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Summary of capacity building initiatives in Cluster Coordination and Information Management at global level

Scoping report for the Global Nutrition Cluster

February 2020



Note: as the scoping report was prepared for the Global Nutrition Cluster (GNC), it excludes information on the capacity building initiatives of the GNC. For the summary of the GNC capacity building initiatives, visit its website here:

<https://www.nutritioncluster.net/CapacityStrengtheningbytopic>

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Acronyms

Acronym	Definition	Description (where appropriate)
CC	Cluster Coordination	
CC's	Cluster Coordinators	
F2F	Face to Face training	Group training that takes place in a training room setting
HPC	Humanitarian Project Cycle	
IM	Information Management	
IMO	Information Management Officers	
SimEx	Simulated Exercise	A training activity which involves the participants carrying out tasks in an environment that is simulated to reflect a real-life context.

Cluster Acronyms	
CCCM	Global Camp Coordination and Camp Management
ERC	Early Recovery Cluster
ETC	Emergency Telecommunications Cluster
FSC	Food Security Cluster
GEC	Global Education Cluster
GLC	Global Logistics Cluster
GHC	Global Health Cluster
GNC	Global Nutrition Cluster
GPC	Global Protection Cluster
GSC	Global Shelter Cluster
GWC	Global WASH Cluster

Executive Summary

The Global Nutrition Cluster is developing a Competency Development Strategy for the country-level and sub-national coordination teams to establish a systematic and structured approach to learning and support UNICEF's cluster coordination and information management functions in the context of an increasingly complex humanitarian environment. It recognizes the need to develop the knowledge, skills and competencies within cluster coordination staff and partners to support and improve cluster coordination functions.

To support this work RedR UK carried out three consultancy projects to support this process:

1. Identification and analysis of the Coordination and Information Management capacity building initiatives among IASC Global Clusters (through which this report was developed)
2. Analysis of Coordination and Information Management capacity building initiatives provided by the Global Nutrition Cluster partners, and
3. The development of a competency framework for cluster coordination and information management

The purpose of this report is to detail existing initiatives that are being carried out by the Humanitarian Clusters, at global level, to address Coordination and Information Management (IM). The findings are based on a combination of desk research and interviews with eight Global Cluster representatives.

Key Trends in CC and IM capacity building among global clusters

While there is significant diversity in the Cluster Coordination and Information Management capacity building initiatives provided by global clusters, there are key areas around which the clusters converge and diverge.

The use of competency frameworks to underpin capacity building initiatives is inconsistent.

- Combined cluster coordination and information management learning pathways offer a positive, if logistically complex, learning experience.
- The cost to develop and implement capacity building initiatives is difficult to isolate.
- Simulated Exercises (SimEx) are provided by several clusters and offer learners a dynamic and immersive opportunity to develop their knowledge and skills in a practical context.
- Several clusters offer common content that relates to the core competencies of coordination and/or information management and are willing to share material
- Only the Shelter Cluster offers accredited training, though other clusters expressed an interest in pursuing accreditation
- All clusters interviewed expressed an interest in the development of capacity building initiatives that address inter-cluster coordination and information management

Recommendations

The following are key recommendations based on the findings of this report:

- Clusters should explore ways of sharing existing resources where possible.
- Where possible clusters should explore e-learning as a modality for delivering the theoretical aspect of coordination and IM training.
- Clusters should explore the possibility of an inter-cluster coordination training programme.
- Where possible clusters should explore andragogical approaches that bring together both coordination and IM in a multidisciplinary setting.
- Although not essential, programme accreditation is a way to add value for participants and encourage course participation.

Introduction

This report is part of a larger project aiming to improve coordination of the Nutrition in Emergency (NiE) interventions by the national Nutrition Clusters. The project supports the development of a Competency Development Strategy for the country-level and sub-national coordination teams. The strategy aims to establish a systematic and structured approach to learning, to support UNICEF's cluster coordination function in the context of an increasingly complex humanitarian environment. It recognizes the need to develop the knowledge, skills and competencies within cluster coordination staff and partners to support and improve cluster coordination functions.

RedR UK carried out three consultancy projects to support this process:

- The research and analysis of Cluster capacity building for Coordination and Information Management at global level (through which this report was developed)
- The research and analysis of Coordination and Information Management capacity building initiatives being carried out by the Global Nutrition Cluster partners
- The development of a competency framework for cluster coordination and information management

Aim

This study aims to detail existing initiatives that are being carried out by the Humanitarian Clusters, at global level, to address Coordination and Information Management (IM).

For the purpose of this report 'capacity building' refers to initiatives designed to increase the knowledge and skills of individuals through any combination of the following:

- Direct/ Face to Face learning programmes
- E-Learning programmes
- Mentoring or coaching programmes
- Online or printed toolkits and similar resources
- Helpdesks and capacity building support mechanisms

Methods

Data were gathered through a series of remote (Skype) interviews with representatives from the Global Clusters. All clusters were approached through a series of emails sent from the Global Nutrition Cluster, but only eight representatives responded and agreed to take part in the interviews. Of these eight, two were from the Global Camp Coordination and Camp Management Cluster. As they were from both organisations that make up the co-led Cluster (the International Office on Migration (IOM) and the United Nations Higher Commission on Refugees (UNHCR)) it added an insight into how co-led clusters are approaching capacity building and both were included. The seven clusters included in the skype interview process are as follows:

1. Camp Coordination and Camp Management
2. Shelter
3. Emergency Telecommunications
4. Food Security
5. Health
6. Protection (Area of Child Protection Responsibility only)
7. Water, Sanitation and Hygiene (WASH)

Data was also collected on the clusters that were not responsive to email invitations to take part in interviews. This was carried out through a desktop study of capacity building initiatives for Coordination and IM that are visible online. The Clusters included in this desktop study were the Logistics, and Education clusters. Unfortunately, it was not possible to find relevant information on the Early Recovery Cluster.

Interviews used a semi-structured format exploring the following areas for both Coordination and IM capacity building initiatives, although the extent to which each area could be addressed differed between clusters (due to information available to the interviewee or online):

- Name and type of initiative
- Modality of delivery
- Topic areas covered
- Duration
- Target audience
- Language of delivery
- Accreditation status
- Is the programme/ resource underpinned by a competency framework?
- Cost of development
- Transferability and shareability of programmes/ resources
- Feedback on the impact of a programme/ resource
- Any challenges experienced with the programme/ resource
- Any future plans for Coordination and Information Management capacity building initiatives

Research Limitations

The limitations experienced in the interview process of the research were that interviewees did not always have access to the information being requested. For example, in most cases interviewees were not aware of the development cost of capacity building materials.

The desk-top research was limited by the online availability of information about cluster capacity building for coordination and information management.

Key findings

The following table provides a summary of the number of capacity building initiatives for coordination and information management being carried out across the clusters. A summary of table providing the title, modality, focus, duration and (where available) cost of each capacity building initiative is provided at Annex 1.

Cluster	Focus of Capacity Building Initiative		
	Coordination	Information Management	Coordination and Information Management
Food Security	0	0	2
Health	0	0	2
WASH	3	1	2
CCCM	1	0	0
Shelter	3	0	0
ETC	1	2	1
Protection	3	1	0
Logistics	1	1	1
Education	3	1	0
Total	15	6	8

Table 1 Focus of Capacity Building Initiatives by Cluster

There are currently more than twice as many capacity building initiatives focused solely on coordination than information management. The trend of emphasizing coordination is common across all clusters, with the exception of the ETC which offers more IM training than coordination. While several clusters offer combined coordination and IM capacity building initiatives, this may not redress the imbalance towards coordination, so further research on the proportion of competencies covered by existing training will be beneficial to confirm areas in need of further capacity building investment. This investment may involve the development of new, bespoke solutions or the sharing of existing resources; for example, the ETC enable staff to access the information management training offered by the Logistics Cluster.

Competency Frameworks

Information on the use of competency frameworks in capacity building was collected during the interview process. The desktop research was unable to reveal clear information on the influence of competency frameworks on the design of capacity building initiatives. The following section summarises the information interviewees gave about how competency frameworks underpin their capacity building initiatives for coordination and information management.

The Food Security Cluster and CCCM both use the IASC Cluster Coordination Reference Module rather than a separate competency framework to underpin their Coordination and IM Modules. The Health Cluster Competency Framework underpins their whole capacity building strategy including the priorities and resources that focus on coordination and information management. A version of which is available in the 2016-2019 Strategy (document Annex p.48) [here](#).

The WASH Cluster has three competency frameworks underpinning their capacity building initiatives for coordination and information management:

- Coordination Competencies
- IM Competencies
- Technical WASH Competencies

The Shelter and Emergency Telecommunications clusters and the Child Protection Area of the Protection Cluster were unable to provide details of any competency frameworks used in the development of their capacity building initiatives.

Combined or Separate Learning Pathways for CC and IM

The Food Security, Health, WASH and Emergency Telecommunications clusters all offer combined learning pathways available for IM's and CC's, whereas the other Clusters address IM and CC capacity building separately, as the following sections further explain.

The Food Security cluster currently have an online programme that works as a prerequisite for F2F training for both IMO's and CC's. Historically, on successful completion of this there were two separate IM and CC face to

face training courses. However, in the latter part of 2019 they piloted a face to face course which both brought the two disciplines together in parallel and in a multidisciplinary setting.

1. Bringing both groups together to share the modules which are consistent across both courses e.g. modules on 'Humanitarian Coordination and the Cluster Approach' and the 'Humanitarian Project Cycle (HPC)' etc.
2. Having separate training room settings for the modules that are different i.e. specific to either CC's or IMO's.
3. Bringing both groups together for the SimEx elements of the course, with the benefit of exploring theory through experiential learning in a multi-disciplinary team.

The pilot received positive feedback from participants and the aim is to run more of these courses in the future. However, the challenge is the amount of resources and logistics management needed to bring these two groups of participants together and run a course which is a combination of parallel and combined training.

The Health Cluster uses a Personal Development Plan (PDP) to develop and guide a personalised pathway for staff. The PDP's are designed for managers and supervisors to use with staff to create a learning pathway that addresses their own individual professional goals, through mapping existing experience and skills sets against competencies and available resources. This approach has received excellent feedback from individuals that have used it. However, in a recent consultation it was also noted that many cluster staff and partners were unaware of the PDP as a tool, so more is planned on being done to promote it moving forward.

