate that humanitarian emergencies will affect more people, particularly in developing countries, over the coming years. In the wake of a humanitarian disaster, providing timely, relevant and accurate information enables people to understand what is happening, where help can be found, and how they can find their loved ones. Yet, humanitarian emergencies often lead to the loss of information infrastructure and capacity just when the need for information and communication is most critical.

Mass media can get information to people at scale and before rescue services can, especially for people in remote or conflict-affected areas. Once disaster responses have been mobilised, people not only need information on where they can get help but also the ability to communicate their own

perspectives and needs so that they have some way of holding humanitarian agencies to account. This initiative prepares BBC Media Action to respond to rapid onset emergencies by training staff and develop communication tool for emergencies, while creating stronger relationships with aid agencies in-country. The action aims at enabling BBC Media Action to respond to rapid-onset emergencies within 72 hours, providing information and communication for people affected by the crisis.

***British Red Cross with International Federation of Red Cross and Red Crescent Societies (IFRC) and Cash Learning Partnership (CaLP): Humanitarian preparedness and response through increased capacity to deliver appropriate cash and vouchers in the humanitarian sector***

Cash and vouchers can help people in emergencies as they increase the choice for beneficiaries, while simultaneously stimulating local economies. Ultimately, cash and vouchers can help promote faster recovery. However, getting a cash and voucher distribution system to the affected areas quick enough requires organisational skills and capacity.

This action builds on lessons learned and addresses some of the constraints of scaling up delivery of cash and voucher based interventions. The lack of country and regional level skills and confidence in delivering such interventions is addressed through training of humanitarian actors. Improved learning is promoted through raising awareness of the benefits of cash and voucher based interventions.

***DanChurchAid with Church World Service: Multi Regional Security Risk Management Capacity Building***

Violence against aid workers is a serious and increasing concern. The *Aid Worker Security Report* has highlighted the difficulties of operating in increasingly complex and insecure environments. The security of aid workers is crucial for humanitarian organisations to carry out their interventions and reach beneficiaries. One of the challenges of keeping aid workers safe is the gap in security knowledge among humanitarian actors.

This action addresses the gap in security knowledge by training humanitarian organisations in how to integrate security risk management strategies to mitigate risk. Security focal points, Standard Operating Procedures (SOP) and contingency plans are established to increase the capacity of agencies' and ensure continuity of operations and response capacity in emergency situations.

***Danish Refugee Council with International Council of Voluntary Agencies (ICVA), ACTED, ActionAid – UK, Action Contre la Faim – FR, and CAFOD: NGO and Humanitarian Reform Project, Phase 2 (NHRP II)***

The *Humanitarian Reform* of 2005 seeks to improve the effectiveness, timeliness and predictability of humanitarian response. The reform process focuses on funding, coordination, leadership, partnership and accountability as interlinked and mutually reinforcing elements. NGOs are engaging with the reform process in a variety of ways, including through the NHRP I and NHRP II.

The NGOs Humanitarian Reform Project Phase II activities focus on strengthening the role of national and international NGOs in coordinating and leading response. NHRP II is supporting NGOs, particularly local and national organizations, to improve humanitarian outcomes for communities affected by disasters and conflict.

***Finnish Red Cross: Increasing the awareness on International Humanitarian Law and humanitarian principles among European humanitarian organisations and their implementing partners working in conflict prone or post-conflict countries***

Despite the core principles of impartiality, neutrality and independence, humanitarian aid is sometimes seen to be associated with political agendas. This is problematic as it puts humanitarian agencies and actors in danger and constrains their ability to reach those in need. Consequently, there is a need to make the rules of International Humanitarian Law (IHL) known and to build foundation for discussions concerning respect of the rules and the humanitarian principles.

Through training of humanitarian actors, this action contributes to raising awareness and understanding of the need for preserving a humanitarian space. While knowledge of IHL by humanitarian workers will not avert deliberate attacks on aid workers, it stimulates a conducive approach by humanitarian workers, which can have an effect on the acceptability, perception of neutrality, independence, and impartiality of the organisation and humanitarian worker.

***International Rescue Committee (IRC) – UK: SAFER – Strengthened Actions For Emergency Responses (for Children)***

In emergencies, children are at a heightened risk of abuse, exploitation and family separation. It is essential that children experiencing or exposed to harm are identified and supported as soon as possible to reduce further harm. Response interventions, like individual case management, including family tracing and reunification are crucial to protect children and connect them to the services they require. For these interventions to be timely and effective, coordination among all emergency response actors is needed and international and field level responders need expert capacity to set up and manage such programmes. Guidelines on case management as well as training materials specifically on case management for vulnerable children have been a clear demand from stakeholders.

This action developed and field tested training materials in both Liberia and Côte d'Ivoire while global training will take place in Geneva, Switzerland and regional training and capacity building activities will take place in Horn/East Africa, with participants from Anglophone and Francophone African countries. Workshops and Standard Operating Procedures (SOP) on child protection information management was carried out and developed.

***Médecins du Monde (MDM) with Belgium and France, Save the Children – UK, Merlin, Memisa, Première Urgence – Aide Médicale Internationale, and Institute of Tropical Medicine – Belgium: QUAMED Strengthening of the capacities of humanitarian organizations to procure and deliver medicines of assured quality in their programs***

Good quality medicine should be available to all but this is often not the case. Counterfeit medicine, which can be ineffective or even toxic, is a considerable concern and problematically there is no international mechanism for ensuring the quality of medicines globally. At the same time, governments increasingly oblige humanitarian organisations to procure medicines locally. QUAMED is a project that seeks to improve the quality of medicines in low and middle income countries by setting up a network of organisations, working with the supply of medicines.

Through this action, a standard protocol for Quality Assurance assessment is developed, trainings are carried out on good management practices for medicine and a QUAMED database is established to make information on medicines and procurement agencies widely available. Moreover, local markets and procurement agencies are monitored while a technical support hotline is available for partners.

