

ETC

Coordinator Handbook

Guidance for ETC/ETS Coordinators to ensure
an effective, coordinated response to crises

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1. Purpose and structure

This handbook provides information and guidance to Emergency Telecommunications Cluster (ETC) Coordinators for them to ensure an effective, coordinated response to humanitarian crises. It suggests how the ET Cluster Lead Agency (CLA), coordinators, information management officers and partners can work together to ensure that urgent Information and Communications Technologies (ICT) needs are met while at the same time considering preparedness and resilience as well as early recovery from the start of a response.

The document is intended to be used as a quick reference when information or guidance is required on a specific topic. It is generic and should be useful in the context of different humanitarian crises, including sudden-onset crises and protracted emergencies. It though does not address all the specificities of the different contexts. More guidance specific to particular contexts may be included in future versions.

Although addressed to ETC stakeholders, this guidance is valid for countries where the Cluster approach has not been formally adopted or a Sector approach is taken.

The document is structured in six sections: Section 1 contains information about the “humanitarian context” in which the ETC operates, and references to inter-agency policies and architecture. Section 2 provides essential information to the ETC Coordinator on how to deliver the mandate of the Cluster in an emergency. Section 3 provides more detailed guidance for on-the-ground deployments from start to finish, including assessments, monitoring and review processes. Section 4 looks after appeals and funding opportunities. Section 6 is tailored to the CLA requirements when implementing a Cluster activity. The last section provides guidance on transitioning the response.

For more in-depth information several annexes are included, and reference can also be made to the ETC Operational Toolbox.

2. Humanitarian Context

2.1 Humanitarian Coordination and Clusters

2.1.1 The Cluster Approach

The Cluster approach is a mechanism introduced by the Inter-Agency Standing Committee (IASC) in 2005 to ensure effective and efficient international response to large-scale natural disasters and complex humanitarian emergencies requiring multi-sectoral responses. The Cluster approach means that sectoral groupings – called ‘Clusters’ – of humanitarian agencies and organizations (including United Nations (UN) and non-UN actors) work together and are led and coordinated by designated Cluster Lead Agency (CLA) or Agencies at two levels: global and country level.

The Cluster approach is applied in new major humanitarian crises and has been introduced progressively in situations where a Humanitarian Coordinator (HC) is designated.

2.1.2 Humanitarian Architecture

The current overall humanitarian coordination architecture is complex and includes the following key elements:

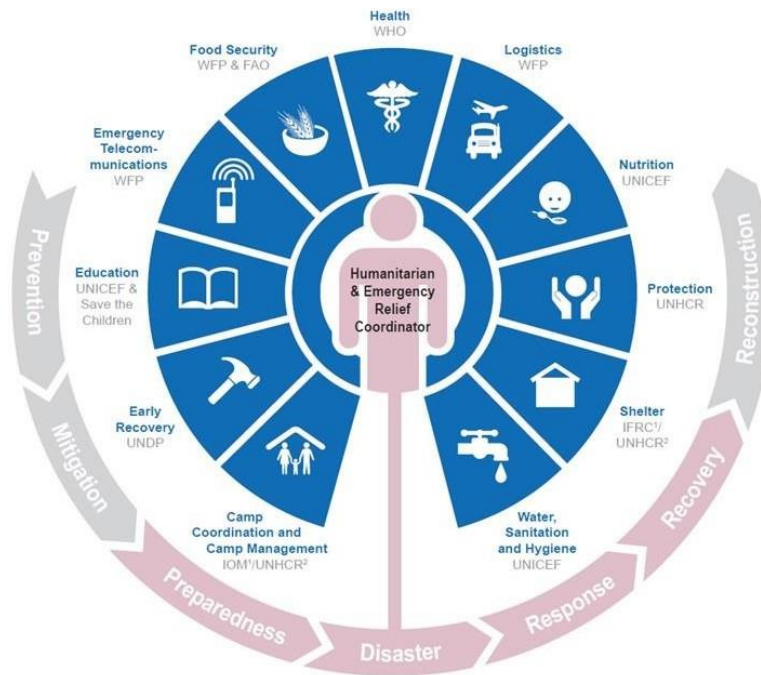
- The Emergency Relief Coordinator (ERC) in New York has three primary tasks: humanitarian policy development and coordination; advocacy of humanitarian issues and provision of guidance and direction to Resident Coordinators (RC) and

Humanitarian Coordinators (HC); and coordination of international humanitarian response.

- The Inter-Agency Standing Committee (IASC), chaired by the ERC, is an inter-agency forum at the global level for coordination, policy development and decision-making involving the key UN and non-UN humanitarian partners.
- The Humanitarian Coordinator (HC), at country level, is a senior humanitarian official appointed by the ERC, in consultation with the IASC, with responsibility for the overall coordination and effectiveness of the international humanitarian response in support of and in coordination with national and local authorities whenever possible, including, in some cases, the UN.
- The Resident Coordinator (RC) may be designated as HC but for most major humanitarian crises a separate position is created, and an individual assigned from the global HC roster.
- The Humanitarian Country Team (HCT), chaired by the HC, is a forum for strategy and policy setting, and operational decision-making for emergency preparedness, response, and transition to recovery. It is composed of operationally relevant humanitarian organizations that commit to participating in coordination arrangements. The HCT typically includes relevant UN agencies, national and international Non-Government Organizations (NGOs) and, subject to their individual mandates, components of the International Red Cross and Red Crescent Movement. The heads of the Office participate in the HCT and OCHA provides secretariat support to the team. The Government may attend these engagements and relevant civil society organizations and donors may be invited to participate in meetings.
- Cluster Lead Agencies (CLAs) and Clusters at global and country levels. A CLA is an agency/organization designated – by the IASC at global level or by the HC at country level –to lead and coordinate international humanitarian response within a particular sector or area of activity. A CLA commits to ensure adequate response and high standards of predictability, accountability, and partnership, and to serve as provider of last resort.
- CLA may get assistances from its Regional Bureau and Global Cluster Cells to provide adequate resources to local clusters. For ETC, the needs are escalated by the ETC Coordinator to the CLA. Details of the engagement with the CLA for support services are mentioned in Annex 3.
- The Office for the Coordination of Humanitarian Affairs (OCHA) supports the ERC at the global level and HCs/RCs at field level to coordinate humanitarian action, advocate for the rights of people in need and develop humanitarian policy and analysis, by managing humanitarian information systems and humanitarian pooled funds.

2.1.3 Clusters at Global level

The graph below lists the Global Clusters and their lead agencies. Each Global Cluster consists of members of IASC and other humanitarian actors – including NGOs, the International Red Cross and Red Crescent Movement, UN agencies, consortia, institutions, and donors – that have sectorial interest and expertise.



2.1.4 The Emergency Telecommunications Cluster (ETC)

The World Food Programme (WFP) is the nominated Global Cluster Lead Agency (CLA) of the Emergency Telecommunications Cluster (ETC), ensuring a predictable and effective IT response in humanitarian emergencies and building strong relationships with partners. WFP is normally also the lead agency at the local level and as such is responsible to set up Cluster coordination, information management and communications and technology services where needed. Though there is one agency leading the ETC at a global level, the responsibility of leading the emergency at operational level can be given to the best placed organization.

WFP fulfils the role of 'Provider of Last Resort' for the ETC, a concept in place to ensure adequate and appropriate response to humanitarian needs wherever there are critical gaps in the humanitarian response.