Aligned with this, the Health Cluster also takes a combined approach to the courses they run for CC's and IMO's, through an e-learning course which is a prerequisite for a face to face programme. The face to face programme then brings together a multidisciplinary team in a one-day workshop to review key topics covered in the e-learning course followed immediately by a three-day SimEx. This approach is new and is being rolled out while this report is being written, so to date there is no evaluation feedback to share on the successes and challenges of the approach.

The WASH cluster also offer a learning pathway which is applicable for both IMO's and CC's as well as other staff/ partners. However, while the IMO's attend the coordination training programmes, the CC's do not attend the IM training, as they are more technical. Feedback so far on this approach has been very good, aside from some feedback that the content is 'heavy' in the courses, which is being reviewed.

The Emergency Telecommunications cluster has two separate pathways which converge. They offer a separate coordination course for CC's, and IMO's are given access to the Logistics cluster's information management course. Both disciplines then come together in a multidisciplinary SimEx lasting eight days. The response to this, especially the SimEx element has been excellent.

From the data collected in the interviews, the CCCM cluster does not currently have a learning pathway for IMO's and only cluster coordination training for IOM cluster staff.

From the data collected in the interviews the Shelter cluster have a pathway for CC's which includes an accredited course and a toolkit, but as of yet there is no pathway for information managers, although a toolkit for IMO's is under development.

The area responsible for Child Protection within the Protection cluster currently do not have a learning pathway structured for either CC's or IMO's. Instead they use a reactive approach by offering ad hoc training courses in response to demand.

Cost

It proved to be a challenge collecting details on how much programmes cost to develop as in the majority of those interviewed did not have access to the information. The WASH and CCCM clusters were the only ones able to share information on how many days consultancy courses had required, as a gauge to how much they cost. The WASH cluster was also able to share the cost of one course that RedR UK developed for them. This information is contained in Appendix 1 Table 1.0 A Summary of Capacity Building Initiatives as well as in the respective sections summarising the qualitative data for each cluster in this report.

Scope of Capacity Building Initiatives

There is a marked difference between clusters in their approach to capacity building for coordination and IM. Some offer a rich combination of online/blended learning, direct/face to face learning and toolkits whereas others only offer an online toolkit and currently do not offer training courses. The following table summarises the details of modalities used for capacity building initiatives that were shared during the research. However, it is worth noting that others may be available and were not identified during the research either because the interviewee was unaware of them or because they were not visible online for the desktop research.

Modality	Face-to-face	Blended	e-learning	Toolkit	Short deployment	Help Desk
Number	17	5	4	2	1	1

Table 2 Modality of Capacity Building Initiatives

Online Learning and Mentoring/Coaching

The following sections summarise how clusters are using online learning and mentoring/ coaching programmes to build capacity for coordination and information management.

The WASH, Health and Food Security Clusters all offer online programmes as part of a blended learning package. Although these courses are tailored towards their respective sector specialism, there are modules which are transferable to other Clusters.

All e-learning packages discussed were self-paced, although differed in course duration.

The FSC currently have an online programme that serves as a prerequisite for F2F training for both IMO's and CC's. On successful completion of this there are two separate IM and CC F2F training courses. The course should take participants approximately eleven hours.

The GHC has reduced the length of its face to face course (previously 9 days and now 4 days) by providing a nine-hour e-learning programme that covers 17 different modules. Participants are required to score over 80% to be able to progress on the learning pathway and take part in the face to face course.

The GWC offer a two-hour induction e-learning package and also a two-day course.

The UNHCR use a blended-learning approach to their Interagency Coordination Learning Programme, which although is not Cluster specific, does develop the capacity for coordination. The programme was the only one mentioned that approached capacity building at two levels:

- Level One: Senior Management
- Level Two: Middle management and Operational Staff

It is a three-phase programme with the longest duration for e-learning mentioned:

- Phase One: 3 months e-learning course
- Phase Two: 5 days face to face course
- Phase Three: A Coaching element (flexible in time)

This course was also the only active coaching package in place. The GHC have tried offering a coaching package in the past but found it too resource heavy for their internal capacity to absorb. Therefore, they now encourage Cluster staff and partners to take advantage of the mentoring and coaching programmes offered in their own agencies.

Those offering e-learning packages felt that they make learning more accessible and also keep down resource costs of having to only offer face to face courses.

Mentoring and coaching initiatives/ programmes do provide a significant added value to building capacity as the 70-20-10 Model illustrates, participants develop:

- 70% of their knowledge from job-related experiences,
- 20% from interactions with others, like co-worker's and managers,
- 10% from formal learning events

However, mentoring and coaching initiatives also require a substantial amount of commitment from both the mentee/coached and mentor/ coach and, they also require project management from the cluster and often additional resources. These types of barriers often prove a challenge for clusters as they support staff who work in high pressured and unpredictable environments and the clusters themselves are often restricted by budget constraints to invest in capacity building.

Face to Face

In terms of face to face training for both coordination and information management, some clusters offered both types of courses individually, some combined both disciplines and some currently do not offer courses in one or both of the disciplines; as the following sections summarise.

The WASH, Education and Logistic clusters all offer both coordination and IM face to face courses.

The Emergency Telecommunications Cluster offers its own coordination training course but sends staff on the Logistics Cluster's information management course.

The desktop research on the Protection Cluster revealed that a coordination course is offered but not an information management course. This is also the case for the Child Protection area of responsibility, who explained in the interview that also they do offer a coordination course, it is delivered in an ad hoc way.

The Food Security, Health and Emergency Telecommunications clusters offer face to face courses which bring together CC's and IMO's.

The Food Security cluster runs both CC and IMO courses in parallel, during which participants are brought together for modules that are relevant for both and modules that are CC or IMO specific are delivered separately. Participants are also brought together for a multi-disciplinary SimEx.

The Health and Emergency Telecommunications clusters also bring both disciplines together in their SimEx approach (see below for more details on the SimEx approach).

As a co-led cluster, the CCCM cluster differs in its approach to capacity building for coordination and information management between both the IFRC and the UNHCR (as discussed in a later section). The UNHCR does not currently offer face to face training or e-learning in either coordination or information management. However, they are able to take part in the Interagency Coordination Learning Programme (mentioned above). The challenge with this is that the course is not Cluster specific and the Global Cluster Coordinator interviewed explained that she does not feel that it is sufficient for building the capacity of cluster coordinators.

The IOM has developed a Cluster Coordinators training course for IOM staff in the CCCM, which includes IOM policies and procedures (this is discussed further in the respective section of this report). The IOM does not currently provide an information management course, instead, the capacity of IMO's is developed through toolkits.

SimEx

The following sections summarise how some Clusters are offering exciting approaches with simulated exercises (SimEx).

The Food Security Cluster has recently piloted running the Coordination and IM training courses in parallel and including a SimEx component where they combine to make multidisciplinary teams.

The Health Cluster is about to launch three new SimEx packages which tackle three different contexts and include multidisciplinary teams. These SimEx's are training room based, so lower cost and less complex to facilitate than a fully immersive SimEx, but as a three-day experience promise to offer participants rich experiential learning experience.

The Emergency Telecommunications Cluster offers an intensive and multidisciplinary SimEx package which is a fully immersive experience including actors and a field location.

As the clusters model, SimEx approaches can vary from those which take an afternoon in a training room to those that can last days or weeks in a field environment with high-cost resources.

Although time and cost can serve as barriers, a well-designed and facilitated SimEx is often the most effective andragogical approach as it provides participants with the opportunity for experiential application and learning, SimEx can enable:

- The application of knowledge and skills in a kinesthetic and dynamic environment
- The opportunity to bring together multidisciplinary teams
- The exploration of how flexibility, resourcefulness and creativity are often required in the humanitarian space – rather than a linear application of theory and approach
- Self-reflection for possible emotional and interpersonal responses in a humanitarian response
- An analysis of how group/ interpersonal communication and dynamics with all stakeholders (team, interagency and local partners, including affected populations) interrelate with the effectiveness and efficiency of a response

Aside from the Clusters mentioned above, the other Clusters are currently not offering SimEx activities

Training of Trainers (TOT) Courses

The interviews revealed that the WASH (GWC) and Health clusters both offer ToT courses to develop the capacity of regional trainers for delivering the IM and CC F2F courses.

The GWC trainings are facilitated by UNICEF staff, GWC partner staff or consultants. In order to ensure the correct roll out of its training, the GWC regularly organizes specific ToT's at global and regional levels. ToT's are usually 6 days, during which participants improve their facilitation skills and explore one of the GWC training packages.

The GHC facilitate an additional day on their SimEx-based training courses for developing the capacity of trainers for delivering these specific courses, due to their bespoke design.

Localised Telephone Help Desk

The Child Protection area of responsibility of the Protection Cluster have regionally based telephone help desks for Cluster Coordinators and IMO's to reach-out for support. Requests for support are then either addressed by signposting to existing resources or passed onto contacts with specialist knowledge on the topic. The Global Cluster collects data from the Help Desks on what topics are support being requested for, this data is then used to inform what training courses should be offered regionally. Face to face training is then offered in a responsive manner.