***Norwegian Refugee Council, in consortium with HelpAge and Merlin and in partnership with CartONG, Emergency Capacity Building, Karolinska Institute, iMMAP, MapAction, Tufts University and Columbia University: Assessment Capacities Project (ACAPS)***

An assessment of people's needs in emergencies is the starting point of humanitarian responses. In practice there are often multiple, independent, uncoordinated assessments which is not only inefficient but can also lead to an incomplete understanding of needs. In slow onset or protracted crises, assessments may not take sufficient account of contextual factors; including the role aid plays in the wider political context as well how aid impacts peoples' livelihood and well-being. Many Humanitarian Country Teams do not have access to sufficient, experienced human resource capacity to pull together information-gathering efforts into a coordinated multi-sectoral assessment.

This proposal is an integral part of the overall ACAPS project which seeks to improve global policies, methodologies and tools for coordinated multi-sectoral assessments while simultaneously establish a global network of assessment specialists with the capacity to promote, support, facilitate and use of such assessments. The ECHO contribution is directed at improving coordinated multi-sectoral assessments in 14 crisis contexts, through the support or the deployment of assessments specialist and continuous operational learning for a more coherent humanitarian response.

***United Nations Office for the Coordination of Humanitarian Affairs (OCHA): Supporting the international humanitarian actors in delivering a more effective response***

Disasters in Haiti and Pakistan in 2010 have highlighted a number of weaknesses in the humanitarian response. In particular, the roles, functioning, and capacities of Clusters to lead and respond quickly and effectively, needs improvement. In a sudden onset emergency in particular, it is essential to have the right people in key leadership and coordination functions in place at the right time. Yet humanitarian organisations still find it challenging to ensure that sufficient human resource capacity is available to coordinate and implement the response from the very outset of an emergency and to maintain this in the short and mid-term. To tackle this issue the Inter Agency Standing Committee (IASC), which seeks to improve humanitarian response through better inter agency coordination, agreed to set up a Rapid Response mechanism which deploys senior staff.

OCHA is at the centre of this coordination effort and can facilitate consultation between humanitarian country teams and Global Cluster Lead Agencies for appropriate cluster activation. Key personnel is pro-actively identified and trained to ensure that positions in humanitarian coordination can be filled by qualified individuals. The action has a special focus on enhanced capacity and engagement of stakeholders in the Gulf in terms of creating increased understanding of humanitarian operations and principles as well as the development of a Humanitarian Portal, specifically for this region.



***OXFAM-UK with Save the Children – UK, Concern Worldwide, and Oxfam Intermon: Building institutional capacity for timely food security emergency response to slow onset crises at scale***

The global response to the 2011 Horn of Africa drought showed the lack of emergency preparedness and the limitations of current food insecurity alert mechanisms used in slow onset crises, resulting in unacceptably delayed and inadequate humanitarian responses. Although technical and operational capacity has grown in recent years, it remains insufficient and the use of information, when it exists, to inform early response to slow onset crises remains ineffective. Moreover, there is also a need to have baseline information about the economic situation of households before the crisis happens, to create an appropriate response. Nonetheless, often addressing such issues is not possible due to insufficient technical and operational capacity of humanitarian actors.

This action will respond to those challenges by embedding market analysis in existing Early Warning Systems (EWS) and information systems. Here, Household Economic Analysis (HEA) will be incorporated into existing rapid assessment tools on Food Security and Livelihoods. Practitioners are also trained in building and updating market baselines to feed into humanitarian aid programming. A range of activities will also take place to support operational and technical staff on efficient response analysis, including implementation of cash based responses.

***Télécom Sans Frontières (TSF): Strengthening the humanitarian response system through telecommunications and information technology***

In emergencies, information management and sharing is critical for humanitarian relief to be timely and reach those in need. When crisis strikes, teams on the ground need to assess the situation and communicate vital information as fast as possible, stay connected with headquarters and other emergency responders in the country, but also mobilize donors and assure visibility and advocacy. Unfortunately, in emergencies where the need for telecommunications is often the greatest, telecommunications are often disrupted or over-saturated, slowing down the ability of local organisations to communicate, share information and assist affected communities. Not all relief organisations have the trained staff, the technical skills and the necessary equipment to establish communications right from the crisis zone to support their relief efforts. This can slow down their operations, hinder their ability to respond and jeopardize their security.

To address these needs Télécom Sans Frontières carried out trainings for the humanitarian actors in a) management of telecommunications in crisis situations, b) trainings on IT and telecoms equipment used in emergencies and c) practical simulation exercises. 42 organisations in 33 countries benefitted from this action.

***United Nations Children's Fund (UNICEF) – US with Danish Refugee Council, Norwegian Refugee Council, RedR – Australia, UNFPA, UNHCR, International Medical Corps – US, Save the Children – UK, and Action Contre la Faim – France: Strengthening capacity in the global Child Protection (CP) and Gender Based Violence (GBV) Areas of Responsibility and Nutrition Cluster***

Large-scale, sudden-onset humanitarian emergencies are difficult to predict and plan for. Women and children are particularly vulnerable not only to become malnourished but are also exposed to further shocks or even violence when emergencies occur. An effective response is essential for preventing GBV and protecting children. It requires organisations to rapidly deploy their resources and the ability to scale-up operations during crisis and provide technical support in emergency preparedness, capacity development and transition. This is vital to help ensure the predictability of response and that resources are used in a timely manner and with maximum impact. A core element in any effective surge programme is the availability of skilled human resources and the ability to deploy them quickly.

The primary purpose of this action is to support UNICEF and its cluster/Areas of Responsibility partners fulfil their role in leadership and to provide adequate surge support. The action will support the development of Immediate Response Teams (IRTs), which are UNICEF's primary surge support mechanism in the event of Level 3 emergencies, both agency and UN system wide. Additionally the Rapid Response Teams (RRTs) and other emergency support mechanisms are developed and managed for three clusters/AoRs led by UNICEF. This will enable the international humanitarian system to provide coherent and rapid protection of children, protection against GBV and better emergency nutrition interventions.

