



**Organisational Structure for the  
IASC Global WASH Cluster (Adopted 2011, Revised 2017)**

## Revision of the Interim Organisational Structure for the IASC Global WASH Cluster

### **Foreword and Preamble to the Revised Organisational Structure:**

The Interim Organisational Structure (IOS)<sup>1</sup> of the Global WASH Cluster (GWC) has been in place since May, 2011. . The IOS was always considered to be a document that would be revisited and revised over time and as the GWC matured and evolved. Over the last two years significant evolution has taken place with the establishment and operationality of the Field Support Team (FST) and intensive internal and external evaluations of the GWC

From a decision of the Strategic Advisory Group (SAG) of the GWC, and on behalf of the Cluster Advocacy and Support Team (CAST), IFRC, which had offered it, was tasked to undertake a revision of the IOS document (often referred to as the "Working Arrangements").

This revision is based on a series of consultations with the SAG and GWC partners, as well as on the recommendations on a consultancy organized in July 2016<sup>2</sup>. It reflects the agreement among the SAG members at the meeting held on September 16<sup>th</sup>, 2016, which gave an overall direction and guidance for key issues to be addressed in the revision process. <sup>3</sup>

The aim of the revised IOS is to provide further clarification as to the different categories of membership and associated benefits, as well as the respective responsibilities of the SAG and CAST. This is in light of feedback from reviews and evaluations, surveys of GWC members, SAG and CAST meetings and other donor and stakeholder opinions and observations driving a desire for greater transparency, inclusiveness, and commitment from all parties. It is expected that a renewed transparent and effective governance structure will further evolve and encourage a greater degree of collective accountability, contribution to key deliverables and enhanced partnership among the GWC members and other stakeholders.

### **Prior adoption of IOS:**

The IOS had been developed and adopted as follows:

- *Agreed by the Interim Global WASH Advisory Group 1 April 2011*
- *Reviewed and recommended for submission for approval by UNICEF by the Global WASH Cluster 7 April 2011*
- *Final review and agreement by the Interim Global WASH Advisory Group 20<sup>th</sup> May 2011*

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<sup>1</sup> See Annex 1 Interim Organisational Structure for the IASC GWC.

<sup>2</sup> See Annex 2 Briefing Note: The Global WASH Clusters Future 'Way of Working' Avenir Analytics July 2016

<sup>3</sup> Minutes of the SAG meeting September 16<sup>th</sup>, 2016.

The IOS had been adopted by UNICEF formally as Cluster Lead Agency. It should be noted that its revision may require further adoption by UNICEF, as part of the adoption by the SAG members.

## 1) **BACKGROUND:**

In December 2005, the IASC Principals generally welcome the “cluster approach” as main mechanism that can help to address identified gaps in response and enhance the quality of humanitarian action. It is part of a wider reform process aimed at improving the effectiveness of humanitarian response by ensuring greater predictability and accountability, while at the same time strengthening partnerships between NGOs, international organisations, the International Red Cross and Red Crescent Movement and UN agencies<sup>4</sup>. UNICEF was identified as the Cluster agency leading the WASH

Complementing arrangements already in place for some sectors and areas of activity, global cluster leads have agreed to be accountable to the Emergency Relief Coordinator for ensuring system-wide preparedness and technical capacity to respond to humanitarian emergencies, and for ensuring greater predictability and more effective inter-agency responses in their particular sectors or areas of activity. More specifically, they are responsible for establishing broad partnership bases that engage in activities in three main areas, as follows: standards and policy-setting, building response capacity, operational support.<sup>5</sup>

The purpose of the global WASH cluster (‘the cluster’) is to ensure the predictability, timeliness and effectiveness of a comprehensive WASH response to all humanitarian crises, in line with the Humanitarian Reform and the Transformative Agenda, and in close synergy with existing WASH coordination structures. The following proposed working arrangement or organisational structure is designed to facilitate the achievement of this purpose in a transparent and efficient manner and to ensure the delivery of the GWC strategy. It should be understood that ‘the cluster’ is not an entity but rather a forum for coordination of humanitarian activities led by the Cluster Lead Agency, UNICEF<sup>6</sup>, in which independent agencies participate voluntarily.<sup>7</sup>