Common/Generic Materials

A combination of the skype interviews and the desktop research found core transferrable (across sector) topics which are offered under various module titles across the clusters, they are as follows:

E-Learning and Self-Study

- Humanitarian Principles
- Legal considerations for humanitarians
- Agreements and conventions
- Humanitarian Coordination, the Cluster Approach and the Transformative Agenda
- Humanitarian Programme Cycle
- Needs Assessment
- Planning and strategy development
- Resource Mobilisation
- Inter-Cluster Coordination
- Monitoring and reporting
- Cross Cutting Issues
- Contingency planning, preparedness and capacity-building
- Transition and Deactivation of Clusters
- The Humanitarian Development and Peace Nexus – this is only delivered by the GHC but is transferrable across Cluster

Face to Face/ Direct Learning

Relevant to both coordination and information management

- Cluster and Transformative Agenda
- The roles and responsibilities of Cluster Coordinators and Information Management Officers
- Roles and responsibilities of stakeholders from global through to sub-national levels.
- Humanitarian Programme Cycle
- Needs Assessment / Multi-Agency Needs Assessment (including MIRA)
- Strategy Humanitarian Response Plan (HRP) development
- Resource mobilisation
- Monitoring and Evaluation
- Partnership working
- Inter-cluster working
- Developing Local Capacity
- Interpersonal Skills – Meeting Management and Effective Communication including:
 - Maintaining a Service Orientated Approach
 - Building and maintaining Trust
 - Team-working
 - Communications for Leadership
 - Leadership and coordination
 - Active Listening
 - Giving and Receiving Feedback
 - Decision Making
 - Consensus Building
 - Conflict Management/ resolution
 - Negotiation
 - Advocacy

IM Specific Modules

- IM Essentials The IM four W's
- Humanitarian Portals and Standards
- Role of IM in Cluster
- How IM supports CC
- GIS
- Situation analysis data required
- Mapping and analysis
- Secondary Data Reviews
- Mobile Data Collection (Kobo Toolbox)
- How IM's can you support CC's and agencies whilst developing data collection approach
- Response Monitoring
- Activity Reporting
- Data Analysis using Excel
- Visualization and Reporting
- Data Visualization using Power BI
- Data Mapping using QGIS

The vast majority of the transferrable topics mentioned relate to the knowledge and skills outlined in the competency frameworks for coordination and information management being developed for the Nutrition Cluster by RedR UK.

Co-led Clusters

Three of the global clusters are co-led: the Shelter Cluster (co-led by IFRC and UNHCR); the CCCM Cluster (co-led by UNHCR and IOM) and the Education cluster (co-led by UNICEF and Save the Children). Representatives from the Shelter and CCCM clusters participated in the interviews. The Shelter Cluster was represented by the UNHCR. The Shelter Cluster co-lead, the International Federation of Red Cross and Red Crescent Societies (IFRC) did not participate. Both co-leads of the CCCM Cluster, UNHCR and IOM participated in the interviews.

From the interview with the Shelter cluster, it was learnt that an accredited Master's level short course is offered and has achieved much success and positive feedback. The short course in Humanitarian Shelter Coordination is offered by IFRC and UNHCR in partnership with the Centre for Development and Emergency Practice at Oxford Brookes University. Offered in a blended learning format the course includes five weeks of distance learning followed by a six-day face-to-face workshop. The course draws on the experience of the Shelter Cluster and aims to equip participants with skills to coordinate a shelter response in a humanitarian crisis.

During the interviews with both representatives from the Shelter and CCCM clusters challenges were identified. The key challenge was in bringing together two agencies in terms of organisational culture and also resources for developing a shared approach to capacity building. In the past capacity building had been more successful when there was a shared central learning and development resource from Norcap, but currently this is not available. As a consequence, both agencies find it difficult to find a solution which addresses the needs of cluster staff based at both organisations and is also achievable due to budget constraints. Currently, the IOM offers coordination training to IOM cluster staff but UNHCR cluster staff do not have access to either coordination or information management training.

Accreditation

The only accredited course that is available currently is the Humanitarian Shelter Coordination (Masters level short course). The course has received very positive feedback to date.

The Food Security Cluster and the UNHCR side of the CCCM cluster both explicitly expressed an interest in accreditation, as they felt it would add value for participants and hopefully attract more applicants into cluster coordination roles.

Inter-cluster Coordination

Every cluster representative interviewed expressed an interest in more collaboration and sharing amongst clusters. Furthermore, all also believed that although their resources were tailored towards their specific sector specialism, there are also a substantial number of transferrable modules within the training courses (see the section above on modules).

The representative from the Health cluster spoke about how she felt there was a real need for more inter-cluster coordination training, which could possibly bring together multidisciplinary teams in an inter-cluster SimEx type training environment but this would require a lot of coordination in terms of process and resources. She also suggested that it may be useful for clusters to share trainers as this would support a culture of inter-cluster cross-pollination.

Future Plans

The following were plans for the future that were explicitly discussed during the interviews:

- The Health Cluster
 - The Health Cluster Capacity Building Team is planning to develop a process for measuring the impact of its learning initiatives. This is still in the pre-design stage, but preliminary ideas include work-based tasks and an impact assessment to be carried out 6 months post-training.
 - One of the planned activities for the future is to develop a system for building the capacity of regional SimEx Managers. Although this is currently in its embryonic stages, the idea is to possibly develop capacity through a process where Deputy SimEx Managers shadow SimEx Managers as they deliver the courses.
- The Shelter Cluster:
 - Currently developing an IM Toolbox
 - There is coaching planned for the surge capacity for IMO's tailored to their own specific bespoke needs.
 - There have also been discussions about developing webinars for certain topics, this was discussed in the global partners meeting.
 - They would also like to explore accreditation to make their training more valuable to participants.
- The WASH Cluster
 - The development of a Government Led Coordination of WASH in Emergencies (GoLWIE) course, is currently in the design and development phase but is likely to take place over several days and aim to strengthen the role of national and regional governments in leading and coordinating the humanitarian WASH response
- The CCCM (UNHCR)
 - Exploring developing an accredited coordination face to face course

Recommendations

The following are key recommendations based on the findings of this report:

Clusters should explore ways of sharing existing resources where possible. Many of the cluster training materials are available online or available through request. Rather than developing new materials for transferrable topics such as 'Humanitarian Principles' and 'the Cluster System' etc., clusters should use and adapt existing materials. Not only would this reduce cost and the resources that are required to develop programmes, but it would also support consistency in the approach to capacity building across clusters, which would, in turn, support inter-cluster coordination.

Where possible clusters should explore e-learning as a modality for delivering the theoretical aspect of coordination and IM training. This improves accessibility for globally distributed staff and reduces the time required for face to face training. Again, where possible clusters could explore adapting existing e-learning packages developed by other clusters rather than developing a brand-new programme. However, it is recognised that e-learning courses still require substantial investment, management and skills to develop; and the context of IM and Coordination should be seen as a complimentary solution, offered as part of a blended learning package.

Clusters should explore the possibility of an inter-cluster coordination training programme. This may involve establishing an inter-cluster capacity building steering committee to develop a strategy and manage funding and coordination etc.

Where possible clusters should explore andragogical approaches that bring together both coordination and IM in a multidisciplinary setting. This could be a fully immersive setting such as the SimEx approaches being used by the Emergency Telecommunications and Health Clusters or a parallel IM and CC training approach such as the one being taken by the Food Security Cluster.

Although not essential, **programme accreditation is a way to add value for participants and encourage course participation.** However, accreditation can increase development cost and as a consequence course fees, thus possibly creating monetary barriers for some potential participants.

Annex 1: Summary of Cluster Coordination and Information Management capacity building initiatives provided by cluster

Cluster	Resource	Modality	Coordination, Information Management or Both	Duration	Language	Cost
Data collected from interviews						
Food Security	e-Learning Course: Enhancing Efficiency and Effectiveness of Food Security Cluster Coordination	e-learning	Both	11 Hours	English	Unspecified
	Face to Face: Food Security Cluster Coordinators and Information Management Combined Training	Face to Face	Both	4 Days	English	Unspecified
Health	e-Learning: GHC e-Learning	e-learning	Both	9 Hours	English	Unspecified
	Face to Face/ Direct Training for CC's and IM's	Face to Face	Both	4 Days (+1 Train the Trainer Day)	English	Unspecified
WASH	Briefing on Humanitarian WASH Coordination	e-learning	Both	2 Hours	English	6 Months 1 consultant
	Humanitarian WASH Coordination Induction	e-learning	Coordination	2 Days	English	3 months 1 consultant
	WASH Operational Coordination (WOC)	Face to Face	Coordination	5 Days	English, French, Spanish and Arabic	6 Months 1 consultant
	WASH Leadership & Coordination (L&C) Training.	Face to Face	Coordination	5 Days	English, French, Spanish and Arabic	£300,000
	GWC Information Management Training	Face to Face	Information Management	5 Days	English	3 months 1 consultant
	Train the Trainer	Face to Face	Both	6 Days	English	Unspecified
Global Camp Coordination and Camp Management (IOM)	Cluster Coordinators Training	Face to Face	Coordination	5 Days	English	2 months consultancy
Shelter	Humanitarian Shelter Coordination (Masters level short course)	Blended	Coordination	6 Days plus distance learning	English	Unspecified

Cluster	Resource	Modality	Coordination, Information Management or Both	Duration	Language	Cost
	Blended Learning: Interagency Coordination Learning programme	Blended	Coordination	Phase One: 3 months e-learning course Phase Two: 5 Days face to face course Phase Three: A Coaching element (flexible in time)	English	Unspecified
	Coordination Toolkit	Toolkit	Coordination	N/A	English	Unspecified
Emergency Telecommunications	ETC Coordination Course	Face to Face	Coordination	6 Days	English	Unspecified
	Information Management Course (Logistic Cluster)	Face to Face	Information Management	4 Days	English	Unspecified
	Gear Up (Sim Ex)	Face to Face	Both	8 Days	English	Unspecified
	Information Management Short Term Deployments	Short Term Deployment	Information Management		English	Unspecified
Protection Cluster (Area Responsible for Child Protection)	Decentralised Help Desk				Regional	Unspecified
	Child Protection in Humanitarian Action Coordination Training	Face to Face	Coordination	5 Days	Regional	Unspecified
Desktop research of clusters which didn't participate in the interviews						
Protection	The Protection Cluster Coordination Learning Programme	Blended	Coordination	4 Days and Distance Study	English, French, Spanish, Arabic	Unspecified
	Blended Learning: Interagency Coordination Learning programme	Blended	Coordination	Phase One: 3 months e-learning course Phase Two: 5 Days face to face course Phase Three: A Coaching element (flexible in time)	English	Unspecified
	Protection Information Management	Face to Face	Information Management	5 Days	English	Unspecified

Cluster	Resource	Modality	Coordination, Information Management or Both	Duration	Language	Cost
Logistics	Humanitarian Cluster Coordinator Training	Face to Face	Coordination	8 Days	English	Unspecified
	Information Management Training	Face to Face	Information Management	4 Days	English	Unspecified
	Logistics Cluster Induction Training	Face to Face	Both	3.5 Days	English	Unspecified
Education	Education Cluster Toolkit	Toolkit	Coordination		English	Unspecified
	Education Cluster Coordination Core Skills	Blended	Coordination	10-12 Hours e-learning and 5.5 Days Face to Face	English	Unspecified
	Education Cluster Coordinators Training	Face to Face	Coordination	5 Days	English	Unspecified
	Information Management Training	Face to Face	Information Management	4 Days	English	Unspecified