***United Nations High Commissioner for Refugees (UNHCR) with International Organization for Migration (IOM), Norwegian Refugee Council and Shelter Centre: Enhancing coordination of camp management and camp coordination interventions in emergencies***

The Global Cluster structure is part of the effort to reform the humanitarian system and improve inter-agency coordination. A key aspect of the Global Clusters' responsibility in emergencies is to deploy the appropriate level of staff with the right skills and experience within 72 hours from the beginning of a humanitarian crisis. The Shelter and CCCM (Camp Coordination and Camp Management) clusters have been challenged in this regard, especially when multiple emergencies have occurred simultaneously. Ad hoc short emergency deployments cannot ensure continuity in building cluster coordination capacity; knowledge acquired during deployments often remains with the individuals, who do not have opportunities to share it with the cluster at large.

To address these gaps both clusters have identified ways of providing better surge capacity and knowledge management. The Shelter Cluster will strengthen the Global Focal Point model adding a regional dimension to it. Knowledge will be shared through the [www.sheltercluster.org](http://www.sheltercluster.org) website, trainings, and workshops while stronger monitoring and evaluation systems will help the feedback and learning process. The CCCM Cluster will enhance its capacity with regional standby surge capacity and by creating a roster mechanism managed by the Norwegian Refugee Council. By building the capacity of staff and national partners the CCCM roster will also improve transfer of knowledge. Guidance is provided on key issues such as community-based assistance to populations outside of camps, camp closure and evacuation preparedness which will give a better overall response.

***United Nations International Strategy for Disaster Reduction (UNISDR): Strengthened ISDR partnerships for accelerated implementation of the Hyogo Framework for Action (HFA)***

Rapid urbanisation is a key characteristic of today. By 2050 urban populations will account for 70 percent of the world's population with a concurrent increase in urban risk. The drivers of risk are numerous: rural and urban poverty, climate change, declining ecosystems, and development choices contributing to greater exposure and vulnerability. Preparing for new risks is crucial to mitigate their impact and therefore greater commitment to building societal resilience globally is an urgent concern. The Hyogo Framework for Action (HFA) is the first plan to explain, describe and detail the work required from all different sectors and actors to reduce disaster losses. However, translating the HFA into practice has been challenging.

This action improves global leadership on disaster risk reduction by promoting the accelerated implementation of the Hyogo Framework for Action (HFA). The action specifically provides a self-assessment tool for INGOs and governments to track their progress in implementing the HFA. The action is also disseminating ISDR messages and aides the *Making Cities Resilient* campaign. Crucially this funding also supports the efforts of least developed and small island developing states in their work towards addressing the rapidly increasing risk to stability and sustainability posed by current approaches to development.

***World Food Programme (WFP): Enhanced and more cohesive global food security system***

Climate change, food and fuel price volatility, growing urban populations and new socio-political instability are changing the humanitarian landscape and placing new demand on responses. Although to date, WFP has succeeded in implementing ad-hoc responses during humanitarian emergencies affected by these dynamics, the organisation recognises that systematic enhancement of internal response capacities need to remain effective in future emergencies. New scientific knowledge and technologies in nutrition has emerged and the WFP transitions from being a "food aid" to "food assistance" agency and accepts additional responsibilities in supporting international response. In light of this the WFP must develop new tools and approaches that can be applied quickly and effectively on the ground in emergencies. To address this need for continuous reform and improvement the WFP is identifying areas for enhancement in terms of own and partner capacity and is developing an emergency leadership roster and training programme. The WFP is improving capacity in emergency nutrition response and preparedness by training coordinators and information managers for increased awareness and possible rapid deployment.

**2011-2012:**

***Agency for Technical Cooperation and Development (ACTED) with International Federation of Red Cross and Red Crescent Societies (IFRC) and UNISAT: Shelter Cluster: Enhancing the effectiveness of emergency shelter interventions by strengthening the targeting, coordination and planning capacity of the Shelter Cluster***

This multi-agency initiative from Shelter Cluster aid agencies will strengthen the targeting, coordination and planning capacity of the Shelter Cluster at country and global level by systematically reinforcing rapid inter-agency assessments in the aftermath of disasters supported by new/improved database tools and related online interactive maps integrating satellite/remote sensor data and imagery, coordinated with the Commission's Joint Research Centre. The result will

be more effective assessments, as well as better targeting and delivery of relief in the immediate aftermath of a disaster.

***Austrian Red Cross with RedR: Capacity to Respond (CapRes), Strengthening the skills and expertise of the humanitarian sector for an enhanced response capacity***

This project will contribute to improving the EU's overall capacity to respond to global humanitarian needs through engaging the resources and potential of new EU Member States. The project is implemented through the Austrian Red Cross and RedR, and will involve various European Red Cross National Societies in new EU Member States together with aid agencies in other EU Member States. The training and networking provided will develop humanitarian skills and capacity for Needs Assessment; Logistics; Disaster Risk Reduction; Water, Sanitation and Hygiene; and Human Resources and Project management.

***Care-D with International Federation of Red Cross and Red Crescent Societies (IFRC), Action Contra la Faim – France, Tearfund, Norwegian Church Aid, Action Contre la Faim – UK, and Oxfam - UK: Reinforcing the Capacity and Coordination of the Global WASH Cluster***

This multi-agency initiative from the Shelter Cluster underlines the good coordination of the main aid agencies involved in the WASH sector. This ERC funding will contribute to the Global WASH Cluster priorities of Rapid Assessment Teams, Regional WASH Cluster Experts and improved Lessons Learned in relation to the WASH Cluster approach. The result will be improved performance, greater ownership and broader and more consistent participation in the WASH Cluster or other national coordination structures. This funding is in parallel to funding through UNICEF for the WASH Cluster Rapid Response Teams.