At the global level, the ETC aims to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies by ensuring predictable leadership and accountability. WFP is responsible for the overall coordination of the Information and Communications Technology (ICT) response to an emergency where the Cluster is required, building and maintain partnerships, surge capacity, and provide strategic direction. The ETC is led by the Global ETC Coordinator and chaired by the WFP Chief Information Officer (CIO).

Tip – who leads?

The HC and HCT may designate a lead agency or co-lead agencies for each sector. The HC (or RC) in consultation with HCT members proposes a set of appropriate to the country and situation and assign a lead agency (or co-lead agencies) for each.

Lead agencies are selected considering the in-country coordination capacities and operational presence in the sector concerned. In the case of clusters like the ETC, the lead agency at country level is often the same as at the global level, being WFP.

2.1.5 Partnering for Effective Emergency Response

UN agencies, I/NGOs, government, private companies, and other humanitarian organizations partner with the ETC to fulfil its mandate and objectives. In emergency situations, members exchange information and expertise and provide personnel, equipment, and solutions. Information Management (IM) tools facilitate this collaboration, advocacy, and coordination between members, while supporting operational and strategic decision-making.

WFP FITTEST

In the 1990s, WFP set up the Fast IT and Telecommunications Emergency and Support Team (FITTEST), consisting of ICT experts that assist the humanitarian community in establishing and maintaining technology services and solutions in support of any humanitarian crisis. FITTEST is the TEC emergency response capacity of WFP and operates on a full-cost recovery basis. As the emergency response capacity of WFP, FITTEST is regularly called upon by the ETC to support coordination of inter-agency field operations and delivery of ETC services.

Local Working Groups

The Local ETC Working Group or ICT working group, is a group of organizations involved in an operation that meet regularly. Its purpose is to allow responders and ICT staff on the ground to share information and resources, take joint decisions and resolve problems related to ICT and the underpinning power solutions.

ETC activities are field-driven, with plans and projects reviewed and endorsed by local working groups. The Security Management Team (SMT) or Operations Management Team (OMT) or Security Cell may send technical issues to ETC for review and/or advice.

Working Groups are ideally run-in emergency prone countries even where there is no emergency. Representatives from humanitarian organizations interested in participating in discussion related to inter-agency ICT services and information sharing can attend local working group meetings. When the cluster or sector is activated in a country, the ETC/ETS Coordinator has the responsibility of encouraging and facilitating attendance of all relevant organizations to the meetings and is expected to chair these meetings during an emergency response.

UNHCR – the Refugee Emergency Telecommunications Sector (RETS)

The coordination of international protection, assistance and solutions is central to the [UN High Commissioner for Refugees \(UNHCR\)'s refugee](#) mandate and derives from the High Commissioner's

responsibility to ensure international protection for persons of concern to UNHCR from the time they become a refugee or internally displaced person (IDP) until they find a solution, whether they live in urban or rural host communities or in camps, with other refugees and internally displaced people, with other populations affected by humanitarian crises, or in non-emergency settings.

With the declaration of a refugee emergency, UNHCR establishes refugee coordination structures as required by the operational context, and the needs and concerns of refugees and persons of concern. The [Refugee Coordination Model \(RCM\)](#) provides the model for leading and coordinating refugee operations. In these contexts, UNHCR will coordinate and deliver ICT services under the Refugee

Emergency Telecommunications Sector (RETS), one of the sectors identified within the Refugee Coordination Model.

However, where there are “mixed” situations where the affected populations are not only refugees, the [Joint UNHCR-OCHA Notes in mixed situation: Coordination in practice](#) provides guidance on how, in a ‘mixed’ environment, the leadership and coordination mechanisms should function.

In a humanitarian crisis involving both refugee and non-refugee populations, the ETC will meet the organisations’ communications and technology needs as part of the [Humanitarian Response Plans’ \(HRP\)](#) priorities in common operational areas. In refugee-only areas within a country where the ETC is

activated, UNHCR and the ETC country lead agency will collaborate to avoid any duplication of efforts and support UNHCR's mandate in these locations.

Global ETC team

The Global ETC team brings together the resources contributed by its various partners and provides guidance to the local ETC operations. The Global ETC Team is accountable for ETC activities.

The Global ETC provides templates, guidance, and information management platforms to local Emergency Telecommunications Cluster (ETC) or Sector (ETS) teams. The team provides feedback on the preparation of inputs such as for the HRPs, CONOPS, project proposals, information products, and supports the approval of budgets through internal channels. The Global ETC supports ETC/ETS teams with access to global resources established, best practices, partners' capacity mobilization and decision-making to ensure the right services are provided to the right people. It enables them in successfully performing ETC/ETS activities while ensuring the ETC mandate is followed and CLA and ETC's reputation is safeguarded.

Global ETC team members are assigned to different operations to best support local teams.

Governments

The ETC works with national governments to support ongoing humanitarian emergencies as well as country preparedness efforts. The ETC works with governments affected by humanitarian crises to strengthen their communications resilience, infrastructure, helping them safeguard systems and prepare for response when disasters strike.

2.1.6 Principles Underpinning the Cluster Approach

Three sets of principles underline the Cluster approach and are expected to be adhered to by all Clusters and Cluster partners: Humanitarian principles; Principles of partnership; Accountability to affected populations.

Humanitarian Principles

Adherence to these principles reflects a measure of accountability of the humanitarian community.

Humanity: Human suffering must be addressed wherever it is found, with particular attention to the most vulnerable in the population, such as children, women, and the elderly. The dignity and rights of all victims must be respected and protected.

- **Neutrality:** Humanitarian assistance must be provided without engaging in hostilities or taking sides in controversies of a political, religious, or ideological nature.
- **Impartiality:** Humanitarian assistance must be provided without discrimination based on ethnic origin, gender, nationality, political beliefs, race, or religion. Relief from suffering must be guided solely by the needs, and priority must be given to the most urgent cases of distress.
- **Independence:** Humanitarian action must be autonomous from political, economic, military, or other objectives that any actor may hold regarding areas where humanitarian action is being implemented.

Principles of partnership

The humanitarian principles are complemented by the principles of partnership as defined in A [Statement of Commitment, Global Humanitarian Platform, July 2007](#). The organizations participating in the Global Humanitarian Platform agree to base their partnership on these principles.

Commitments on Accountability to Affected Populations (CAAP)

In 2011, the IASC Principals agreed that all IASC organizations should commit themselves to [Accountability to Affected Populations](#). In addition to these overarching principles, the Cluster

approach also adopts the following operational principles:

- Supporting and building national capacities
- Mainstreaming cross-cutting concerns
- Promoting early recovery and facilitating transition.

In 2017, two more principles were added and were published [here](#).

3. In a nutshell: ETC Coordination

This section provides an overview of the role and functions of a country-level ETC intervention. For more detailed information and guidance on managing ETC operations, reference can be made by sections 3 to 5.

Tip - ETC Mandate

The ETC provides timely, predictable, and effective shared communications and technology services to support governments, humanitarians and affected communities in response to humanitarian crises.

3.1 Cluster Coordination Mechanism

The ETC is mandated to carry out a certain number of coordination deliverables during the various phases of an emergency. The whole process is facilitated by the establishment and maintenance of an effective coordination mechanism, efficient information management, delivery of services and regular monitoring and evaluation (ME) of project, cluster performance and closure. Throughout, attention is given to ensuring accountability to affected populations, donors and partners including local governments.

3.1.1 Role of the ETC Coordinator

The role of an ETC Coordinator is to lead the operations, coordinate activities with partners and should bear leadership qualities. S/He should not hesitate to seek support and guidance.