The vision of the cluster is that increased coordination and response quality and capacity of national WASH coordination platforms will result in the improved relevance, quality, coverage and effectiveness of WASH assistance provided to people affected by emergencies. For more information, about the GWC strategy, please see document on the website of the WASH cluster (<http://washcluster.net/wp-content/uploads/sites/5/2013/09/GWCSP-Narrative-2016-2020-VF1.pdf>)

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<sup>4</sup> Guidance note on using the cluster approach to strengthen humanitarian response, IASC, November 2006

<sup>5</sup> Guidance note on using the cluster approach to strengthen humanitarian response, IASC, November 2006

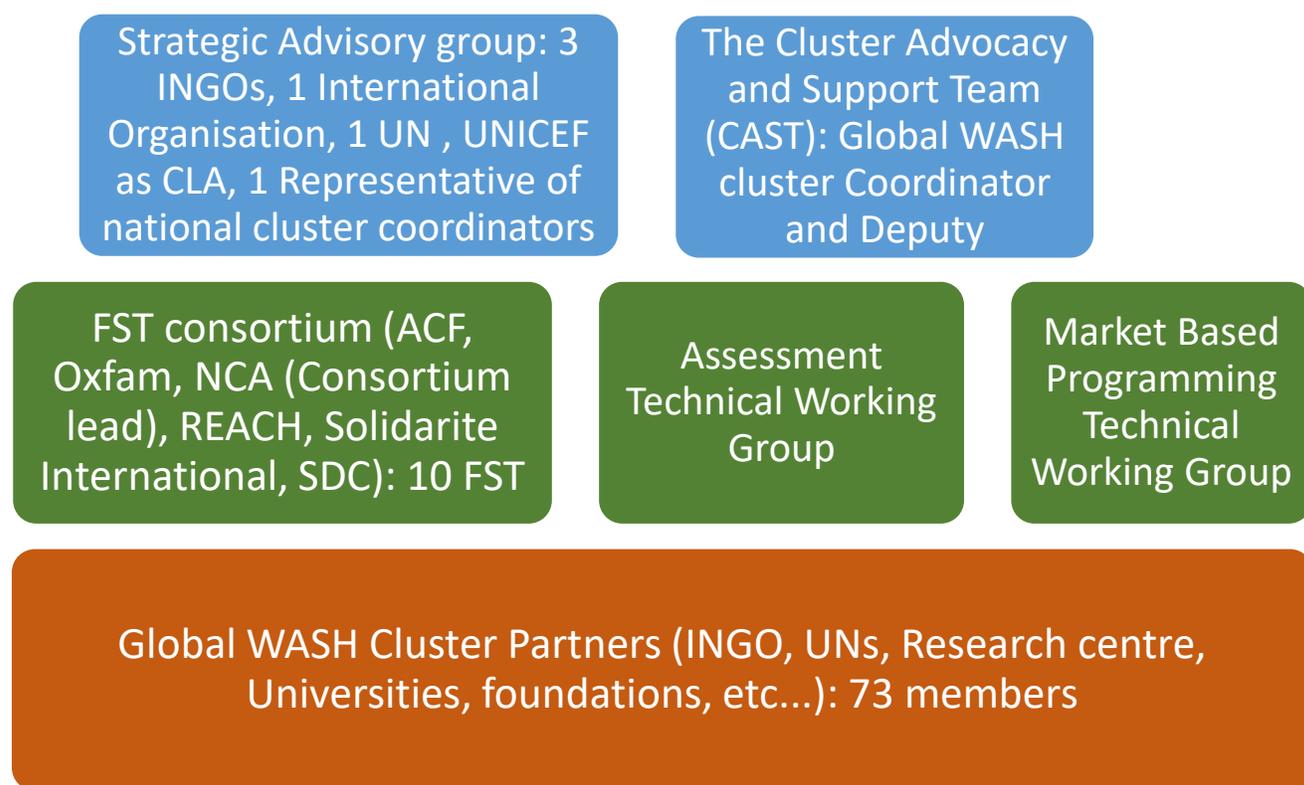
<sup>6</sup> UNICEF as CLA is the only organisation with a formal accountability for the WASH cluster and is also provider of last resort though this has, under the terms of the Transformative Agenda, been superseded by ‘mutual accountability’.