***CARE-UK with Care International, Catholic Relief Service (CRS), Mercy Corps, Oxfam, Save the Children Alliance, and World Vision International: Emergency Capacity Building (ECB) Project: in-country capacity building across the disaster management cycle***

Implemented through a consortium of aid agencies, this proposal aims to improve the speed, quality and effectiveness of the humanitarian community to save lives, protect livelihoods and defend the rights of disaster-vulnerable people. In-country capacity to deliver high quality programs and services across all stages of the disaster management cycle will be systematically mapped, improved and tracked in five diverse disaster-vulnerable countries/regions (Bangladesh, Bolivia, the Horn of Africa, Indonesia and Niger). Learning from the process is captured and made available to support improvement in these countries/regions, and replication in other high-risk countries. This will result in improved individual and organisational capacity to mount faster, higher quality responses; to assess local disaster risks and plan, implement, and integrate relevant DRR interventions to reduce the vulnerability of communities; and better accountability towards beneficiaries and other key stakeholders. This will include an accessible, visual and comparable 'dashboard' consolidating assessments of country-level capacities across the disaster management cycle in five diverse disaster-vulnerable countries is available to national and international decision-makers.

***Danish Refugee Council with ICVA, ACTED, Action Aid – UK, Action Contre la Faim – France and CAPOD: NGO and Humanitarian Reform Project II, Start up***

The project by the Danish Refugee Council (DRC), as part of the ICVA global NGO network, will improve the global humanitarian response through better NGO coordination and engagement with (international and national) humanitarian coordination. This will help to improve NGO (national and international) representation, participation and leadership in the global humanitarian reform process, and other coordination forums for improved performance. Furthermore, the project will also result in strengthened structures, capacity and skills for NGOs in order to assume active membership and leadership in humanitarian reform forums.

***Fondation Suisse de Déminage (FSD) with Geneva Call: Protecting Humanitarian Space: Enhancing Civilian Protection through the Dissemination of Humanitarian Norms amongst Armed Non-State Actors and Civil Society***

This FSD project will improve the capacity of partners and locally identified relevant stakeholders to ensure better respect for humanitarian norms by Armed non State Actors (ANSA), especially as regards the protection of civilians and humanitarian actors in the context of armed conflict and violence. This initiative will result in appropriate training and project tools for the dissemination of relevant humanitarian norms and increased capacity among partners' staff, as well as openness towards discussing general IHL, landmines, children and armed conflict, and Gender Based Violence in armed conflict.

***Food and Agricultural Organization (FAO): Integrated Food Security Phase Classification (IPC)***

As part of an improved global approach to needs assessments and responses, this Asia focused component will result in the global improvement of food security programming through standardized food security classification and analysis. This will be achieved by introducing IPC for advocacy, planning, and response in food security and nutrition interventions at national and regional levels. Expected results include increased regional capacities with a pool of certified analysts available in each focus country, as well as a pool of certified IPC trainers at the regional level; standardized analysis of the food security situation is available in each focus country; and the communication and dissemination of regional in ASEAN and SAARC regions and to the FAO Global Support Unit for this project.

***International Federation of Red Cross and Red Crescent Societies (IFRC): Enhancing humanitarian logistics capacity for effective response to disasters and crisis***

As part of DG ECHO's support to the Global Logistics Cluster, this project will build on the IFRC's lead expertise in this sector. The project will invest in improved preparation (such as global supply chains and warehouse management systems) for response to increase both the speed and the cost efficiency of aid delivery in a way that shares best practise across the Global Logistics Cluster to improve the performance, and reduce the costs of this key sector.

***Help Age International: Strengthening the quality and effectiveness of humanitarian assistance to older men, women and other vulnerable groups***

Older people and vulnerable groups in general, such as the disabled, have specific needs related to their age but despite the commitment to the fundamental principle of impartiality, the international humanitarian system is not adequately addressing their needs, such as in humanitarian needs assessments, responses and coordination. The gaps in the humanitarian system to address older people's needs are recognised by the Inter-Agency Standing Committee (IASC). HelpAge International was requested by the IASC Working Group to provide the necessary technical assistance to enable the IASC agencies, cluster leads and other key stakeholders to improve their responses to these needs. In particular, this project will support (i) the need for best practice guidelines and training materials on humanitarian assistance and protection for older people; (ii) the incorporation of older men and women as a vulnerable group in needs assessments and (iii) the need to work more closely with other cross cutting issues – in particular gender and in all areas of capacity building for the humanitarian sector.

***Norwegian Refugee Council with Overseas Development Institute (ODI): Strengthening principled humanitarian response capacities***

This Norwegian Refugee Council (NRC) project, in consortium with the Overseas Development Institute (ODI), will strengthen humanitarian action by increasing the capacity within the humanitarian community to operationalise humanitarian principles. Addressing this global gap in IHL application will involve donors as well as implementing partners. The main areas of intervention will be Europe, DRC, Sudan, Afghanistan and Pakistan.

***Save the Children – UK with FEG Consulting: Filling the Gap – Scaling Up the Use of Essential Tools to Link Food Security and Nutrition***

This project will reduce child under-nutrition by improving the integration of nutrition with food security. Increasing the capacity for situation analysis that integrates nutrition with food security will result in more appropriate and efficient responses.

***Save the Children – UK with Emergency Nutrition Network and Valid International: Introduction of Minimum Reporting Package (MRP) as Standard Reporting Protocol in emergency Supplementary Feeding Programmes (SFP)***

Ensuring the quality of reporting standards on supplementary feeding is necessary to ensure the quality of interventions and their impact on beneficiaries, as well as the accountability of nutritional aid agencies and their capacity to learn from experience. In coordination with the Global Nutrition Cluster, this has been identified as a global gap, with inaccuracies and statistical errors were found in the present level of reporting that obscures assessment of the efficacy and effectiveness of nutritional programs. The MRP is designed to address this gap.

***United Nations Children's Fund (UNICEF) with WASH Cluster Partners: Strengthening UNICEF's capacity to respond to large-scale emergencies and capacity to lead the WASH Cluster***

Through this funding UNICEF, in partnership with major WASH aid agencies, will ensure that the global WASH Cluster has Rapid Response Teams (arriving within 72 hours of a major crisis). This will ensure the emergency response performance of the WASH Cluster, and improve the follow-through and coordination. This project is in parallel to funding through Care-D for Rapid Assessment Teams, Regional WASH Experts and improved Lessons Learned.