To deliver an efficient roll out of the ET mandate, the Coordinator should be proactive and should reach out to concerned humanitarian actors to harmonize the response plan. S/He should be open to receive inputs and tailor service delivery to fulfil commitment toward the affected populations.

The local ETC/ETS team and particularly the Coordinator are expected to lead the planning steps (assessment, planning, implementation, monitoring, reporting, closure) and draft the documentation that supports it.

To access the ETC Coordinator Terms of Reference (TOR), please send a request to global.etc@wfp.org

3.1.2 Accountability framework

The ETC Coordinator is accountable to the CLA/s, Cluster members/partners and, like all other actors, to the affected population. The Coordinator should act as a neutral representative of the Cluster and have no agency responsibilities. S/he is not directly accountable to the HC but reports to the Country Representative of the CLA which is accountable to the HC, typically the Country Director or the Emergency Coordinator.

However, the Coordinator may sometimes be asked to provide reports directly to the HC/RC through inter-Cluster coordination meetings, and the HC may contact the Coordinator directly on operational issues. Wherever possible, the Coordinator should be dedicated full-time to the Cluster function and not have any management responsibility for the CLA's own programme activities.

The ETC Coordinator can seek support and guidance from the Global ETC team to perform successfully his/her duties.

Tip – Double hatting

The ETC Coordinator should not wear two hats. If the Coordinator is from agency "X", someone else should also be present to represent agency "X" in cluster engagements.

4. Establishing Effective ETC Coordination

4.1 Cluster Coordination Mechanism

If a Cluster is activated, the ETC coordination function is assigned and shall be entirely dedicated to the Cluster.

One of the key activities of the ETC Coordinator is to ensure that adequate funding requirement is escalated for the operation. For additional information about appeals and funding, refer to Section 4 of this Handbook.

This section outlines the briefing that will be needed in particular for a Coordinator newly arrived in an operation. The country representative(s) of the CLA/s must ensure the necessary briefings are provided and help arrange initial contacts. Where necessary, the Coordinator must ensure that the CLA representative has awareness and understanding of the Cluster approach and CLA responsibilities.

4.2 Orientation

The immediate priorities when establishing the Cluster will depend on the nature and scale of the emergency. The Coordinator is strongly recommended to do research, obtain, understand, and share essential information, as suggested below.

A Coordinator shall ideally be briefed by the Global ETC Team before travelling to the country of assignment. Indicative actions to be undertaken by the ETC Coordinator are outlined below on a timeline.

4.3 ETC Coordination team

The core ETC Coordination team includes the Cluster Coordinator, the Information Management Officer (IMO) and relevant technical specialists. The team works closely with CLA, guided by the Global ETC team.

4.4 Briefings, contacts, actions

The checklists below outline typical priorities for a newly assigned Coordinator before the deployment in the first two days. In a country where there is a high-level of preparedness and in-

country experience, and/or an established response system, some elements may be taken care of automatically. Preliminary actions for a newly assigned Coordinator are:

- Get a briefing from the CLA country representative and the interim Coordinator and agree responsibilities for managing the Cluster. Contact the CD and/or Emergency Coordinator in the country of operation.
- Get a briefing from the Global ETC Team.
- Complete all the administrative/medical/training/travel/visa requirements specific for the operation. Contact CO administrative unit.
- Get a security briefing. Can be arranged in advance. Contact the security officer in the country of operation.
- Obtain office facilities – accommodation, equipment, transport. Contact the administrative unit in the country of operation. Check <https://humanitarianbooking.wfp.org/>
- Clarify the Coordinator role and authority, including organization chart, in relation to other CLA staff, and in particular ICT staff already in country. This can mitigate risks of misunderstanding regarding reporting lines, prioritization, selection, funding, and monitoring and evaluation of CLA-managed ETC projects. Contact the Country Director and/or Emergency Coordinator in the country of operation.
- Attend selected management team and staff meetings of the CLA, on invitation, to build relations with the staff.
- Facilitate a briefing for CLA staff on the Cluster approach, the leadership role of the CLA, and the role of the ETC Coordinator. Contact the head of units of the agency in the country of operation and ICT staff that may support or engage with the Cluster activities.

The following actions will need to be taken by the Coordinator or, pending his/her arrival, by the CLA country representative or a staff member designated as interim Coordinator:

- Review current information about the situation e.g. SitReps, assessments, national contingency plans on IT and telecommunications emergency preparedness and response actions, equipment, services, security situations, stakeholders, capabilities, and processes.
- Meet OCHA to find out available data on government role, any pooled funding arrangements, and IM systems e.g. contacts, information sources, organizations present in the affected areas.
- Meet Head of Humanitarian Operations. participate in the Inter-Cluster Coordination Group (ICCG) and introduce yourself to all Cluster Coordinators and leads. Meet Head of Security from UNDSS and NGOs (INSO). Where possible attend security meetings (i.e. SMT/ASMT) as an observer.
- Locate and talk to government partners (relevant line ministries/departments/disaster management office/civil protection) and get details of existing coordination/decision-making structures, capacities of local disaster management structures, national standards relevant to ICT, key informants at national and sub-national levels, and information on the current situation and expected evolution.
- Meet representatives of key ICT partners (UN and NGO) – learn about their perspectives and intentions, and their expectations from the Cluster. The ICT requirements for their operation and gap/challenges they are facing.
- Locate existing communication lists for the ICT sector and get details of existing communication channels and relevant coordination mechanisms.

- Attend other coordination meetings. Attend other cluster working group meetings, such as Communication with Communities (CwC), to keep abreast of the operation and requirements for ICT services and opportunities to provide services for communities.
- Set up an initial local ETC coordination meeting – fix time and venue; prepare agenda and a poster for participants to record their contact information etc. The invite can be extended to staff member with profiles of Security, ICT, Logistic/Operations, Cluster leads, Programme. Guidance for organizing the first Cluster meeting is provided the section below.
- Find out about, and input to, plans for any initial inter-cluster assessment or multi sector needs assessment (MSNA) process – what is being organized, by whom, where, what capacity is available, what is needed.
- Establish file-sharing platform for an initial ETC information management system (in collaboration with OCHA) e.g. contacts, information sources, partners' capacity information and collaborate with the IM Officer, if already assigned, or with the Global ETC operational Information Management team.

4.5 Week 1 Plan – actions and priorities

4.5.1 Brief CLA representative along with global partners

Much of the Initial phase will be spent establishing contacts and gathering information. To make best use of this time, consider carefully who needs to be consulted and what information is needed as a priority. This includes learning from the past and thinking ahead, not just focusing on the current situation.

A systematic approach is needed to build relationships and lead the Cluster through the initial process of a coordinated initial assessment, analysis, identifying and filling gaps, agreeing on priorities, response planning, and preparing initial appeals.

4.5.2 Inter-Cluster Coordination

Good relationships, transparency and efficient working practices are necessary to achieve effective, coordinated action among partners both within the Cluster and with other Cluster/sector groups. Due to the proliferation of meetings, especially at the beginning of a response, it is important that the ETC Coordinator prioritizes.