Annex 2: Detailed descriptions of Cluster Coordination & Information Management capacity building initiatives

Annex 2.1 Food Security Cluster

Annex 2.1.1 e-Learning Course: Enhancing Efficiency and Effectiveness of Food Security Cluster Coordination

Food Security Cluster e-learning course: Enhancing Efficiency and Effectiveness of Food Security Cluster Coordination Note: Information taken directly from the Food Security Cluster website ¹
<p>Description The course is a prerequisite for participants wishing to take part in both the CC and IM F2F training courses; and, is aimed at providing basic knowledge about the role and functions of the Food Security Cluster, both at global and national level. It is also aimed at building basic Cluster Coordination competencies and providing tools for efficient Food Security Cluster Coordination.</p>
<p>Duration: 11 hours</p>
<p>Audience The course is mainly targeted at newly deployed or potential Food Security Cluster Coordinators, but it is also of interest of all Cluster partners (NGOs, donors, Government counterparts) and staff of the two Lead Agencies, FAO and WFP, that work in field locations and are exposed to the work of the Food Security Cluster.</p>
<p>Topics/ Modules The course consists of 11 lessons, organized in two units. Lessons last approximately 45 to 80 minutes each.</p> <ul style="list-style-type: none"> Unit 1 The Food Security Cluster and the Humanitarian Programme Cycle <ul style="list-style-type: none"> Lesson 1.1 Humanitarian Coordination and Cluster Approach Lesson 1.2 Humanitarian Programme Cycle Lesson 1.3 The Global Food Security Cluster – Background and Objectives Lesson 1.4 The FSC at country level: Principles, roles, functions Unit 2 The Food Security Cluster's core functions <ul style="list-style-type: none"> Lesson 2.1 Supporting Service Delivery Lesson 2.2 Informing Common Strategic Decision-Making Lesson 2.3 Planning and strategy development Lesson 2.4 Monitoring and reporting Lesson 2.5 Support robust advocacy Lesson 2.6 Contingency planning, preparedness and capacity-building Lesson 2.7 Accountability to affected populations, centrality of protection, gender and age, and PSEA
<p>Language: English</p>
<p>Competency Framework: Unspecified</p>
<p>Accreditation: None</p>
<p>Development Cost: Unspecified</p>
<p>Feedback (Successes and Challenges): Unspecified</p>

¹ <https://elearning.fao.org/course/view.php?id=332>

Annex 2.1.2 Face to Face: Food Security Cluster Coordinators and Information Management Combined Training

Food Security Cluster Face to Face: Food Security Cluster Coordinators and Information Management Combined Training	
<p>Description: The training targets humanitarian experts who are interested and willing to be deployed as Food Security Cluster Coordinators and Information Managers. The learning process aims to provide a good understanding of the roles and responsibilities of country-level Food Security clusters and a clear overview of the role for the Coordinator and Information Management Officer, in particular in response to IASC Level 3 emergency. The training is composed of one-day classroom experience and three days of simulation.</p>	
<p>Duration: 4 days</p>	
<p>Audience: Humanitarian experts who are interested and willing to be deployed as Food Security Cluster Coordinators and Information Management Officers.</p>	
<p>Topics/ Modules: Modules run in a combined setting (both CC's and IM's)</p> <ul style="list-style-type: none"> • HPC • The history of the Cluster system • Roles and responsibilities of stakeholders from global through to sub national. • The roles and responsibilities of Cluster Coordinators and Information Management Officers • How to work in a team • Needs Assessment • Monitoring and Evaluation • Simulation Exercises • Partnership working • Inter-cluster working • CC Specific Modules • What should the CC do in first 72 hours? • FLASH appeal • HNO and how the Cluster is involved • HRP what is the role of the CC in the HRP • Agencies and cross cutting themes etc. • IM Specific Modules • The IM four W's • Role of IM in Cluster • How IM supports CC • GIS • Situation analysis data required • Mapping and analysis • How IM's can you support CC's and agencies whilst developing data collection approach 	
<p>Language: English</p>	
<p>Competency Framework: The course is based on the IASC reference modules rather than a specific competency framework.</p>	
<p>Accreditation: None</p>	
<p>Development Cost: Unspecified</p>	
<p>Feedback (Successes and Challenges): The feedback from participants has been positive, especially since the courses have been run as a joint/ parallel course. The main challenge identified by participants is not having enough time to have feedback from the facilitators, including advice on how they may improve their practices.</p>	

Annex 2.2 Health Cluster

Annex 2.2.1 Implementation of the Health Cluster Learning Programme

The Global Health Cluster are currently developing the new strategy for 2020-2023. The process is steered by the Capacity Development Consultation Group which is co-chaired by the Global Health Cluster and the International Humanitarian response agency GOAL Global.

The strategy is in the final stages of development and is due to be launched in the next few months, after one final review by the Health Cluster Advisory Group.

During the interview the representative explained that the new strategy has four strategic priorities:

1. Implementation of the Health Cluster Learning Programme (Pathway), which includes (all are explained in more detail in later sections):
 - a. The development of a new induction programme for new Cluster Coordinators to complete as soon as they take up their roles
 - b. Further development on an existing tool called the Professional Development Plan
 - c. The development of an online learning programme (already developed)
 - d. A 4-day face to face programme, available in three regionally targeted versions (all with an additional day for a Train the Trainers module)
2. Increasing partner participation in capacity building activities (participation in learning activities but also in the training teams)
3. Increased quality assurance of capacity building programmes, including:
 - a. An impact assessment package/toolkit
 - b. WASH Cluster endorsement of training programmes
4. Coordination with other entities i.e. Health Cluster partners and stakeholders

Competency Framework

Underpinning the strategy is the Health Cluster Competency Framework, a version of which is available in the 2016-2019 Strategy (document Annex) [here](#).

The following sections will further clarify how strategic priorities 1 and 3 (above) are being implemented. Whereas strategic priorities 2 and 5 are currently at earlier stages in the planning process.

Implementation of the Health Cluster Learning Programme (Strategic Priority 1)

The stages of the Health Cluster Learning Programme as outlined below will form the 'Learning-Pathway' for both Cluster Coordinators and Information Management Officers, as well as other members of the Health Cluster team.

Annex 2.2.2 Induction

The development of an Induction package is currently in the planning phase, with the aim of releasing it in 2020 – 2021.

Annex 2.2.3 Professional Development Plan

All Cluster Coordinators (CC's) and Information Management Officers (IMO's) are encouraged (it is not mandatory) to complete a Professional Development Plan with their Manager/ Supervisor, there is a version available for both CC's and IMO's. The Health Cluster Competency Framework underpins the Professional Development Plans, which also hold information on current capacity development opportunities. They are an opportunity for individuals to reflect on their own individual learning needs and to assess how they can move forward.

The PDP's have been available and in use for a couple of years, although a recent review identified that whilst those that use the PDP's rate them highly, many stakeholders were not aware of their existence and how to use them. Part of the new strategy is to address the profile/ exposure of the PDP's in order to encourage greater usage.

The PDP's are available on request from the Global Health Cluster team at healthcluster@who.int

Annex 2.2.4 e-Learning Global Health Cluster

Health Cluster e-Learning Global Health Cluster Note: information is taken from the Health Cluster website²			
Description: <p>In the past the face to face courses for Cluster Coordinators (CC's) and Information Management Officers (IMO's) were 9 days in duration and coordinated at the Global level. The upcoming strategy recognises a need for face to face courses to be managed regionally (see next section for more details). There is also a need for the face to face course to be shorter in length in order to increase accessibility and reduce running costs. To address these needs a suite of e-learning courses were developed, the successful completion of which are a prerequisite requirement for participants before taking part in the face to face course.</p> <p>The Health Cluster Coordination [e-learning] course provides a general introduction to the work of the Health Cluster, which aims to save lives and promote dignity in humanitarian and public health emergencies, and to strengthen the efficiency and accountability of all Stakeholders in responding to humanitarian crises.</p> <p>By the end of this course, participants should be able to understand the framework of the Health Cluster's mandate, responsibilities, strategies, lines of accountability and principles in order to lead and coordinate effective, efficient, timely and predictable evidence-based humanitarian health interventions in acute and protracted emergencies.</p>			
Duration: 9 hours			
Audience: Existing and prospective CC's and IMO's			
Topics/ Modules: <p>The course consists of 17 modules:</p> <table border="0"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Introduction • Global Commitments for Humanitarian and Public Health Emergencies • Health Cluster Coordination: Principles and Functions • Public Health Information Services (PHIS) Standards • Needs Assessment • Public Health Situation Analysis • The Health Resources Availability Monitoring System (HeRAMS) Approach • Humanitarian Response Planning </td> <td style="vertical-align: top; padding-left: 20px;"> <ul style="list-style-type: none"> • Cross-Cutting Issues • Inter-Cluster Coordination • The Humanitarian Development and Peace Nexus • Health Advocacy • Resource Mobilisation • Humanitarian Health Response Monitoring • Cluster Coordination Performance Monitoring (CCPM) • Humanitarian Preparedness and Contingency Planning • Transition and Deactivation of Clusters </td> </tr> </table> <p>The course will take approximately 9 hours to finish. At the end of the course, a record of achievement will be offered to those who earn more than 80% of the maximum number of points from the module assessments. Participants receive a confirmation of participation on completing at least 80% of all of the course modules.</p>		<ul style="list-style-type: none"> • Introduction • Global Commitments for Humanitarian and Public Health Emergencies • Health Cluster Coordination: Principles and Functions • Public Health Information Services (PHIS) Standards • Needs Assessment • Public Health Situation Analysis • The Health Resources Availability Monitoring System (HeRAMS) Approach • Humanitarian Response Planning 	<ul style="list-style-type: none"> • Cross-Cutting Issues • Inter-Cluster Coordination • The Humanitarian Development and Peace Nexus • Health Advocacy • Resource Mobilisation • Humanitarian Health Response Monitoring • Cluster Coordination Performance Monitoring (CCPM) • Humanitarian Preparedness and Contingency Planning • Transition and Deactivation of Clusters
<ul style="list-style-type: none"> • Introduction • Global Commitments for Humanitarian and Public Health Emergencies • Health Cluster Coordination: Principles and Functions • Public Health Information Services (PHIS) Standards • Needs Assessment • Public Health Situation Analysis • The Health Resources Availability Monitoring System (HeRAMS) Approach • Humanitarian Response Planning 	<ul style="list-style-type: none"> • Cross-Cutting Issues • Inter-Cluster Coordination • The Humanitarian Development and Peace Nexus • Health Advocacy • Resource Mobilisation • Humanitarian Health Response Monitoring • Cluster Coordination Performance Monitoring (CCPM) • Humanitarian Preparedness and Contingency Planning • Transition and Deactivation of Clusters 		
Language: English			
Competency Framework: Health Cluster Competency Framework			
Accreditation: None			
Development Cost: Unspecified			
Feedback (Successes and Challenges): Unspecified			

² <https://www.who.int/health-cluster/e-learning/en/>

Annex 2.2.5 Face to Face / Direct Training

Health Cluster

Face to Face/ Direct Training

Description:

As aforementioned previously the face to face/ direct training programme was a nine-day programme managed at global level. The new approach is to deliver four-day training programmes (of which there are three versions to address regional needs, as explained below) with an additional day added for a train the trainer module.