<sup>7</sup> Based on IASC Reference Model for Cluster Coordination Document.

## 2. STRUCTURE & ROLE & RESPONSIBILITIES

### 2.1 Structure

In 2016, the outline of the GWC structure is as follows:



### 2.2 Roles and Responsibilities

Roles and Responsibilities for the following category are described in annex 1:

- Cluster Lead Agency
- CAST
- SAG
- FST Consortium Member and lead
- Technical Working Groups
- Full member
- Associate member

### **3. COMPOSITION OF THE GWC: MEMBERSHIP/SAG/CAST:**

#### **3.1 Cluster Advocacy and Support Team (CAST)**

As the CLA, UNICEF is ultimately accountable for ensuring the GWC fulfils its role and responsibilities. and under the terms of the Transformative Agenda is seen as part of the broader 'mutual accountability' of the humanitarian sector. In order to efficiently carry out these accountabilities, UNICEF created in 2006 a small secretariat called the CAST (Cluster Advocacy and Support Team) and ensured adequate staffing and functionality. The CAST is represented by the GWC Coordinator or any person sh/e may delegate.

#### **3.2 Strategic Advisory Group (SAG)**

Chaired by the GWC Coordinator, or a person s/he delegates, the SAG develop and adjust a cluster's strategic framework and vision as well as priorities and work plan, and represent the overall interest of the GWC members. The composition of the SAG should match the composition of the GWC partnership., even if it should be limited in size for effectiveness and efficiency reasons. The SAG should ensure maintain a regular and two-way flow of information with the GWC members either through CAST or by regular direct interaction.<sup>8</sup>

Composition of the SAG: The SAG is composed of 9 positions to be representative of the memberships as follows,

- a) 1 permanent seat for UNICEF, as the Cluster Lead Agency;
- b) 1 permanent seat for IFRC, as the only international organisation outside of the UN system which is directly involved with GWC;
- c) 1 seat for a second UN Agency;
- d) 4 seats for INGO's;
- e) 1 seat for representatives of the cluster from the regional or national level,
- f) 1 seat for associate member who shall participate in SAG as observers with no voting rights<sup>9</sup>.

Members of the SAG are elected by the full members every second year. The elections are facilitated by CAST.<sup>10</sup>

SAG membership is subject to automatic rotation of 2 members after each second year, under the following modalities: either(a) SAG member voluntary decision to withdraw or (b) by drawing lots among SAG members. A SAG member may withdraw before its 2-year term by providing a two months written notice to CAST. Considering the limited number of other UN agencies involved in WASH, in case no other UN agencies put forward a candidate then the option should remain for the incumbent to stand for re-election.

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<sup>8</sup> Based upon the IASC Reference Model for Cluster Coordination Document.

<sup>9</sup> These may include national humanitarian WASH practitioners and/or national WASH coordination focal points from national Governments; national level NGO's or bodies.

<sup>10</sup> The process will start as soon as the revision of the IOS are endorsed.

SAG members who withdraw voluntarily or withdraw by lots may run for re-election after the next two-year term has been concluded.

In the event a SAG member withdraws from the SAG during their term and creates a vacant slot, CAST will facilitate an election process to replace the withdrawn member within two months from the notice of withdrawal.

### **3.3 Categories of membership:**

#### **a) Full members:**

The core membership of the GWC shall be open to humanitarian and development organizations that are WASH practitioners.