4.5.3 First week – plan

A written plan will help to ensure that no important task is overlooked. The sample bar chart may suggest the types and sequencing of tasks that typically need to be accomplished in the first seven days following a sudden onset emergency. The timeline will need to be reviewed and adjusted accordingly. In case a Coordinator is being mobilized from outside the country, some of the activities will need to be initiated by an interim coordinator assigned from in-country staff by the CLA. An important element is defining the staffing and support requirements of the Cluster and including a corresponding ETC project in the Flash Appeal and HRP. Contributing to Inter-Cluster Coordination

Overall inter-Cluster coordination (policies, etc.) is assured by the HCT, chaired by the HC, and supported by OCHA. An Inter-Cluster Coordination Group (ICCG) of Coordinators, normally chaired by the OCHA team leader, provides a forum for discussion, design the humanitarian response plan, and address any cross-cutting issues among Clusters. Other multisector groups may be constituted for specific topics. Clusters may arrange direct coordination with other related Clusters.

4.5.4 Organizing and facilitating cluster meetings

It is important to ensure that the Cluster works efficiently. Large groups are not suitable for detailed discussion of issues, especially technical issues, and many “coordination” meetings have degenerated into time-consuming “information exchange” fora. The general IASC guidance on Cluster management suggests the formation and use, at a minimum of:

One task-oriented, time-limited technical “working group” or “task team” to work on specific issues and bring recommendations back to the next Cluster meeting, when necessary.

In addition, when required, one standing Strategic Advisory Group (SAG), chaired by the Coordinator, responsible for developing and adjusting as necessary the strategic framework, priorities, and work-plan for the Cluster. This group has been called with different names and used when required.

Regular Cluster meetings are key to close collaboration and a good forum to endorse, track, inform about Cluster activities. The initial meetings should enable partners to understand and agree on the role of the Cluster and where it can support, to rapidly exchange initial information on the situation and responses initiated and planned, and to agree on next steps.

To get an example of local ETC Working Group TORs, check the Operational Toolkit or send your request to global.ETC@wfp.org

The ETC Coordinator should:

- Organize the first Cluster meeting of crisis in the event of a sudden-onset disaster (or the first 2-3 days in the case of a slow-onset crisis).
- If newly arrived in the country, get support from the CLA country representative(s) to find a suitable venue and make contact with key stakeholders, national and international.
- Liaise with the ETC IM Officer to define a suitable time and arrange the invitation.
- Invite a relevant senior government official to chair or co-chair the meeting, if possible and particularly when leading the response. You may also look at other local actors such as NGO to co-chair the meeting.
- Prepare a realistic agenda – see example below.
- Prepare signing-in mechanism to note names, organizations, and contacts (phone, email) of attendees, where they are working (or intend to work), the kind of assistance/services they are providing (or intend to provide). If possible, hold the meeting in the language used on the ground or check with attendees if English can be used as the common language. Arrange for translation, if necessary.

Tip – suggested agenda for the first meeting

- Welcome and introductions
- Referring participants to previous meeting notes on decisions taken to date.
- Outline/review of the purpose and expectations of the Cluster.
- If possible, Government briefing on the situation and immediate actions required.
- Identification of priority concerns, needs and constraints.
- Initial information on the “4Ws” (Who is Where, doing What, until When).
- Highlight the plan, ongoing activities, status and seek endorsement when needed.
- Agree on frequency of Cluster meetings, alternative communication arrangements (email mailing lists, SMS contacts, etc.) and language(s) of communication.
- Next meeting – date, time, place.

Subsequent meetings focus on important new information about the situation and aspects that need collective consideration, decisions and actions, and enable participants to agree on priorities, strategies, standards, Cluster response plans (including actions to fill gaps), and collaboration in appeals and advocacy.

4.5.5 Planning and preparation for cluster meetings

Investing time in planning and preparing for meetings will maximize use of the time available and improve the meeting outcomes. Think about:

- Why is the meeting being held? To give or share information, feedback, reports, generate ideas, find solutions/solve problems /make decisions, develop trust, relationships, teams?
- Who needs to agree these objectives? What do partners want from the meeting? Is the meeting part of a continuous process? If yes, are minutes of previous meetings available, and action points that need to be addressed?
- What is the important, new information about the situation and aspects that need collective consideration, problem-solving, decisions and action? Other factual information can be collected and shared in written form.
- What topics need to be on the agenda?
- Use the agenda to explain how different topics will be handled (distinguishing among items that need decisions, are for discussion, or for information), and for how long. List what people need to bring.
- Is the agenda circulated beforehand? Bring spare copies!
- Who should attend? Are the right people available?
- Is there a protocol for invitations, e.g. to technical or working group meetings?
- Where is the best location and venue to suit everyone?
- Does it have the space, equipment, ventilation, catering needed? Are there any security requirements to access the meeting premises? Inform the invitees!
- What is the best layout for the style of meeting: formal or informal?
- When is the best time for this meeting?
- Is there a clear start and finish time which is culturally acceptable to all (e.g. respecting prayer times) and operationally as well (e.g. avoid conflicting with other coordination or Cluster meetings)?
- Is there sufficient time to achieve the objectives? What breaks will be needed? Will it be free from interruptions?
- How will the meeting be conducted, to engage all participants, encourage contributions, focus on the purpose, and clarify expectations? For example:
 - Introductions, ground rules, icebreakers, strict time keeping. Keep meetings as short as possible.
 - Translation/ interpretation.
- Props/collateral to be prepared in advance (e.g. handouts with important new information and maps, posters, or flip charts to record information you want to get from others, or cross-check, during or at the end of the meeting).
- Recording, clarification and circulation of decisions and actions (e.g. via minutes, flipcharts).

- How can the meetings be managed/reduced by: asking new organizations to come half-an-hour earlier for a quick briefing on the role of the Cluster and what has been discussed and decided at previous meetings.
- Establishing contact with and meeting government partners before the Cluster meeting.
- Providing everyone with copies of the agenda and notes on the Cluster Approach in advance. Sharing summary minutes of meetings including follow-up action points promptly with all Cluster participants (whether present or not).

4.5.6 Engaging Key Actors

The effectiveness of any Cluster is largely dependent on the quality of the leadership provided by the CLA/s and the Coordinator and the extent to which they are able to generate a spirit of partnership and collaboration among partners. Successful application of the Cluster approach depends on all humanitarian actors working in partnership in all aspects of the humanitarian response from assessment, analysis, and planning, to resource mobilization, implementation, and evaluation.

Tip – partner engagement

It is important to understand the key challenges faced by each individual partner and map their current capacity and strengths.

The ETC Coordinator should also look at opportunities to strengthen local actors' capacity to possibly support in the transition to long term sustainable humanitarian operations or exit strategy.

4.6 Monitoring and reviewing progress

Continuous monitoring and regular reviews are essential to ensure that the ETC project plan remains relevant and is implemented to the maximum extent possible with minimum gaps and duplications.

Monitoring and Evaluation (M&E) should be an integral part of the response strategy and all such activities should be as participatory as possible.

Monitoring and reviews focus on two types of activities: Cluster Coordination Performance Monitoring and Cluster Plan Monitoring.

Tip

It is sole responsibility of the ETC Coordinator to ensure timely execution of activities. S/he should continuously monitor the progress and update the workplan, communicating with all the stakeholders.

4.6.1 Cluster Coordination Performance Monitoring

Cluster Coordination Performance Monitoring (CCPM) is a self-assessment exercise. Clusters monitor their performance against (i) the six core cluster functions set out in the Reference Module for Cluster Coordination at Country Level and (ii) accountability to affected populations.

A country-led process, which is supported by Global Clusters and OCHA, it is ideally conducted by all clusters (and sectors) at the same time, though it can be implemented by individual clusters or a group of clusters.