Duration: 4 (+1 for ToT) days

Audience: Existing and prospective CC's and IMO's

Topics/ Modules:

Day One: Train the Trainer

A one-day course in which training staff will be taken through the Principles of Adult Learning and their roles and responsibilities for delivering the four-day course, in particular the SimEx.

This element of the course was developed because the Health Cluster Capacity Building Team recognised that trainers often had a wealth of technical experience and often training experience, but there was a need to build capacity for delivering the 3-day SimEx element of the course (see below).

Day Two: Workshops

Day two includes a series of workshops where topics included in the e-learning (prerequisite) programme are further explored for concept checking and elaboration etc. before the participants move into the experiential learning phase of the SimEx.

Day Three: SimEx

There are three different versions of the three-day SimEx element of the training programme. Although these have been created to address the needs identified at regional level, the contexts are transferrable across regions, for example: the SimEx on Natural Disasters is applicable to many regions globally.

The three SimEx programmes are:

- Protracted crisis with an outbreak
- Conflict with an outbreak
- Natural disaster with an outbreak

The three SimEx packages are desktop programmes that take place in a training venue, with a maximum of 32 participants. During the SimEx participants are split into smaller multidisciplinary groups of 8. Each group will have their own facilitator who follows them throughout and observes and provides feedback.

Language: English

Competency Framework: Health Cluster Competency Framework

Accreditation: None

Development Cost: Unspecified

Feedback (Successes and Challenges): Due to be piloted

Annex 2.2.6 Mentoring Initiatives

Mentoring is included in the strategy; however, the Global Health Cluster (GHC) are taking a different approach than in the past. Previously the GHC ran a pilot mentoring programme which was well received. However, there were challenges in running it due to the lack of capacity in the GHC Capacity Building Team (number of staff vs time and responsibilities). They also found that availability of participants was an issue in terms of participants having busy, challenging and transient roles that made their schedules difficult to align.

To address this the GHC now advocates that participants engage with other mentoring programmes such as the WHO Global Mentoring programme or similar programmes established in partner organisations.

Annex 2.2.7 Increased quality assurance of capacity building programmes (Strategic Priority 3)

Under the 2020-2023 strategy the GHC Capacity Building Team are planning on developing a process for measuring the impact of its learning initiatives. This is still in the pre-design stage, but preliminary ideas include work-based tasks and an impact assessment to be carried out 6 months post training.

Annex 2.3 WASH Cluster

The learning pathway is applicable for both IM's and CC's as well as other staff/ partners. The IMO's attend the Coordination Training Programmes but the Coordinators do not attend the IM training as it is more technical.

The following sections outlines the different programmes/ solutions within the learning pathway. Most resources are held on Agora, the UNICEF online learning platform, and are accessible to other users who can register for free. Some resources are available from a Dropbox folder that is accessible.

Competency Framework

Underpinning the learning programmes are three Competency frameworks:

- Coordination Competencies
- IM Competencies
- Technical WASH Competencies

Available [here in the Global WASH Strategy 2017-2020](#)

Annex 2.3.1 e-Learning: Briefing on Humanitarian WASH Coordination

WASH Cluster
e-Learning: Briefing on Humanitarian WASH Coordination
Description: This is for all WASH partners involved in humanitarian response, before their deployment. Available here as 2h self-training video, or to be delivered as webinars or face to face at national level by WASH cluster coordinators. Also available in Spanish.
Duration: 2 hours
Audience: All WASH partners prior to deployment
Topics/ Modules: <ul style="list-style-type: none"> • Operations • How we work Strategies • Cross-cutting issues • Emergencies & humanitarian action
Language: English and Spanish
Competency Framework: See notes above on competency frameworks used
Accreditation: None
Development Cost: The cost was based on a 6-month consultancy for one consultant.
Feedback (Successes and Challenges): Unspecified

Annex 2.3.2 e-learning: Humanitarian WASH Coordination Induction

WASH Cluster
e-learning: Humanitarian WASH Coordination Induction
Description: This is a 2 day online (self-paced) training providing essential information and tools to coordinate WASH Cluster. It consists of a step by step exploration of the online GWC coordination tool kit ³ using interactive activities and quizzes to embed learning.
Duration: 2 days
Audience: The package is aimed at WASH partners or new UNICEF WASH staff fulfilling a WASH coordination role.
Topics/ Modules: <ul style="list-style-type: none"> • The Coordination Platform • Information Management • Needs Assessment • Strategic Planning • Resources Mobilisation • Response Monitoring • Gap Analyses and Advocacy • Preparedness and Transition
Language: English
Competency Framework: See notes above on competency frameworks used
Accreditation: None
Development Cost: The cost was based on a 3-month consultancy for one consultant.
Feedback (Successes and Challenges): Unspecified

³ <https://washcluster.atlassian.net/wiki/spaces/CTK/overview>

Annex 2.3.3 WASH Operational Coordination (WOC)

WASH Cluster	
Face to Face: WASH Operational Coordination (WOC)	
Description: This is a 5-day residential training providing operational tools and skills for WASH coordination. For Humanitarian WASH cluster / sector coordinators. It includes a training presentation and a training package in English. The course is also available in Spanish and Arabic. Enquiry GWC or UNICEF for the next face to face training.	
Duration: 5 Days	
Audience: For Humanitarian WASH cluster / sector coordinators	
Topics/ Modules:	
<ul style="list-style-type: none"> Humanitarian Coordination functions & accountabilities WASH Coordination throughout the HPC Strengthen WASH coordination platform Effective communication Needs evaluation and analysis WASH Strategic Planning WASH Coordination Meeting management Resources mobilization WASH sector Capacity Mapping and development Guide and monitor the response I (quality & SOF) 	<ul style="list-style-type: none"> Guide and monitor the response II: monitoring Guide and monitor the Response III: using the 4/5W Gap analysis, visualization & reporting Review and evaluation phases monitor coordination performances Prepare for emergency Sudden onset emergency framework Coordinate Rapid WASH response
Language: English, Spanish and Arabic	
Competency Framework: See notes above on competency frameworks used	
Accreditation: None	
Development Cost: The cost was based on a 6-month consultancy for one consultant.	
Feedback (Successes and Challenges): Unspecified	

Annex 2.3.4 WASH Leadership & Coordination (L&C) Training

WASH Cluster	
Face to Face: WASH Leadership & Coordination (L&C) Training	
Description: Training to strengthen the soft skills for leading humanitarian WASH coordination platform. It includes a presentation ⁴ and a training package ⁵ in English. It is also available in French, Spanish and Arabic.	
*The following course overview was taken from the Participant Handbook (available from link above).	
The Global Water Sanitation and Hygiene Cluster, or Global WASH Cluster (GWC) is a partnership grouping 32 partners and aiming at improving the coordination and the humanitarian response in the WASH Sector.	
In 2015, the Global WASH Cluster identified the need to strengthen the leadership skills of humanitarian WASH coordination platform members. Leading effective coordination requires strong inter-personal and communication skills as well as the technical knowledge of humanitarian systems and coordination functions. In response, UNICEF, in collaboration with RedR UK, developed this course to help address the capacity gap in leadership and communication skills.	
The course was designed using the results of a sector-wide learning needs analysis and was based on the UNICEF competency framework for coordination.	
Duration: 5 days	
Audience: Humanitarian WASH cluster / sector coordinators	
Topics/ Modules:	
<ul style="list-style-type: none"> Leading and working as Part of a Team Competencies for WASH Coordination Humanitarian Coordination Core Functions of Coordination Maintaining a Service Orientated Approach Building and maintaining Trust 	<ul style="list-style-type: none"> Decision Making Consensus Building Strategy Development Prioritisation Exercise Meeting Simulation Conflict Management

⁴ <https://agora.unicef.org/course/info.php?id=15791>

⁵ <https://www.dropbox.com/sh/1tfwio3fmvfxzju/AACBqPT14OMiEyjhIqhMnEJUa?dl=0>

<ul style="list-style-type: none"> • Communications for Leadership • Active Listening • Giving and Receiving Feedback 	<ul style="list-style-type: none"> • Negotiation • Advocacy
Language: English, French, Spanish and Arabic	
Competency Framework: See notes above on competency frameworks used	
Accreditation: None	
Development Cost: This was carried out by RedR UK at an estimated £300,000 because it also included 5 pilots.	
Feedback (Successes and Challenges): Positive, no challenges specified	