***United Nations High Commissioner for Refugees (UNHCR) with Danish Refugee Council and Norwegian Refugee Council: Building capacity to profile situations of internal displacement and develop proGres in Partnership***

This project will significantly improve the tools and databases used for the registration and profiling of Refugees and Internally Displaced Persons (IDP). This will be managed by UNHCR, in partnership with the Danish and Norwegian Refugee Council for IDP registration, with careful attention to the sensitivity of the basic information. The result will be an improvement in provision of more consistent, reliable and accurate core information on displacement-affected populations. The improved quality and scope of registration and resulting profiling of refugees and IDPs will facilitate the collaboration between Governments, and humanitarian and development actors and enable them to plan effective responses to displacement-risk countries.

***2011/00236 United Nations International Strategy for Disaster Reduction (UNISDR): Strengthening local capacities through advocacy for the Implementation of the Hyogo Framework for Action through the Global Platform for Disaster Risk Reduction***

The frequency and impact of disasters have been rising dramatically worldwide since the early twentieth century. Various studies underline the fact that disasters erode gains from poverty reduction and socio-economic development. Moreover, climate change has globally become a threat to development and is expected to increase the severity and frequency of weather-related natural hazards such as storms, high rainfalls, melting of glaciers, floods, droughts and heat-waves. Disaster risk reduction and climate change mitigation and adaptation share a common space of concern: reducing the vulnerability of communities and achieving sustainable development. The Hyogo Framework for Action (HFA) is the first plan to explain, describe and detail the work required from all different sectors and actors to reduce disaster losses. However, translating the HFA into practice has been challenging.

This action improves global leadership on disaster risk reduction by promoting the implementation of the Hyogo Framework for Action (HFA). Through the organisation of the third session of the Global Platform for Disaster Risk reduction (8-13 May 2011) the action has improved awareness and participation in the HFA by bringing together the broadest ever cross-section of people committed to building resilience - including several Heads of State, Ministers, a Managing Director of the World Bank, over 2,600 delegates representing 168 Governments, 25 inter-governmental organizations, 65 non-governmental organizations, Parliamentarians, private sector, local government, academic institutions, civil society and international organizations.

***World Food Programme (WFP): Enhanced Logistics Response (including rapid helicopter deployment)***

This project supports the work of the Global Logistics Cluster, which has a key role in ensuring timely and appropriate humanitarian responses. This funding includes support for rapid global heavy lift helicopter capacity to improve the speed and range of responses. It also supports a wide range of tools and systems which enhance standardisation and are aimed at optimising emergency responses across the humanitarian community (<http://www.logcluster.org/>); as well as the Logistic Response Team trainings (LRT) aimed specifically at emergency response. Combined with other ERC funding – such as for IFRC for improved planning and preparedness for response through more efficient global supply chains, and previous funding to establish regional Humanitarian Response Depots in Dubai/United Arab Emirates, Accra/Ghana, Brindisi/Italy, Subang/Malaysia and Panama City/Panama – this provides for a much improved Logistics Cluster.

***World Food Programme (WFP): WFP Corporate Capacity Building in Cash and Vouchers Transfer Modalities***

This project is strongly aligned to DG ECHO's commitment to increase the use of cash and vouchers in humanitarian assistance. This project directly addresses a major identified constraint to achieving the use of cash at scale – knowledge, guidance, expertise and organization wide changes to operating procedures. Specifically, this project will: help determine when and where to use cash and/or vouchers; design and implement effective cash and voucher based interventions; and deploy cash based interventions as a first line response in rapid onset emergencies at scale.

***World Health Organization (WHO): Meeting the nutritional needs of malnourished emergency-affected populations***

This WHO project will improve the nutritional status of emergency-affected populations by ensuring an appropriate and evidence-based management of severe and moderate acute malnutrition. This will increase the capacity of stakeholders and governments on the management of severe and moderate acute malnutrition through the provision of updated, evidence-based guidelines.



## ERC projects by sector/theme

### Food and livelihood assistance

Reference no.	Agencies	Title	Pilot Countries (if any)
2016/00625	COOPI with FAO, UNHCR, WFP, SAFE	Sustainable energy technologies for food utilization (SET4food), Phase 2	
2014/00351	COOPI with Politecnico of Milan, Fondazione Politecnico Milano	Sustainable energy technologies for food utilization (SET4food)	
2013/00870	Oxfam-UK with Concern Worldwide and STC-UK	Reinforcing institutional capacity for timely food security emergency response to slow onset crises at scale	
2013/00194	FOA	Building capacity for better food security programming in emergency and rehabilitation contexts	Ethiopia, Kenya, Burkina Faso, Chad, Somalia, Niger, Mali, South Sudan
2012/00339	Oxfam-UK with STC-UK and Oxfam Intermon	Building institutional capacity for timely food security emergency response to slow onset crises at scale	
2011/01594	WFP	Enhanced and more cohesive global food security system	
2011/01537	STC-UK with FEG Consulting	Filling the Gap – Scaling Up the Use of Essential Tools to Link Food Security and Nutrition	
2011/01149	FOA	Integrated Food Security Phase Classification (IPC)	Bangladesh, Myanmar, Nepal, Pakistan

### Cash and voucher

Reference no.	Agencies	Title	Pilot Countries (if any)
2016/00581	UNHCR	Cash-based interventions in displacement settings	
2016/00687	Save the Children with OCHA	Uptake of multi-purpose grants	
2015/00540	Norwegian Refugee Council	Enhancing capacity for cash transfer programming in humanitarian response	Syria
2014/00604	UNHCR with World Vision	Improving cash based programming through elaborating the operational implications of the multipurpose grant and increasing understanding of protection results	
2014/00355	Red Cross-Spain with IFRC, Red Cross-France and CaLP	Moving Livelihoods and Cash based programming forward	
2013/00870	Oxfam-UK with Concern Worldwide and Save the Children UK	Reinforcing institutional capacity for timely food security emergency response to slow onset crises at scale	
2013/00186	WFP	Cash-for-Change: Facilitating Scalable Deployment of Cash and Voucher Transfers	
2011/01687	Red Cross-UK, IFRC, CaLP	Humanitarian preparedness and response through increased capacity to	

		deliver appropriate cash and vouchers in the humanitarian sector	
2011/00387	WFP	WFP Corporate Capacity Building in Cash and Vouchers Transfer Modalities	