While the CCPM is a great tool to assess coordination, the ETC adopted instead the “ETC User Satisfaction Survey” to gather feedback on the use of the services provided as well. The User Satisfaction Survey is to be completed at least once a year and could be launched at the same time as other clusters launches their CCPM.

4.6.2 Cluster Plans Monitoring

Follow the global guidelines within the ETC on criteria to measure implementation of the plan and the performance in general and establish Key Performance Indicators (KPI) for each activity. You can find a set of standards ETC indicator in the indicator registry. This registry is a point of reference for Humanitarian Country Teams and Clusters at the country level. Local teams shall though not limit themselves to these indicators and may adjust the KPIs to their activities.

During the course of the operation, the ETC launches “User Satisfaction Surveys” to assess the quality of the response. Survey results are collected and analyzed by the ETC Coordinator and IM Officer and results are shared widely with the response community. The ETC aims for a user satisfaction rate of 80% at a minimum. This survey is the methodology to report against the User Satisfaction KPI and is mandatory for WFP when being the CLA in country.

Tip – common ETC Key Performance Indicators (KPIs)

- Number of common operational areas provided with common security communication services
- Number of common operational areas provided with data connectivity services
- Number of feedbacks received (including complaints) from helpdesk or the Common Feedback Mechanism (CFM)
- Number of humanitarian staff trained
- Number of staff from inter-agency, I/NGOs and governmental organisations’ using ETC services
- Number of inter-agency, I/NGOs and governmental organisations supported by the ETC
- Number of IM products published
- User Satisfaction Rate of ETC services (target: 80%)

4.6.2 Learning Lessons

Lessons Learnt exercises (or joint evaluations) should be organized at appropriate moments when it is feasible to generate information that is accurate, reliable, and useful. They may be organized at national level or within particular operational areas to identify critical and operational issues, and strategies to address them. The findings should lead to policy, operational and/or technical recommendations.

For any major crisis, a final Lessons Learnt exercise covering both programme and operational aspects should be undertaken within 1 to 2 months after the formal ending of the humanitarian operation. (This should be included in the work plan and budget of the Cluster/sector coordination group.) Following steps are included:

- Identify the appropriate timing for a Lessons Learnt (or joint evaluation) exercise and get support for the proposal from the main stakeholders.
- Organize a consultative process including all main stakeholders to agree on the broad areas that need to be explored, the specific questions that need to be answered, and how to proceed.

- Assign someone to plan and manage the exercise – someone who will be able to devote sufficient time to it. It is recommended to assign the facilitation to somebody neutral to the operation (i.e. who was not involved directly) and allow all involved to contribute actively.
- Afterwards, ensure that an action plan is developed to follow up on recommendations and that the plan clearly specifies responsibilities for follow-up actions and how implementation will be monitored.
- For any evaluation, draw up the terms of reference with care – do not overload them – and ensure that an adequate budget is established and that the evaluation team is gender-balanced and includes a mix of relevant skills and experience.
- Promptly disseminate reports, findings, and recommendations to all concerned and bring them to the attention of the managers who need to know and take action.

The conclusions should be endorsed by the CLA and / or those who requested the evaluation.

4.7 De-activating Clusters

Deactivation includes the transfer of core functions from clusters that have international leadership and accountability to other structures, including those that are led nationally, or development focused.

Deactivation is the closure of a formally activated cluster which is preceded by a transition phase. It refers to the process (and potentially the activities) by which the transfer of leadership and accountabilities is planned and implemented, leading to de-activation.

4.7.1 Review

The efficient de-activation of Clusters is based on a review, by the RC/HC and the HCT, which looks at the on-going need for Clusters as well as the required planning to ensure transitional arrangements are put in place. The review of the Cluster coordination architecture should take place within three months in sudden-onset emergencies and annually for protracted crises.

Tip – Criteria for de-activation of Cluster

As a general rule, deactivation criteria should mirror the activation criteria. When the criteria applied to activate a Cluster no longer apply, the Cluster can be de-activated. The de-activation of formally activated Clusters may be considered when at least one of the conditions that led to its activation is no longer present:

- The humanitarian situation improves significantly reducing humanitarian needs and therefore the associated response or;
- National structures acquire sufficient capacity to coordinate and meet residual humanitarian needs in line with humanitarian principles.

4.7.2 Procedure

De-activation of one or more Clusters includes a review of Cluster arrangements by the RC/HC and the HCT, and then correspondence to the ERC outlining which Clusters are to de-activate and transfer coordination responsibilities to national counterparts as well as the rationale (and transition plan) for those Clusters which will remain in place. The proposal is transmitted to IASC Principals and Global Clusters for approval and then the RC/HC is informed accordingly.

Upon agreement with the HCT, the coordination mechanism is transferred from the Cluster to other stakeholders (e.g. local working group or a government-led entity). The Cluster draws up a transition

plan to ensure a smooth hand-over and whether there are need for some local capacity if activities/functions are handed over. Capacity building activities may be required.

Clusters may be re-activated if/when needed to respond to another crisis. The continued added value of the Clusters should be reviewed against the initial criteria for activation. The acknowledgement must also be endorsed by all the key stakeholders and should be agreed by the CLA.

4.8 ETC Information Management and Communications

In emergencies, operational Information Management (IM), as well as communications and advocacy, are fundamental to an effective humanitarian response. From the humanitarian community and governments to donors, private sector and the affected community, everyone involved needs information to be able to support response efforts. ETC Coordinators are responsible for ensuring adequate reporting and effective information sharing.

Accurate and timely information enables prioritisation of needs and efficient evidence-based decision-making, avoiding duplication of efforts and boosting advocacy efforts. IM also contributes to overall monitoring and evaluation of the response. Communication ensures visibility to the operation, facilitates resource mobilization, access, and inclusion.

For comprehensive information on various products and access the ETC Information Management Guide write to global.etc@wfp.org

4.8.1 Information Management (IM)

IM ensures that the “relevant information related to the emergency operation is provided to the right person at the right time, in a usable form, to facilitate situational understanding and decision-making” (*IASC Guidance on Responsibilities in Information Management*). In the context of humanitarian emergencies, IM involves collecting, processing, analysing, and disseminating information with three key objectives:

- Sharing of Operational Information, focused on providing information related to implementing ICT operations in a specific context or emergency;
- Monitoring and Evaluation, focused on reporting on the performance of the ETC; and
- Advocacy and Communications focused on the mobilization of resources and increasing understanding of the ETC in the country.

IM ensures relevant actors and stakeholders are informed and responding based on decisions from the same set of information and by doing so it supports ETC coordination through coordination, predictability, accountability and transparency, advocacy, and public information, learning and future preparedness.

The [IASC Guidance on Responsibilities in Information Management](#) sets out the responsibilities of CLA and OCHA for managing information within the Cluster Approach:

- CLA: responsible for ensuring appropriate IM needed for an effective and coordinated intra-Cluster response.
- OCHA: responsible for ensuring appropriate IM needed for an effective and coordinated inter-Cluster response.

4.8.2 Information Management (IM)

Experience has shown that effective IM is critical to the ETC response and cannot be managed by the Coordinator alone. IM resources must be mobilized early to promote an effective emergency response. Ideally deployed or identified at the same time as the Coordinator, a dedicated IM Officer is

needed to lead responsibility for the Cluster's IM needs, and represent the ETC within the inter-agency IM network.