Annex 2.3.5 GWC Information Management Training

WASH Cluster
Face to Face: GWC Information Management Training
<p>Description: The course aims to provide current or future Humanitarian WASH information managers with operational tools and competencies to perform all tasks related to information management to support the coordination functions at national or subnational level in protracted and/or sudden emergency settings, building on an in-depth understanding of the relationship between Information Management, assessment, cluster coordination, cross cutting issues like GBV, and inter-cluster coordination.</p> <p>The training presentation⁶ and training package⁷ are available online.</p>
Duration: 5 Days
Audience: Information Management Officers
<p>Topics/ Modules:</p> <ul style="list-style-type: none"> • Humanitarian Landscape • Information Management Essentials • Humanitarian Programme Cycle • Humanitarian Portals & Standards • WASH Sector Assessment • Secondary Data Reviews • Inter-sectoral Needs Analysis • Mobile data collection using KoBo Toolbox • WASH Operational Response Plan • WASH Response Monitoring • Activity Reporting • Data Analysis using Excel • WASH Cluster Visualization and Reporting • Data Visualization using Power BI • Data Mapping using QGIS
Language: English
Competency Framework: See notes above on competency frameworks used
Accreditation: None
Development Cost: The cost was based on a 3-month consultancy for one consultant.
Feedback (Successes and Challenges): Unspecified

Annex 2.3.6 GWC ToT

WASH Cluster
Face to Face: GWC ToT
<p>Description: GWC trainings are facilitated by UNICEF staff, GWC partner staff or consultants. In order to ensure the correct roll out of its training, the GWC regularly organizes specific ToT at global and regional levels. ToTs are usually 6 days, during which participants improve their facilitation skills and explore one of the GWC training package.</p>
Duration: 6 Days
Audience: New and potential trainers
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: See notes above on competency frameworks used
Accreditation: None
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

⁶ <https://agora.unicef.org/course/info.php?id=23040>

⁷ <https://www.dropbox.com/sh/add62m5uw5wg15o/AABkxLNVs6vz7rfAu3EJdrDa?dl=0>

Annex 2.4 Global Camp Coordination and Camp Management Cluster

Annex 2.4.1 Toolkit for Cluster Coordinators

Camp Coordination and Camp Management (IOM) Toolkit for Cluster Coordinators
Description: There is an online toolkit for Cluster Coordinators available at: https://ccmcluster.org/packages/coordinator-toolkit . It is open source and available for other Clusters to use where relevant.
Duration: N/A
Audience: Unspecified
Topics/ Modules: Unspecified
Language: English
Competency Framework: Unspecified
Accreditation: N/A
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

Annex 2.4.2 Face to Face: Cluster Coordinators Training (IOM)

Camp Coordination and Camp Management Cluster (IOM) Face to Face: Cluster Coordinators Training (IOM)
Description: In the past the CCCM would send Coordinators on the Shelter Cluster Coordination training which is more established. However, in 2018 they developed their own Coordination course and after discussions with UNHCR (co-lead) they agreed that initially they are going to design one that is specifically for coordinators working with IOM. The reason being is that although the Cluster is to some degree 'firewalled' from IOM, there are still processes and systems that need to be used and adhered to by Cluster staff who are employed by IOM.
Duration: 5 Days
Audience: The course is aimed at existing and new Cluster Coordinators and also NGO co-leads and partners.
Topics/ Modules: Module 1: Coordination overview and the coordination team Module 2: Needs assessment and planning of initial response Module 3: Cluster Strategy – Module 4: Information management, monitoring and reporting Module 5: Coordination with other Clusters and partners Module 6: Appeals, funding and advocacy Module 7: Support for local capacities and capacity building Module 8: Handover of coordination and durable solutions Module 9: Cross-cutting issues: GBV in displacement Module 10: Coordination in urban displacement (Simulation City Z Coordination Game) All the modules are delivered in the mornings of the course and the afternoons are dedicated to soft-skill workshops, including: <ul style="list-style-type: none"> • People skills • Negotiation • Meeting management • Prior to taking part in the course participants will do an online learning needs assessment and a pre-course call.
Language: Currently it is only available in English.
Competency Framework: The course is not based on a specific competency framework but based the course on the roles and responsibilities in the IASC reference module.
Accreditation: None
Development Cost: In terms of course cost, it was developed across two consultancies the total time taken was 2 months. The initial consultant was a curriculum specialist and the second a technical specialist in CCCM.
Feedback (Successes and Challenges): The feedback from the participants on the Coordination course has been really positive. Suggestions for improvement of this course have been around increasing the coverage of GBV mainstreaming and also more about the IOM support structures available.

Annex 2.5 Shelter Cluster

Annex 2.5.1 Humanitarian Shelter Coordination (Masters level short course)

Camp Coordination and Camp Management Cluster (UNHCR) Humanitarian Shelter Coordination (Master's Level Short Course)			
<p>Description: The Masters level short course in Humanitarian Shelter Coordination is offered by the IFRC and UNHCR in partnership with the Centre for Development and Emergency Practice (CENDEP) at Oxford Brookes University. The course draws upon IFRC's and UNHCR's successful leadership of the Shelter Cluster, the interagency mechanism to coordinate humanitarian shelter sector preparedness and response at both global and country level.</p> <p>This course aims to equip participants with the skills required to coordinate a shelter response in a humanitarian crisis caused by a natural disaster, a conflict or a combination of both. It will provide participants with an overview of the humanitarian reform process and the transformative agenda, the interagency cluster approach, the role of the Shelter Cluster and the principles and practice of shelter coordination in natural disasters. At the end of the course, participants will have acquired strategic and practical knowledge of shelter coordination policies, methods, tools and procedures in the humanitarian response system and are prepared to apply these in the context of a humanitarian crisis.</p> <ul style="list-style-type: none"> • Demonstrate a depth of knowledge of the main foundations, principles, processes, and complexity of humanitarian shelter coordination in natural disasters. • Develop an inter-agency shelter response and advocacy strategy, using current humanitarian shelter and settlements standards, principles, and approaches. • Effectively participate in shelter coordination teams in response to natural disasters at the country level, utilizing the most current knowledge, tools, and good practices at the forefront of the discipline. • Apply leadership and coordination skills effectively and appropriately to a professional standard for different audiences in the field of humanitarian practice. 			
<p>Duration: The course has two phases:</p> <ol style="list-style-type: none"> 1. Tutored distance learning: This will take place during a period of five weeks in which participants will study through the online Red Cross Red Crescent e-learning platform. This first phase deals with most of the theoretical basis of the course. 2. A 6-day face to face workshop. The face to face workshop is based on a scenario that simulates the deployment to and coordination of an evolving emergency. 			
<p>Audience: The course is co-facilitated by UNHCR and (who manage shelter response in conflict situations) and IFRC (who manage response in natural disaster contexts). In terms of recruiting participants, they aim to select participants in a 50/50 split based on professional experience with Natural Disasters and Conflict.</p>			
<p>Topics/ Modules: The combination of both courses covers the following topics:</p> <table border="0"> <tr> <td> <ul style="list-style-type: none"> • The Humanitarian Reform process and the Transformative Agenda • The cluster approach and the Shelter Cluster • The Global Shelter Cluster methodology for shelter coordination at the country level • Fundamentals of shelter response programming and minimum standards • Inter-agency disaster response appeal and financing mechanisms </td> <td> <ul style="list-style-type: none"> • Inter-agency coordinated assessments • Information Management • Inter-agency shelter response and advocacy strategies • Leadership and coordination skills • Inter-cluster coordination • Core cluster functions </td> </tr> </table>		<ul style="list-style-type: none"> • The Humanitarian Reform process and the Transformative Agenda • The cluster approach and the Shelter Cluster • The Global Shelter Cluster methodology for shelter coordination at the country level • Fundamentals of shelter response programming and minimum standards • Inter-agency disaster response appeal and financing mechanisms 	<ul style="list-style-type: none"> • Inter-agency coordinated assessments • Information Management • Inter-agency shelter response and advocacy strategies • Leadership and coordination skills • Inter-cluster coordination • Core cluster functions
<ul style="list-style-type: none"> • The Humanitarian Reform process and the Transformative Agenda • The cluster approach and the Shelter Cluster • The Global Shelter Cluster methodology for shelter coordination at the country level • Fundamentals of shelter response programming and minimum standards • Inter-agency disaster response appeal and financing mechanisms 	<ul style="list-style-type: none"> • Inter-agency coordinated assessments • Information Management • Inter-agency shelter response and advocacy strategies • Leadership and coordination skills • Inter-cluster coordination • Core cluster functions 		
<p>Language: English</p>			
<p>Competency Framework: Unspecified</p>			
<p>Accreditation: Certified Masters-level credit rated course by Oxford Brookes University (10 UK masters level credits- CATS, equivalent to 5 European masters level credits- ECTS)</p>			
<p>Development Cost: Not specified as course was developed in 2011</p>			
<p>Feedback (Successes and Challenges): The course consistently receives excellent feedback from participants.</p> <p>Challenges are the changes that keep taking place in the wider Cluster Coordination system and internal challenge on content in terms of what is relevant in natural disasters vs conflict situations.</p>			

Annex 2.5.2 Blended Learning: Interagency Coordination Learning programme

Shelter
Blended Learning: Interagency Coordination Learning Programme
Description: This is internal to UNHCR, is both for coordination of Cluster coordination model and refugee coordination model response. It is delivered through a combination of e-learning and face to face training.
Duration: This is a three-phase programme: Phase One: 3 months e-learning course Phase Two: 5 Days face to face course Phase Three: A Coaching element (flexible in time)
Audience: UNHCR Staff, there are two levels: Level One: Senior Management Level Two: Middle management and Operational Staff
Topics/ Modules: <ul style="list-style-type: none"> • Fundamentals of coordination • Coordination landscape • Global compact for refugees • New and emerging partnerships • Tri-cluster perspective • Coordination of needs assessments • Operation of planning cycles HPS • Information Management
Language: English
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

Annex 2.5.3 Coordination Toolkit

Shelter
Coordination Toolkit
Description: The Coordination Toolkit is available online ⁸ (here) and applicable to the clusters
Duration: N/A
Audience: N/A
Topics/ Modules: N/A
Language: English
Competency Framework: N/A
Accreditation: N/A
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