Criteria for full membership: In applying for full membership, applicant organisations should be able to demonstrate the following characteristics:

- a. have a mandate that includes assisting vulnerable people to prepare for, respond to or recover from the effects of natural or man-made disasters on their access to water, sanitation and hygiene facilities;
- b. Have responded to at least five WASH emergency operations over a three-year period prior to their registration as full members<sup>11</sup>.
- c. actively deliver against their mandate in five or more countries;
- d. have a commitment to the Humanitarian Principles and the Principles of Partnership;
- e. Play an active role in determining the direction and role of the GWC,
- f. Contribute proactively to the key deliverables of the GWC as described in the role and responsibilities listed in annex 1
- g. Contribute to the GWC Strategic Plan; and
- h. Work cooperatively with other GWC partners to ensure effective use of available resources, including sharing information and organisational talents.<sup>12</sup>

Registration: Applicant organisations meeting these criteria will be registered by CAST. Senior management of the applicant organisation will be required to endorse and sign a formal membership document to agree on their roles and responsibilities as a full member. Upon acceptance by the applicant organisation, written confirmation that the applicant organisation is registered as a full member of the GWC will be provided by CAST. In case of the applicant organisation is rejected as a full member, a written explanation will be provided by CAST.

Full members have a voting right on key strategic orientations of the GWC, election of the SAG, can be part of TWIGs, can raise funding on the behalf of the GWC to implement activities linked

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<sup>11</sup> Application of LNGO will be review on the case by case basis as it will depend of the each national context.

<sup>12</sup> See attached draft application form.

with the GWC Strategic Plan. Each organisation will be identify one person as main focal point and will represent his/her organisation during GWC meeting and the vote.

**b) Associate Members:**

This membership of the GWC will be open to humanitarian and development organizations, research institutes, universities, training centres, which do not necessarily fulfil the requirements of a full member , or do not want to become a full members but is willing to contribute to the GWC Strategic Plan.

Criteria for associate membership: In applying for associate membership, applicant organisations should be able to demonstrate that one or more of the point below applies to the organisation/agency:

- a. Have a mandate that includes assisting vulnerable people to and/or prepare for, and/or respond to and/or recover from the effects of natural or man-made disasters on their access to water, sanitation and hygiene facilities;
- b. Have a commitment to Humanitarian Principles and the Principles of Partnership;
- c. Contribute in determining the direction and role of the GWC, and potentially contribute to one or more the key deliverables of the GWC as described in the role and responsibilities listed in annex 1
- d. Have willingness to contribute to the GWC Strategic Plan;
- e. Work cooperatively with other GWC partners to ensure effective use of available resources, including sharing information and organisational talents.<sup>13</sup>

Registration: Applicant organisations meeting these criteria will be registered by CAST. Senior management of the applicant organisation will be required to endorse and sign a membership document to agree on their roles and responsibilities as an associate member. Upon acceptance by the applicant organisation, written confirmation that the applicant organisation is registered as an associate member of the GWC will be provided by CAST. In case of the applicant organisation is rejected as a full member, a written explanation will be provided by CAST.

**c) Standing Observers / Ad hoc invitees:**

Invited at the discretion of CAST or suggestion from SAG, these may include representatives from other global clusters and relevant stakeholders, cluster coordinators and/or representatives of WASH coordination platforms and, where appropriate, consultants and private sector. Upon acceptance by the Standing Observer, written confirmation of membership shall be provided by CAST.

CAST will bring up to date and maintain a list of the above Full Members, Associate Members, and (on a case by case basis) Standing Observers. In the event there is any unclear definition of the above membership categories, or if prospective full members, associate members or standing observers are unclear about the category they are assigned, the CAST will refer to the SAG for guidance.

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<sup>13</sup> See attached draft application form.

#### **4. DECISION MAKING PROCESS:**

The SAG decides on the GWC Strategy and the GWC partnership arrangements. CAST decides on day-to-day operational matters.

GWC partners will be consulted before final decision on strategic direction will be made by the SAG through the following mechanism:

- asking in advance of the SAG meeting to provide input for the agenda
- on defining the agenda,
- sharing of the agenda and canvassing for inputs prior to the meeting
- SAG contacted partners for potential input or partners sharing inputs with the SAG

SAG will make every effort to take decisions on the basis of consensus among its members, in close consultation with CAST, and based on inputs and consultation with GWC members.

A quorum of 5 voting members must be reached to endorse a decision is required either electronically or in person.

All SAG members are entitled to present their views prior to any vote.

CAST ensures a secretarial role for any vote of the SAG. The deliberations and result of the vote are with the GWC members for their information.