An IM Officer plays a critical role in the early response, in adapting standardized IM tools and systems to the emergency context, collating data, publishing and distributing IM products, maintaining the website and other information flows, ensuring inclusion of the ETC in inter-agency documentation and explaining the importance of technology in emergency response. The ETC IMO TORs can be requested at global.ETC@wfp.org

In some operations, when for instance a ceiling of number of staff is imposed, it may not be possible to deploy all necessary ETC profiles including a dedicated IM Officer. In these situations, an IM focal point from the Global ETC team will be identified to provide temporary remote support.

The Global ETC has developed a range of standardized products to support the IM Officer and Coordinator in generating and sharing Cluster-specific information, ensuring a steady flow of communication to target audiences. IM products may need to be adapted to fit a specific context. In operations where a dedicated ETC Communications Officer is not deployed, the ETC IM Officer will also be responsible for a minimum set of communications tasks.

4.8.3 Public information and communications

Communication, advocacy, and visibility for the ETC are essential, especially during emergency operations. The ETC IM officer should work closely with the Communications unit of the CLA. Communication leverages information to raise awareness, support fundraising activities, increase understanding and build collective commitment for the ETC in support of its objectives. It is an important advocacy instrument and a critical component of information sharing and regular reporting to the wider humanitarian community.

4.9 Promoting Coordinated Assessments

Agreeing on the Cluster's information needs is the first step towards identifying the objectives of the Cluster strategy. At the beginning of the emergency response, common information needs are usually determined by pre-emergency and in-crisis baseline data (i.e. preliminary damage and disaster impact data) along with stakeholder profile data. They will then be refined on an ongoing basis to ensure that it is responsive to stakeholders' information needs.

ETC partners also must agree on common standards and tools to work with. If possible, Cluster partners should use common collection tools as it enables to process and collate different types of data. Common data collection mechanisms include joint needs assessments, surveys, tracking and monitoring, mapping, profiling, interviews, and early warning systems. Identifying and filling gaps in aid delivery is one of the priority functions of Cluster coordination. At its most basic, this involves mapping geographic areas of greatest need and overlaying the locations of where Cluster partners are working or intend to work.

4.9.1 Assessment

In this phase, the ETC produces a situation analysis and a related response analysis prepared and agreed with a range of partners as broad as possible. These analyses are the outputs of an assessment process that, ideally, would be coordinated among partners. Even if it is not possible during the early stages to achieve well-coordinated data collection, the analysis of the available data should be done jointly to produce agreed ETC situation and response analyses.

The ETC Coordinator should also participate and utilize the Multi Sector Needs Assessment (MSNA) exercise conducted by OCHA offices in-country or REACH. If an MSNA is required, the assessment questionnaire is typically organized by sectors or clusters, and the development of ETC-related section should be overseen and approved by the ETC Coordinator via the Assessment Working Group

(or relevant local equivalent). A set of ETC questions was developed globally and can be inserted and adjusted in every MSNA at country level.

These sectoral analyses feed into the preparation of Humanitarian Needs Overview by the HCT an overall, inter-sectoral situation analysis and decisions on overall, inter-sectoral priorities and cross-cutting concerns as well as the ETC strategic plan. Detailed activities performed in this phase are below.

- What? An assessment is the process of estimating requirements and any gaps or available resources and, thus identifying gaps.
- Why? The outcome of an assessment is a clear idea of what services are required where and who could possibly support the implementation.

Information gathered during the assessment feeds directly into the Project Plan. The assessment is the foundation of any operation/project and that the results of the assessment will be directly linked/feed into the ensuing operation/project. The outcome of that operation/project is very much dependent upon the quality of the assessment.

4.9.2 Assessment Phases

There are four main phases for the assessment:

- Initiation
- Information gathering
- Analysis
- Prioritizing

Initiation

The first phase of an assessment is the inception. This is defined as the period between the assessment is being initiated/approved and the person(s) undertaking the assessment is on the ground. Procedures to start the assessment vary and usually they are initiated by the personnel in the country of operation.

It is imperative that an initial assessment is initiated quickly and is finalized as soon as possible, ideally within 48 hours from deployment, to generate results within 3-6 days. This timeline satisfies the requirement of providing initial inputs to resource mobilization documents (i.e. the Flash Appeal/Humanitarian Response Plan) and kick start the delivery of services where most needed.

In this phase, the ETC Coordinator will use initial assessments results to produce a CONOPS and a budget that would be reflected in all planning and appeals documentation.

Tip - travelling

Travel time doesn't need to be unproductive: print out the information gathered and read it on the plane. Also, stay informed with news related to the situation. During stopovers it is also possible to contact the destination to get updated information.

Information gathering

While preparing for the mission, background information can be sourced, compiled, and reviewed. Information that should be sourced is:

- Previous ICT assessment/projects reports – Most country, regional and Global ETC

team have copies of previous records. This can provide valuable information about the country in question and the status. It will also give a clear picture of the staffing resources and size of the operations before the emergency.

- ICT Country Profile – this provides essential information about the country infrastructure and contacts. These can be found on the ETC Website at: <https://www.etcluster.org/country-profiles> or on the ITU Website at: <https://www.itu.int/net4/itu-d/icteye/CountryProfile.aspx>.
- Logistics Capacity Reports (WFP) – Logistics assessments provides important information about infrastructure (e.g. for telecommunications), customs regulations, entry points and transport networks.
- UN Department of Safety and Security (UNDSS) security reports – the most recent security reports will give a good picture of the general security situation in the country/area and provide very valuable information about the security communications requirements etc.
- People on the ground – In most cases there are humanitarian organizations present in country when a situation occur. These actors will be a rich source of updated information and can be contacted prior to travel for the latest updates. Not only ICT people got useful information. Other relevant functions include security, logistics, programme, administration.
- General information about the country from the internet, TV (news) etc.

Tip - Where to find useful information

- Country ICT profiles: <https://www.etcluster.org/country-profiles> & <https://www.itu.int/net4/itu-d/icteye/CountryProfile.aspx>
- UNDSS Country profile and travel advisory: <https://dss.un.org/traveladvisory.aspx>
- Regional/government/national/sub-national analyses/reports (sources: government disaster/emergency management offices)
- Contingency and emergency preparedness plans – if in place and on demand locally
- National preparedness/contingency plans– if in place and on demand locally
- Multi-Sector Needs Analysis: <https://www.reachresourcecentre.info/theme/multi-sector-assessments>
- Humanitarian Needs Overview and Humanitarian Response Plan: <https://www.humanitarianresponse.info/en>
- Disaster connectivity Map (development in progress): <https://www.itu.int/en/ITU-D/Emergency-Telecommunications/Pages/Disaster-Connectivity-Maps.asp>
- GSMA connectivity map: <https://www.gsma.com/coverage> and <https://www.mobileconnectivityindex.com>
- Disaster Risk Management Knowledge centre: <https://drmkc.jrc.ec.europa.eu/inform-index/>
- Tamper Convention – Countries who ratified: https://treaties.un.org/pages/ViewDetails.aspx?src=TREATY&mtdsg_no=XXV-4&chapter=25

A response plan/CONOPS can be drafted based on the information available at this time. Start drafting the plan on the plane. This also speeds up the time required to produce any documentation such as Flash Appeals. As soon as you arrive on the ground it is important to obtain updated information about the situation. Useful tools to avoid an information landslide are the ETC technical

assessment template, the MSNA Emergency Telecommunications Question Bank and the ICT Needs Assessment Online Survey template. All are available in the Operational Toolkit.

Tip – information landslide

The Coordinator wants to gather as much relevant information as possible, but at the same time it is important to not get overwhelmed. Although each emergency operation takes place in very different environments and situations, the information required to plan a successful ET Cluster coordination is, most of the time, the same.