⁸ <https://www.sheltercluster.org/coordination-toolkit-2018-version>

Annex 2.7 Emergency Telecommunications Cluster

Annex 2.7.1 ETC Coordination Course

Emergency Telecommunications Face to Face ETC Coordination Course Note: Course description taken from ETC website⁹	
Description: As the provision and use of ICT services becomes more critical for effective humanitarian emergency response, so too is the effective leadership and coordination for providing these services. The ETC Coordination course is designed to equip humanitarian responders with the knowledge and tools to enable them to coordinate or support the coordination of inter-agency ICT emergency operations. Prepared in close collaboration with a range of ETC humanitarian partners, this training will be held in Rome and is open to applications from UN agencies, stand-by partners and NGOs.	
Duration: 6 days	
Audience: Humanitarian responders who are likely to coordinate or support the coordination of ETC or other inter-agency ICT emergency responses. Applicants should be experienced professionals with some experience of operating in an emergency response environment and who are capable and committed to be deployed to or support ICT response to emergencies.	
Topics/ Modules: <ul style="list-style-type: none"> • Humanitarian context and principles (self-study) • Cluster response approach (self-study) • Legal considerations for humanitarians (self-study) • Agreements and conventions (self-study) • ETC mandate and services (including new ETC services) (self-study) • ETC activation, deployment of services, and deactivation • Coordination Mechanisms (Cluster and inter-cluster coordination and communications) • Soft skills (Conflict resolution, negotiation) • Mindset for emergency response (Service-oriented and Ethics) • Operational planning inputs (staffing, budgeting, sourcing/procurement) • Development of the CONOPS • Funding sources and processes • Presenting to stakeholders • Leadership and management • Communications and Advocacy • Information management • Project planning and implementation considerations (including risk assessments, M&E) • ICT emergency preparedness 	
Language: English only	
Competency Framework: Unspecified	
Accreditation: Unspecified	
Development Cost: Unknown	
Feedback (Successes and Challenges): Unspecified	

Annex 2.7.2 Information Management

Emergency Telecommunications Face to Face: Information Management Note: Course description is taken directly from Logistics Cluster website¹⁰	
Description: The ETC send IM's on the Logistics Cluster Course The Logistics Cluster Information Management Training (IMT) is designed to help participants better understand the Logistics Cluster's Information Management (IM) activities in the field and at HQ, and its IM standards, procedures and tools. This will enhance participants' ability to operate in an IM capacity in field operations, build capacity for future deployments, and generate better understanding and relationships of humanitarian actors on all levels. It is a key capacity-building exercise for experienced and new Logistics Cluster personnel. The training aims to develop the ability of participants to produce IM products for the Cluster, WFP, other Clusters, OCHA, and any relevant audience. It provides training and further understanding of Logistics Cluster-specific tools such as Logistics Capacity Assessments and the Relief Item Tracking Application (RITA). It addresses communications and social media practices as IM tools, and gives participants tools to establish effective working relationships with humanitarian actors in the field, in HQ and in the global community.	
The training is classroom-based, including a desktop simulation exercise, presentations, skill-sharing sessions and working groups. Dedicated facilitators lead the training sessions. Participants are also given the chance to provide presentations on their specific areas of expertise and experience.	

⁹ <https://www.etcluster.org/training/2019-etc-coordination-course>

¹⁰ <https://logcluster.org/training/information-management-training>

Duration: 4 days
Audience: Professionals with experience as Logistics Cluster IM officers in field operations and/or with experience as IM officers with the WFP, other UN agencies, National Disaster Management Authorities/Offices (NDMA/O), government agencies or NGOs.
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: None
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

Annex 2.7.3 Gear Up

Emergency Telecommunications
SimEx: Gear Up
Note: information taken from the Emergency Telecommunications website¹¹
<p>Description: Intensive training exercises like Gear. Up and OpEx Alpha put participants through intensive simulations in field conditions over the course of several days. Simulations reinforce skills covered in other ETC training opportunities, putting them into practice. Gear. Up gives participants a chance to learn from their mistakes and get to know colleagues before deploying to future emergencies. By the time the exercise is over, a new network of responders is ready for situations that are both physically and mentally demanding.</p> <p>Gear Up is a large-scale inter-agency operational exercise and functional training event designed to further advance emergency response capabilities of the global ICT and Logistics humanitarian community. It integrates aspects of the full-scale field simulation exercise (OpEx Bravo) for the Emergency Telecommunications Cluster (ETC) and the Logistics Response Team Training (LRT) for the Logistics Cluster and provides each cluster opportunities to practice and train on various emergency response functions, and to support each other as they would in a real emergency.</p> <p>This intensive 7-day field exercise is prepared by the World Food Programme (WFP), as global lead of the ETC and Logistics Cluster, in conjunction with FITTEST Training Services, the German Federal Agency for Technical Relief (THW) and the Government of Luxembourg.</p> <p>ETC Participants are expected to work in teams to deploy the Emergency Telecommunications Cluster (ETC) technical solutions including satellite connectivity, common networking services and security telecoms under challenging conditions and timeframes.</p>
Duration: 8 days (including travel)
Audience: Participants from UN agencies, Stand-by Partners and NGOs
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

¹¹ <https://www.etcluster.org/services/simulationsexercises>

Annex 2.8 Protection Cluster (Child Protection Area of Responsibility)

Annex 2.8.1 Decentralised Help Desk

*The following information was taken directly from a CP publication 'Decentralising the CP AoR Helpdesk'.

The background to Decentralising the Global Help Desk Prior to mid-2018, the CP AoR provided support to country coordination groups through a global CP AoR Help Desk, in collaboration with Rapid Response Team (RRT) members, with support provided primarily in English. However, from recent surveys, the CP AoR found that approximately 70% of country level child protection coordination groups hold their meetings in a language other than English and 80% translate their material into local languages – representing common barriers local actors face when seeking to engage with the coordination system. Therefore, the CP AoR introduced decentralised, language Help Desks in May 2018 to provide additional support in Arabic, French, and Spanish. These decentralised Help Desks are complementary to the global Help Desk and allow local CP Coordination Group members to have increased access to information and guidance in their working language and to be more effectively able to contribute to regional and global initiatives, consultations, and policy. Overall Help Desk functions include providing individual rapid support, promoting linkages with peers and other experts and technical groups for coaching and learning opportunities, and analysing trends and gaps for planning and resource allocation.

How the Decentralised Helpdesks Provide Support

1. Rapid, remote technical assistance: Tailored, individual support, with each response acknowledged within 24 hours during weekdays.
2. Referrals and Networking: Users can be connected with global experts, technical working groups or task forces, and peers across regions via the help desk
3. Peer exchange: Users can access their relevant Community of Practice, posting questions and sharing experiences with peers in their working language
4. Regular updates: Newsletters and Community of Practice postings highlight the latest resources, country examples, learning opportunities, and more

Annex 2.8.2 Child Protection in Humanitarian Action Coordination Training

Protection
Face to Face: Child Protection in Humanitarian Action Coordination Training
Description: To strengthen and improve the skills and capacity of child protection coordinators, co-leads, and coordination group members
Duration: 5 days
Audience: Unspecified
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

Annex 2.9 Protection Cluster

Annex 2.9.1 The Protection Cluster Coordination Learning Programme

Protection The Protection Cluster Coordination Learning Programme Note: information taken from Protection Cluster website¹²
Description: The Protection Cluster Coordination (PCC) Learning Programme is an initiative led by the GPC Task Team on Learning. It aims to assist in building the protection coordination capacity of participants in field protection clusters. The PCC programme is open to all protection cluster members at national and sub-national levels, including civil society and government counterparts, as well as members of sub-clusters and AoRs. The overall objective of the PCC programme is to enhance participants' skills and knowledge across several areas, including, among others: Humanitarian Reform and Implementation of the Cluster Approach; Normative Framework and Definition of Protection; Protection Analysis Tools; Protection Strategy Development; Communication and Presentation Skills; Effective Coordination Skills. The PCC Learning Programme comprises a self-study phase and a four-day workshop. The workshop is tailored to the needs and request of the specific field protection cluster. The PCC Learning Programme is routinely offered in English and in French. The programme can also be delivered in Spanish and Arabic.
Duration: Unspecified
Audience: Unspecified
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

Annex 2.9.2 Blended Learning: Interagency Coordination Learning programme

Protection Blended Learning: Interagency Coordination Learning Programme / Co-Lead programme Note: Information taken from the Protection Cluster website¹³
Description: The Coordination and Leadership (CO-LEAD) Learning Programme was developed to prepare UNHCR staff members to work in protection, shelter and camp coordination and camp management clusters, and other inter-agency coordination mechanisms. It includes an assessed self-study phase, an on-line community of learning, individualised coaching and a workshop component as well as post-workshop follow-up activities. The blended format strengthens learning, retention and application as well as provides flexibility for participants. The Coordination and Leadership Learning Programme integrates in one comprehensive course technical cluster knowledge, skills and attitudes along with the 'soft skills' (e.g. communication and meetings, negotiation, presentation, self-awareness and collaborative approach, etc.), which are necessary to deliver effective cluster coordination. This course is entirely designed and delivered by the Global Learning Centre of UNHCR in collaboration with UNHCR-led global-level protection, shelter and camp coordination and camp management clusters. Participation to the CO-LEAD programme is also open to non-UNHCR staff from partners engaged in inter-agency coordination.
Duration: Unspecified
Audience: Unspecified
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

¹² <http://www.globalprotectioncluster.org/field-support/training-and-learning/>

¹³ <http://www.globalprotectioncluster.org/field-support/training-and-learning/>

Annex 2.9.3 Protection Information Management

Protection Cluster

Protection Information Management Training

Note: Information taken from the Protection Cluster website¹⁴

Description:

Developed by the Danish Refugee Council (DRC), with support from the Global Protection Cluster (GPC), the United Nations High Commissioner for Refugees (UNHCR), and the European Commission's Humanitarian Aid and Civil Protection (ECHO) Department, the GPC Protection Information Management (PIM) training hopes to improve the ability of protection clusters to develop a more informed protection response anchored in an overall protection analysis through building the attitudes, knowledge, and skills of protection cluster actors (including, but not limited to, protection cluster coordinators, protection cluster IM counterparts, protection cluster NGO co-leads, sub-cluster coordinators, and active members of the protection cluster) to implement principled, systematized, and collaborative processes to collect, process, analyse, store, share, and use data and information to enable evidence-informed action for quality protection outcomes. For more, please click [here](#).