## WASH

Reference no.	Agencies	Title	Pilot Countries (if any)
2016/00889	IOM with OXFAM, NRC	Solar Energy for water pumping	Horn of Africa
2015/00499	IFRC with ACF, ACTED, NCA, SI, Oxfam, World Vision and UNICEF	Field Support Team of the Global Wash Cluster to provide support to national WASH coordination structures	
2012/01579	UNICEF, ACF-Fr, CARE-DE, CARE-US, IFRC, Norwegian Church Aid, Oxfam, Tearfund, WASH Cluster Members	Strengthening the Global WASH Cluster (GWC) to support national WASH cluster emergency preparedness and response	
2012/01267	CARE-DE with IFRC, ACF, Tearfund, Norwegian Church Aid, ACF-UK Oxfam	Enhance the Emergency WASH Coordination and Needs Assessment Preparedness	
2011/00888	UNICEF	Strengthening UNICEF's capacity to respond to large-scale emergencies and capacity to lead the WASH Cluster	
2011/00884	Care-D with IFRC, ACF-France, Tearfund, Norwegian Church Aid, ACF-UK, and Oxfam – UK	Reinforcing the Capacity and Coordination of the Global WASH Cluster	Jordan, Thailand, Senegal, Panama, India, Kenya

## Health

Reference no.	Agencies	Title	Pilot Countries (if any)
2015/00530	STC – UK	Global Health Cluster Partners support to enhance global capacity for humanitarian health	
2014/00261	MDM	<b>QUAMED Strengthening of the capacities of humanitarian organizations to procure and deliver medicines of assured quality</b>	
2013/00154	WHO	Strengthening health sector performance in acute emergencies	
2013/00071	STC-UK, with Medical Relief International and International Medical Corps	Global Health Cluster Partners support to enhance global capacity for humanitarian health	
2011/01623	MDM, STC– UK, Merlin, Memisa, Première Urgence – Aide Médicale Internationale, and Institute of Tropical Medicine – Belgium	QUAMED Strengthening of the capacities of humanitarian organizations to procure and deliver medicines of assured quality	DRC, Afghanistan, Ethiopia, Ivory Coast, Liberia, Myanmar, Chad, Mali, Niger, Sudan, Yemen, Zimbabwe/South Africa

## Nutrition

Reference no.	Agencies	Title	Pilot Countries (if any)
2016/00831	ACF-Uk with ACF-FR	Scale up acute malnutrition treatment and nutrition sensitive programming	
2015/00518	ACF-Spain, with Emergency Nutrition Network	UPTAKE - Innovative Multi-sector Approaches in the Prevention and Treatment of Undernutrition	Pakistan, Chad
2015/00463	ACF-France with ACF-UK, Duke University, Institute of Tropical Medicine of Antwerp, AgroParisTech	RIKIM - Innovative approaches for nutrition	Burkina Faso, Niger, Bangladesh, Indonesia
2014/00010	ACF-UK, Concern Worldwide, Helen Keller International, IMC	Improving nutrition programme coverage	
2013/00709	ACF Spain and ACF Canada	Improvement of inter-agency coordination and management of emergency nutrition assessment information through SMART	
2013/00312	Concern Worldwide	CMAM Forum Phase Two: Consolidation and Expansion	
2012/00384	ACF-UK, STC-UK, IMC, Concern Worldwide, Valid International, Helen Keller International	Improving nutrition programmes through the promotion of quality coverage assessment	
2011/00905	STC-UK with Emergency Nutrition Network and Valid International	Introduction of Minimum Reporting Package (MRP) as Standard Reporting Protocol in emergency Supplementary Feeding Programmes (SFP)	Kenya
2011/00855	WHO	Meeting the nutritional needs of malnourished emergency-affected populations	

## Shelter and Camp Management

Reference no.	Agencies	Title	Pilot Countries (if any)
2015/00486	UNHCR	Enhancing coordination of humanitarian shelter response	
2014/00315	IOM, NRC, UNHCR	Enhancing the Response to Displacement - Improving Management and Coordination in CCCM	
2013/00150	UNHCR with IFRC, Habitat for Humanity, ACTED, NRC, IOM, UNHABITAT – Kenya and Australian Red Cross	Enhancing coordination of humanitarian shelter response	
2012/00365	UNHCR and IOM	Enhancing coordination of camp management and camp coordination interventions in emergencies	

## Disaster Risk Reduction/Disaster Preparedness

Reference no.	Agencies	Title	Pilot Countries (if any)
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2016/00714	START Network, STC	Anticipation window for early action	
2014/00607	UNISDR	Support ISDR partners to implement the HFA (HFA2)	
2014/00263	IFRC	Enhanced disaster preparedness, risk reduction, and response capacity	
2013/00870	Oxfam-UK with Concern Worldwide and STC-UK	Reinforcing institutional capacity for timely food security emergency response to slow onset crises at scale	
2012/00554	UNISDR	Strengthened ISDR partnerships for accelerated implementation of the Hyogo Framework for Action (HFA)	
2012/00339	Oxfam-UK with STC-UK, Concern Worldwide, Oxfam Intermon	Building institutional capacity for timely food security emergency response to slow onset crises at scale	
2011/00993	Red Cross-Austria with RedR	Capacity to Respond (CapRes), Strengthening the skills and expertise of the humanitarian sector for an enhanced response capacity	
2011/00845	IFRC	Enhancing humanitarian logistics capacity for effective response to disasters and crisis	Switzerland
2011/00435	CARE-UK with Care International, CRS, Mercy Corps, Oxfam, Save the Children Alliance, and World Vision International	Emergency Capacity Building (ECB) Project: in-country capacity building across the disaster management cycle	Kenya
2011/00236	UNISDR	Strengthening local capacities through advocacy for the Implementation of the Hyogo Framework for Action through the Global Platform for Disaster Risk Reduction	