Analysis

An analysis, including a planning scenario, is the key output of any assessment. Cluster partners – and national authorities – should agree on a joint analysis of the situation as a basis for deciding on appropriate responses. That analysis may be based on a joint assessment process or on a joint analysis of the findings of separate (hopefully harmonized) assessments by different organizations.

The objective of the analysis is to compare service requirements against what is available on the ground and by doing so identify gaps. The information gathered through an assessment is never 100% accurate, especially not one done in the first few days of an emergency. It is therefore important to be aware of this and factor it into any consequent actions.

The context and the impact of the event(s) on ICT services availability, access and utilization, identify what has changed, the causes and the implications, and forecasts how the situation is likely to evolve and the events (contingencies) that could give rise to further changes.

The analysis generates a planning scenario, or, if the evolution of the situation is particularly uncertain, more than one scenario. The scenario should present long-term perspectives as well as short-term needs, showcasing the evidence with clear indications of any limitations, the sources and reliability of information.

Prioritizing

The purpose of prioritization is to ensure that ETC action is focused on the most pressing needs for the greatest number of responders and affected population. Prioritization will be challenging, as most identified needs, particularly in the early response, will be considered a priority. However, some groups and locations are always more adversely affected than others.

The Coordinator will need to determine a transparent method for prioritization that is acceptable to all Cluster partners. The process of identifying and prioritizing problems and actions must be transparent, prioritization criteria must be recorded, and the following factors may be considered when prioritizing:

- Severity and immediacy of the risk posed.
- Numbers of emergency responders and / or affected people benefiting.
- Key common operational areas with major gaps.
- Feasibility of addressing the problems and having a measurable impact in the short-term vs long term.
- What can be done where with what is available at the time.

It is important to remember that not everything that is easily measured, is relevant.

Identifying Gaps and Duplications

Identifying gaps or duplications among Cluster partners in the provision of assistance or services is a critical part of any situation analysis. It is also an important, continuous function of the Coordinator. In locations that appear to be 'covered', check that the implementing agencies have the necessary financial, human, and material resources to meet the scale of anticipated needs.

Establishing Planning Assumptions and Scenario(s)

Summarize the conclusions of the analysis in the form of planning scenario with assumptions. If the evolution of the situation is particularly uncertain, two or more sets of assumptions, and related scenarios may be prepared with clear indications of the events that would determine which scenario would emerge. Certain planning assumptions may be based on information provided by others outside the Cluster. Others will arise from the analysis of specific Cluster findings and the capacities of different actors. Errors commonly occur in making assumptions about:

- Cause(s) of observed problems.
- Interests/requirements assumptions of different stakeholders, particularly those who are not party to decision-making.
- Available capacities (or lack of them) to respond.

Specifying Monitoring Requirements

Assumptions should be reviewed regularly as part of the ongoing Cluster monitoring and review process. Inaccuracies will reduce the effectiveness and impact of Cluster actions.

Specify aspects/indicators to be monitored during the next 3/6/12 months, particularly those that are expected to change, and arrangements (or responsibilities) for such monitoring including funding implications.

Record any recommendations for follow-up assessments based on identified information gaps gained from the situation analysis, if appropriate.

The gaps identified during analysis form the basis of the additional resources to be called in. Although preferred, an assessment report may not be required, the data and findings may be fed directly into the projects where ICT is involved. It is, however, important that the assessment information is recorded as this can be used as basis for future responses.

4.10 Agreeing to a Response Plan

Cluster partners and local actors, agree on objectives, plans and a set of coordinated and sometimes joint response activities that are appropriate, feasible and cost-effective. Each response plan has three objectives:

- Setting response objectives for the Cluster;
- Identifying and analysing possible response options; and
- Choosing response options.

All main ETC actors should be engaged in jointly defining objectives and analysing response options leading to agreement on the most appropriate, feasible responses within the framework of the overall, inter-sectoral priorities and strategies defined by the HCT. The process, facilitated by the Coordinator, should be led, or co-led by the relevant national authority, whenever possible.

Setting ETC Objectives

ET Cluster objectives will normally relate to providing communication and technology services to the humanitarian organizations, government and affected communities. Objectives must:

- Address the priority problems and risks identified in the situation analysis (with

particular attention to lifesaving and life-sustaining issues) and in line with overall HCT-defined priorities.

- Be tailored to the stage/phase of the response.
- Take into account of the context including security and access conditions, seasonal variations, resource availabilities and any expected evolution in conditions, any protection and human rights issues and any other constraints on people and the delivery of services.
- Relate to the humanitarian needs and interests, rather than external operational goals.

Common ETC Objectives

Below are some of the common objectives used in different operations:

- Lead inter-agency emergency telecommunications coordination and information sharing to support the operational needs of humanitarian partners.
- Coordinate and support the humanitarian community in the assessment, deployment, and development of emergency telecommunications services for reliable access to key information.
- Provide shared communications and technology services to humanitarian partners, governments and affected populations, in response to crises.
- Ensure provision of reliable and safe services, improve access to information for affected communities, improve the ability of humanitarian actors to coordinate, operate and respond in areas affected by the crises, avoiding duplication of efforts.

To know more about ETC services and activities, go [here](#).

Concept of Operations (CONOPS)

The CONOPS is the first plan including early assumptions which will be the baseline for the ETC Project Plan. It quickly provides an overview of the response plan, the expected timeline of activities and mobilization, and helps gather buy-in and advocate immediately from partners, local actors, and donors.

Cluster Project Plan

The project plan is a bit more detailed and elaborate than the CONOPS. It shall include:

1) timeframe; 2) type of services to be deployed; 3) resources required; 4) partners and local actors involved; 5) target indicators; 6) budget.

This project plan along with the CONOPS are the baseline for submission of ETC inputs to various other documents, including the Humanitarian Response Plans and Flash Appeals.

5. Appeals

5.1 Flash Appeals

To be able to respond at the onset of an emergency, a first appeal (Flash Appeal) is put together in 48 hours to channel funds to the operation. Clusters provide their initial plans, often based on early assessments and planning assumptions. Flash Appeals are transformed into mid/long-term Humanitarian Response Plans two weeks into the response. Flash Appeals are often produced in conjunction with a rapid funding allocation mechanism such as [CERF](#).

The ETC Coordinator is responsible for writing the inputs to the Flash Appeal, in consultation with the working group, if available, and it is submitted to OCHA.

5.2 Humanitarian Response Plan (HRP)

The Humanitarian Response Plan (HRP) reflects the priorities in terms of humanitarian actions agreed upon the Humanitarian Community through the HCT and ICC. It is part of the [Humanitarian Programme Cycle \(HPC\)](#) and combines all agreed projects under the various active sectors / Clusters including plans, indicators and required funding. This document is a way for the humanitarian community to appeal and track progress, as for donors a way to decide what/where to give funding for and understand how it will be used. Each Cluster is responsible to monitor progress and achievements and report to the donors.

Clusters upload their inputs to the HRP onto the **Project Module of the HPC platform**: <https://projects.hpc.tools/map>. HRP inputs from all humanitarian organizations and clusters are then compiled by OCHA and presented to the HCT, government and donor community. This is a living document and as the response progresses any changes should be reflected in the HRP documents.

The Cluster inputs to the Project Module on the HPC platform is comprised of basic info, list of partners involved and implementing, the response plan, locations targeted, the strategic objectives, cluster/sector inputs and a budget breakdown. This shall be drafted by the ETC Coordinator and presented to the CLA management for their endorsement before uploading onto the system. The Global ETC can support with the review of the text and online upload as needed.