The objective of the GPC PIM training project was to improve the ability of protection clusters to develop a more informed protection response anchored in an overall protection analysis. To obtain this overall objective, the PIM training team identified three key learning objectives:

- Demonstrate how PIM supports, informs, and enables the development of an evidence-informed protection analysis, strategy, and response.
- Develop PIM knowledge, skills, and attitudes that facilitate dialogue and collaboration.
- Develop PIM knowledge and skills to create a PIM plan that informs a protection analysis, strategy, and response.

This initiative aimed to build the attitudes, knowledge, and skills of protection cluster actors (including, but not limited to, protection cluster coordinators, protection cluster IM counterparts, protection cluster NGO co-leads, sub-cluster coordinators, and active members of the protection cluster) to implement principled, systematized, and collaborative processes to collect, process, analyse, store, share, and use data and information to enable evidence-informed action for quality protection outcomes.

The PIM Training Resource Pack has been developed by the Danish Refugee Council (DRC) in partnership with the Global Protection Cluster (GPC) and UNHCR in consultation with members of the PIM Reference Group, with the intention of making PIM learning widely available to a global audience of humanitarian professionals and related stakeholders.

Drawing on adult learning theory, the PIM Training Resource Pack is designed to enhance fundamental PIM competencies, and offers comprehensive and user-friendly instructions for how to plan and deliver learning events. It consists of 5 training packages introduced with details about the learning stream it offers, a specification of the target group as well as general instructions for delivery and time and preparation required. All modules are complete with PowerPoint presentation, handouts and feedback forms.

Duration: Unspecified

Audience: Unspecified

Topics/ Modules: Unspecified

Language: Unspecified

Competency Framework: Unspecified

Accreditation: Unspecified

Development Cost: Unspecified

Feedback (Successes and Challenges): Unspecified

¹⁴ <http://www.globalprotectioncluster.org/themes/protection-information-management-training/>

Annex 2.10 Logistics Cluster

Annex 2.10.1 Humanitarian Cluster Coordinator Training

Logistics Face to Face: Humanitarian Cluster coordination Training Note: Information taken from Logistics Cluster website¹⁵
Description: The Logistics Cluster Coordinator Training (LCCT) brings together practitioners from various field operations, in order to exchange experiences, ideas and best practices and ultimately to standardise knowledge and approach for Logistics Cluster Coordinators, aligning them with global strategies and policies. The challenging nature and context of Logistics Cluster operations and the environment in which Logistics Cluster Coordinators operate, demands strong knowledge, experience and leadership skills to conduct an efficient and effective logistics response. The LCCT is facilitated through classroom-based theoretical lectures, debates and dedicated sessions led by external experts and Logistics Cluster participants (Training takes place in GLC HQ, Rome).
Duration: 8 days.
Audience: Current and potential Logistics Cluster Coordinators (including those with previous Logistics Cluster experience from partner organisations), existing deputy Logistics Cluster Coordinators and Logistics Cluster members.
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

Annex 2.10.2 Information Management Training

Logistics Face to Face: Information Management Training Note: Information taken from Logistics Cluster website¹⁶
Description: The Logistics Cluster Information Management Training (IMT) is designed to help participants better understand the Logistics Cluster's Information Management (IM) activities in the field and at HQ, and its IM standards, procedures and tools. This will enhance participants' ability to operate in an IM capacity in field operations, build capacity for future deployments, and generate better understanding and relationships of humanitarian actors on all levels. It is a key capacity-building exercise for experienced and new Logistics Cluster personnel. The training aims to develop the ability of participants to produce IM products for the Cluster, WFP, other Clusters, OCHA, and any relevant audience. It provides training and further understanding of Logistics Cluster-specific tools such as Logistics Capacity Assessments and the Relief Item Tracking Application (RITA). It addresses communications and social media practices as IM tools, and gives participants tools to establish effective working relationships with humanitarian actors in the field, in HQ and in the global community. The four-day training is classroom-based, including a desktop simulation exercise, presentations, skill-sharing sessions and working groups. Dedicated facilitators lead the training sessions. Participants are also given the chance to provide presentations on their specific areas of expertise and experience.
Duration: 4 days
Audience: Professionals with experience as Logistics Cluster IM officers in field operations and/or with experience as IM officers with the WFP, other UN agencies, National Disaster Management Authorities/Offices (NDMA/O), government agencies or NGOs.
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

¹⁵ <https://logcluster.org/training/logistics-cluster-coordinator-training>

¹⁶ <https://logcluster.org/event/information-management-training>

Annex 2.10.3 Logistics Cluster Induction Training

Logistics

Face to Face: Logistics Cluster Induction Training

Note: Information taken from Logistics Cluster website¹⁷

Description:

The Logistics Cluster Induction Training (LCIT) is designed to familiarise participants with the Logistics Cluster by providing an initial experience of the cluster approach in an emergency setting. This training provides information on the following topics: the cluster approach, the humanitarian reform, the mandate and functions of the Logistics Cluster. Participants are also informed about the potential logistics constraints and bottlenecks in a humanitarian response, and how to overcome them. The LCIT varies in format and can be facilitated through a combination of desktop and simulation exercises.

Training Outcomes:

- Participants have a common understanding on the cluster approach and cluster mandate to ensure an efficient and effective inter-agency logistics response.
- Participants are able to best coordinate with the Logistics Cluster on behalf of their organisations and are prepared to be deployed as a member of a Logistics Cluster team.
- Participants obtain an improved understanding of recurrent logistics bottlenecks and on the strategies to avoid and overcome constraints.

Duration: 3.5 days (adaptable to suit audience requirements).

Audience: Professionals with a logistics profile and previous emergency response experience.

Topics/ Modules: Unspecified

Language: Unspecified

Competency Framework: Unspecified

Accreditation: Unspecified

Development Cost: Unspecified

Feedback (Successes and Challenges): Unspecified

¹⁷ <https://logcluster.org/training/logistics-cluster-induction-training>

Annex 2.11 Education

Annex 2.11.1 Education Cluster Toolkit

Education Education Cluster Toolkit Note: Information taken from Education Cluster website¹⁸
Description: Effective Education Cluster management at all stages of the Humanitarian Programme Cycle (HPC) is supported by the Education Cluster Toolkit (hereafter “the Toolkit”). The Toolkit provides key guidance, tools, templates and vetted country examples for Education Cluster coordination staff at country level. The tools and templates in the Toolkit are adaptable, but they represent a way to standardize the work of Education Clusters and solve common issues. Resources are organised around each stage of the HPC. Key coordination and information management resources are also available. There is also a help-desk function to support users with the toolkit.
Duration: N/A
Audience: Unspecified
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

Annex 2.11.2 Education Cluster Coordination Core Skills

Education Blended Learning: Education Cluster Coordination Core Skills Note: Information taken from Education Cluster website¹⁹
Description: This course consists of 4 online modules and culminates in a 5.5-day face-to-face training. It is a highly intensive course and requires a minimum of 10-12 hours of pre-training work (not including admin), so your commitment to this is necessary. The Course seeks to provide training in both the skills sets of the traditional “coordinator” and “information manager” roles and responsibilities. It aims to equip all coordination staff with the required skills and knowledge to establish and effectively run an Education Cluster (or Education in Emergencies Working Group). The GEC aim is to ensure that all Education Cluster coordination staff complete this course and as such, priority is given to candidates in the following categories: <ul style="list-style-type: none">• Education Cluster Staff currently working in major emergencies, including MoE counterparts. L3 emergencies will be prioritised.• Standby partners, emergency response staff and Rapid Response Team members deployable to Cluster roles• Regional and Global Advisors who provide technical support to current active Education Clusters• Global Education Cluster Partners staff who deploy/support education in emergencies at country level and would play an active role in the education cluster
Duration: 5 days plus 10-12 hours e-learning
Audience: Coordination Staff
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

¹⁸ <https://educationcluster.net/operationnal-support/>

¹⁹ <https://educationcluster.net/education-cluster-coordinationcore-skills-course/>

Annex 2.11.3 Education Cluster Coordinators Training

Education
Face to Face: Education Cluster Coordinators Training
Note: Information taken from Education Cluster website²⁰
Description
The overall objective of the Education Cluster Coordinators training is to develop the capacity of current and future Coordinators to effectively coordinate education at national and local levels in a setting where an Education Cluster has been activated.
The course will run for five full days and will cover all aspects of cluster coordination, including new guidelines and procedures to the Humanitarian Programme Cycle, new initiatives in Information Management and the Education Cluster Coordinator Handbook.
Duration: 5 days
Audience: Unspecified
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

Annex 2.11.4 Information Management Training

Education
Face to Face: Information Management Training
Note: Information taken from Education Cluster website²¹
Description
The overall objective of the training is been to improve the IM competencies of Education and Child Protection Coordinators and Information Managers, especially those working in the field—and will therefore target these individuals accordingly.
The content of the training focuses on helping participants develop practical, technical IM skills (database management, implementing IM systems in-country, needs assessments, collecting/storing/analysing data, working with 3W tools and information, etc.) as well as explores better ways for IMs and Coordinators to work together and with other partners around IM issues.
Duration: 4 days
Audience: Unspecified
Topics/ Modules: Unspecified
Language: Unspecified
Competency Framework: Unspecified
Accreditation: Unspecified
Development Cost: Unspecified
Feedback (Successes and Challenges): Unspecified

²⁰ <https://educationcluster.net/education-cluster-coordinators-training/>

²¹ <https://educationcluster.net/information-management-training/>

Annex 3 List of respondents

Cluster	Name	Position
Camp Coordination and Camp Management	Wan S. Sophonpanich	Global CCCM Coordinator (IOM)
	Daniela Raiman	Global CCCM Cluster Coordinator UNHCR
Early Recovery	Desk-based data collection	
Education	Desk-based data collection	
Emergency Telecommunications	Priya Arora	Senior Training Operations Associate (Coordinates training for the ETC)
Food Security	Davide Rossi	Programme Officer for Global Food Security Cluster Support Unit in Rome.
Health	Gillian O' Conor	Independent Consultant for the Global Health Cluster
Logistics	Desk-based data collection	
Nutrition	n/a	
Protection	Petra Heusser	Deputy Coordinator of Child Protection Area of Responsibility
Shelter	Angel Pascual	Senior Emergency Shelter Coordination Officer (UNHCR)
Water, Sanitation and Hygiene	Jean-Christophe Barbiche	Capacity Building Specialist