## Coordination

Reference no.	Agencies	Title	Pilot Countries (if any)
2016/00790	CAFOD with Adeso	NEAR, the global network for Southern NGOs	
2016/00739	ACTED with Impact Alliance	Agora – Settlement approaches in urban context	
2015/00578	UNHCR	Operationalizing the Centrality of Protection in Cluster Settings	
2015/00559	Danish Refugee Council	Improving Diaspora Emergency Response Capacity and Coordination with the Conventional Humanitarian System	Somalia, Sierra Leone, Syria, Denmark, UK, Germany
2015/00548	UNDP	STAIT: Strengthening the effectiveness of collective humanitarian response through the roll-out of the IASC Transformative Agenda	
2015/00534	Oxfam-UK with Oxfam Intermon	Institutionalizing gender in emergencies: bridging policy and practice in the humanitarian system	
2015/00530	STC-UK	Global Health Cluster Partners support to enhance global capacity for humanitarian health	
2015/00499	IFRC with ACF, ACTED, NCA, SI, Oxfam, World	Field Support Team of the Global Wash Cluster to provide support to national	

	Vision and UNICEF	WASH coordination structures	
<b>2015/00486</b>	UNHCR	Enhancing coordination of humanitarian shelter response	
<b>2014/00539</b>	OCHA	Supporting international humanitarian actors in delivering a more effective response	
<b>2014/00322</b>	UNICEF-US	Effective surge support to large scale emergencies and chronic crises provided by the GNC for the National Nutrition Clusters	
<b>2014/00315</b>	IOM, NRC, UNHCR	Enhancing the Response to Displacement - Improving Management and Coordination in CCCM	
<b>2014/00258</b>	UNDP-US	Enhancing inter-agency Early Recovery capacity	
<b>2013/00257</b>	UNHCR with IRC, World Vision Australia NRC - IDMC	Building capacities for coordination of Protection responses in humanitarian emergencies	
<b>2013/00197</b>	IRC-UK with ICVA	Strengthening NGO Partnership, Practice and Policy for Improved Humanitarian Action	Jordan, Senegal
<b>2013/00154</b>	WHO	Strengthening health sector performance in acute emergencies	
<b>2013/00150</b>	UNHCR with IFRC, Habitat for Humanity, ACTED, NRC, IOM, UNHABITAT – Kenya and Australian Red Cross	Enhancing coordination of humanitarian shelter response	
<b>2013/00071</b>	STC-UK, with Medical Relief International and International Medical Corps	Global Health Cluster Partners support to enhance global capacity for humanitarian health	
<b>2012/01579</b>	UNICEF, ACF-Fr, CARE-DE, CARE-US, IFRC, Norwegian Church Aid, Oxfam, Tearfund, WASH Cluster Members	Strengthening the Global WASH Cluster (GWC) to support national WASH cluster emergency preparedness and response	
<b>2012/01267</b>	CARE-DE with IFRC, ACF, Tearfund, Norwegian Church Aid, ACF-UK Oxfam	Enhance the Emergency WASH Coordination and Needs Assessment Preparedness	
<b>2012/00781</b>	OCHA	Supporting the international humanitarian actors in delivering a more effective response	
<b>2012/00365</b>	UNHCR and IOM	Enhancing coordination of camp management and camp coordination interventions in emergencies	
<b>2011/01539</b>	Danish Refugee Council with ICVA, ACTED, ActionAid – UK, ACF – FR, and CAFOD	NGO and Humanitarian Reform Project, Phase 2 (NHRPII)	Switzerland
<b>2011/00992</b>	Danish Refugee Council with ICVA, ACTED, ACF-UK, ACF- France and CAPOD	NGO and Humanitarian Reform Project II, Start up	Côte D'Ivoire, Ethiopia, Libya, Somalia, Zimbabwe
<b>2011/00888</b>	UNICEF	Strengthening UNICEF's capacity to respond to large-scale emergencies and	

		capacity to lead the WASH Cluster	
<b>2011/00887</b>	ACTED with IFRC and UNISAT	Enhancing the effectiveness of emergency shelter interventions by strengthening the targeting, coordination and planning capacity of the Shelter Cluster	Libya, Philippines, CAR, Peru, Somalia, Mali
<b>2011/00884</b>	Care-D with IFRC, ACF-France, Tearfund, Norwegian Church Aid, ACF-UK, and Oxfam-UK	Reinforcing the Capacity and Coordination of the Global WASH Cluster	Jordan, Thailand, Senegal, Panama, India Kenya

## Protection

Reference no.	Agencies	Title	Pilot Countries (if any)
<b>2016/00612</b>	ICRC	IHL dissemination	Ukraine, Afghanistan
<b>2016/00683</b>	IRC UK	GBV Case Management	
<b>2015/00578</b>	UNHCR	Operationalizing the Centrality of Protection in Cluster Settings	
<b>2015/00552</b>	OCHA	More effective humanitarian response through increased capacity to operationalize the centrality of gender and GBV (GenCap)	
<b>2014/00604</b>	UNHCR and World Vision	Improving cash based programming through elaborating the operational implications of the multipurpose grant and increasing understanding of protection results	
<b>2014/00341</b>	IOM	Preventing Abuse by Aid Workers: Piloting Inter-Agency Community-Based Complaints Mechanisms	
<b>2014/00328</b>	IRC with InterAction	: Influencing Global-Level Protection Policy and Practice	
<b>2013/00455</b>	ICRC	ICRC Prevention activities in Colombia, DRC and Iraq in relation to International Humanitarian Law	Colombia, DRC, Iraq
<b>2013/00257</b>	UNHCR with IRC, World Vision Australia NRC - IDMC	Building capacities for coordination of Protection responses in humanitarian emergencies	
<b>2013/00256</b>	IOM with UNHCR and IMC	Preventing Abuse by Aid Workers: Piloting Inter-Agency Community-Based Complaints Mechanisms	DRC, Ethiopia
<b>2013/00152</b>	FSD with Geneva Call	Knowledge and application of humanitarian norms by armed non-State actors	Sudan
<b>2012/01116</b>	UNICEF-US with Danish Refugee Council, Norwegian Refugee Council, RedR-Australia, UNFPA, UNHCR, IMC, Save-UK, and ACF-Fr	Strengthening capacity in the global Child Protection (CP) and Gender Based Violence (GBV) Areas of Responsibility and Nutrition Cluster	
<b>2012/00963</b>	IRC-UK	SAFER – Strengthened Actions For Emergency Responses (for Children)	
<b>2012/00650</b>	Red Cross – Finland	Increasing the awareness on International Humanitarian Law and humanitarian principles among European humanitarian organisations	

<b>2011/00808</b>	FSD with Geneva Call	Protecting Humanitarian Space: Enhancing Civilian Protection through the Dissemination of Humanitarian Norms amongst Armed Non-State Actors and Civil Society	Somalia, India, Myanmar, Columbia, Palestine, Lebanon
<b>2011/00301</b>	Norwegian Refugee Council and ODI	Strengthening principled humanitarian response capacities	United Kingdom, Switzerland, Norway, DRC, Sudan, Afghanistan, Pakistan, Belgium

## Gender

Reference no.	Agencies	Title	Pilot Countries (if any)
<b>2016/00601</b>	UN Women, with Oxfam	Revision of the IASC Gender Handbook	
<b>2016/00683</b>	IRC UK	GBV Case Management	
<b>2015/00552</b>	OCHA	More effective humanitarian response through increased capacity to operationalize the centrality of gender and GBV (GenCap)	
<b>2015/00534</b>	Oxfam-UK with Oxfam Intermon	Institutionalizing gender in emergencies: bridging policy and practice in the humanitarian system	
<b>2014/00341</b>	IOM	Preventing Abuse by Aid Workers: Piloting Inter-Agency Community-Based Complaints Mechanisms	DRC, Ethiopia
<b>2013/00256</b>	IOM with UNHCR and IMC	Preventing Abuse by Aid Workers: Piloting Inter-Agency Community-Based Complaints Mechanisms	DRC, Ethiopia
<b>2012/01116</b>	UNICEF-US with Danish Refugee Council, Norwegian Refugee Council, RedR-Australia, UNFPA, UNHCR, IMC, Save-UK, and ACF-Fr	Strengthening capacity in the global Child Protection (CP) and Gender Based Violence (GBV) Areas of Responsibility and Nutrition Cluster	

## Needs Assessment

Reference no.	Agencies	Title	Pilot Countries (if any)
<b>2016/00912</b>	UNHCR	Alternatives to Camps: Enhancing evidence-based programming and targeting	
<b>2016/00574</b>	UNDP	Subnational risk index InfoRM	
<b>2015/00553</b>	MapAction with ACAPS	Strengthening humanitarian decision- making through information products and innovative development of the humanitarian system	
<b>2015/00390</b>	FSD with CartONG, ZOI, UAViastors	Innovation in Humanitarianism: fostering the appropriate use of Air Borne Systems in Humanitarian crisis	
<b>2013/00870</b>	Oxfam-UK with Concern Worldwide and Save the Children UK	Reinforcing institutional capacity for timely food security emergency response to slow onset crises at scale	
<b>2013/00205</b>	Norwegian Refugee Council	Assessment Capacities Project (ACAPS) Phase II	
<b>2012/00047</b>	Norwegian Refugee	Assessment Capacities Project (ACAPS)	

	Council, with HelpAge, Merlin, CartONG, Emergency Capacity Building, Karolinska Institute, iMMAP, MapAction, Tufts University and Columbia University		
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## Other

Reference no.	Agencies	Title	Pilot Countries (if any)
2016/00714	START Network, STC	Anticipation window for early action	
2015/00766	Save the Children Norway	Measuring quality Education in Emergencies	
2015/00493	TI	Enhancing the integrity of humanitarian operations in complex humanitarian contexts	Kenya, Somalia, Senegal, Guinea, Jordan, Lebanon, Afghanistan
2015/00390	FSD with CartONG, ZOI, UAViastors	Innovation in Humanitarianism: fostering the appropriate use of Air Borne Systems in Humanitarian crisis	
2015/00506	DanChurchAid with STC-DK and GroundTruth Solutions	Evidence-Based Quality and Accountability Standards and Innovative Inclusion of Affected Populations	South Sudan, Mali, Syria, Pakistan
2013/00212	Oxfam – UK with STC International, World Vision, Concern Worldwide, Tearfund, Oxfam Intermon, Mercy Corps – US, Oxfam Australia and Oxfam – US	Enhancing the Logistics capacity in country to respond in partnership	Mozambique, Jordan, Ethiopia, Haiti, and Pakistan
2013/00187	WFP, UNHAS	Aviation Emergency Response Capacity	
2013/00158	Red Cross – Austria	Prepared to Respond (PrepRes) II	
2012/00709	BBC Media Action	Enhancing capacity to communicate with crisis-affected populations	
2012/00380	DanChurchAid with Church World Service	Multi Regional Security Risk Management Capacity Building (phase II)	
2012/00307	Télécom Sans Frontières	Strengthening the humanitarian response system through telecommunications and information technology	Nicaragua, Thailand, Kenya, Senegal
2011/00993	Red Cross-Austria with RedR	Capacity to Respond (CapRes), Strengthening the skills and expertise of the humanitarian sector for an enhanced response capacity	
2011/00833	WFP	Enhanced Logistics Response (including rapid helicopter deployment)	
2011/00319	UNHCR, Norwegian Refugee Council, Danish Refugee Council	Building capacity to profile situations of internal displacement and develop proGres in Partnership	