UN agencies and NGOs that would like to submit projects on the platform can access the database via a simple account creation and upload their project(s) for sector/cluster lead's review. Before uploading projects, organizations that are not familiar with the Consolidated/Flash Appeal process should be in contact with the OCHA office or with the Cluster Coordinators at the field level. The Cluster Coordinator will review all projects and will approved only those that were discussed and approved within the local ETC working group meetings and that supports the overall ETC response.

5.3 Central Emergency Response Fund (CERF)

CERF is a stand-by fund established by the United Nations to enable rapid and reliable humanitarian assistance to victims of disasters and complex emergencies. The CERF was approved by consensus by the United Nations General Assembly on 15 December 2005 to achieve the following objectives:

- Promote early action and response to reduce loss of life;
- Enhance response to time-critical requirements; and
- Strengthen core elements of humanitarian response in underfunded crises.

In emergencies, humanitarian organizations can apply for some funding to kick-off activities under the "CERF Rapid Response Window". These funds can be rapidly released if these proposals meet CERF's criteria. CERF can also be disbursed for "Underfunded Emergencies", usually twice a year for humanitarian operations that are severely underfunded.

CERF is typically a key contributor to ETC operations and is often used to kick-start the deployment of critical services on the ground.

To learn more about CERF mechanism and access guidelines (such as the CERF guidance on ICT services and the lifesaving criteria including for Emergency Telecommunications activities) and templates, visit [here](#).

5.4 Common Funding Mechanisms

Other pool funding mechanisms may be used for the ETC response: internal agency advance funding (on loan for initial response while waiting for committed funding); Emergency Response Funds (ERF) and Common Humanitarian Funds (CHF) also known as [Country Based Pool Funds \(CBPF\)](#) managed at country level by OCHA to support underfunded emergency operations and associated Clusters.

Management of these pool funds is maintained on [OCHA Grant Management System \(GMS\) Platform](#).

The ETC Coordinator is accountable for preparing the requests and inputs to the CERF or other pooled funds, in consultation with partners and local actors to support the response and by submitting it to OCHA.

6. WFP Internal Framework, Appeals, Funding and Budgeting

It is important to know how the CLA operates in country. WFP is often the local CLA of the ETC and this section will introduce the framework in which the ETC is integrated under WFP.

6.1 Integrated Road Map (IRM)

Since the Introduction of the WFP Integrated Road Map (IRM) in 2017, the way WFP conducts its various humanitarian program activities has changed. The purpose of implementing IRM is to make the processes and programme more efficient and transparent to help achieve Zero hunger by 2030. IRM is made up of four interrelated components: The Strategic Plan, the Country Strategic Plan Framework, the Corporate Results Framework, and the Financial Framework Review.

To learn more about it, you may request access to the online course called “The Integrated Road Map Course – IRM” on the WFP WeLearn platform.

6.2 Strategic Outcome

An integral part of Country Strategic plan (CSP), Strategic Outcomes describe the short to medium-term effects that contribute to the achievement of national humanitarian and development targets in a country. Each Strategic Outcome is tied to only one WFP Strategic Result/Sustainable Development Goals (SDG) target. Formulated at the country level and jointly with the government and key partners, WFP Strategic Outcomes describe the people or entities that will benefit, the geographic scope, the result that is sought, and the foreseen time frame of the programme intervention. WFP and partners contribute to Strategic Outcomes through the outputs of their activities.

Tip – CSP

ETC projects should be included in the CSP as a separate activity under the Sustainable Development Goals 17 on Partnerships for the Goals, and WFP Strategic Result 8 referring to Enhance Global Partnerships through the provision of common services. Strategic Results 5 Capacity Strengthening may be used for specific ETC country preparedness activities.

6.3 Preparing a Budget

ETC Coordinators lead the exercise in preparing the budget forecast of a year’s humanitarian response or the initial duration of a new emergency. The budget is based on a thorough need

assessment for the gaps and should cover the various costing heads i.e. staffing, equipment and recurring cost. These budget figures are endorsed by the WFP Country Management before being reflected in the WFP CSP and the HRP.

In locations where there is no WFP presence, no CSP but WFP is responding to the emergency, a Limited Emergency Operation (LEO) will be setup to capture activities required and kick-start lifesaving activities. In this case, a pre-filled narrative, and a budget simulator with estimated costs, including for the ETC, will be put together in 72h.

The WFP Budget and Programming Unit reflect this financial requirement in the Strategic Objectives under an activity number and assigns a Work Breakdown Structure (WBS) to reflect that project/activity.

An ICT Budget template is made available in the Operational Toolkit. Ask Global.ETC@wfp.org to get access.

6.3.1 Direct Support Costs (DSC)

This is a cost which can be directly linked with the provision of support to an operation and which would not be incurred should that activity cease. DSC covers other staff costs providing direct support to the operation; equipment (i.e. dedicated vehicles, communications equipment, computer equipment and security equipment, and the costs of maintaining that equipment); recurring expenses (i.e. office rental, running costs and utilities and communications services needed to support the operation); monitoring (whether carried out by WFP or by an implementing partner); assessments, reviews and managed evaluations which are expected during the life of the project, pre-appraisal, assessment and preparation of an anticipated subsequent phase or expansion of a project.

6.3.2 Indirect Support Cost (ISC)

CLA hosting ETC charges the cluster budget for providing Program Support and Administration. e.g. Staff per Capita, transport. ISC also applies where CLA fundraised and receive/manages contribution for operation/program. For WFP, it 6.5% of the total budget required for a humanitarian response.

6.4 Immediate Response Account (IRA)

The Immediate Response Account (IRA) is WFP's lifesaving funding facility, which allows WFP to rapidly respond to emergencies. IRA-financed assistance can be deployed within 24 hours of the onset of a crisis and have the highest degree of flexibility, as are non-earmarked to a specific operation or sector. This flexibility allows WFP's executive leadership to identify priority operations. As it consists of multilateral funding, IRA reinforces the principles of timeliness, predictability, and flexibility.

The ETC can request access to these funds through the WFP Country Director in the operation.

6.5 Reporting

The [Financial Tracking System \(FTS\)](#) is a global, online, real-time database of humanitarian funding needs and international contributions, for both cash grants and in-kind contributions. FTS is managed by OCHA and covers all countries for which international humanitarian funding is reported.

FTS aims to improve resource allocation decisions and advocacy by providing a clear overview of the international humanitarian support to specific humanitarian operations and highlighting under-funded projects, organizations, and sectors. It offers a series of analytical tables showing humanitarian aid flows to specific crises as well as donor profiles.

The ETC Coordinator reports indirectly to FTS through its organization, usually donor relations officers, and may ask support to the Global ETC.

6.6 In-kind Contributions

The ETC has numerous partners that contribute to emergency operations in the form of in-kind donations/contributions. In-kind contributions include personnel and equipment that are allocated for a defined time without contracting or paying for it. Most in-kind donations are provided through pre-agreements. Although in-kind contributions are not cash, the value of the contribution needs to be reflected in the ETC budget (even if planned only) and considered in any funding tracking / reports.

- **Example 1:** Partner X agreed to provide personnel and technology solution for one location and a maximum of one month in X emergency. The value is estimated at US\$100,000. When the ETC Coordinator is preparing the budget for an emergency, it should include in his budget the solution and related value of US\$100,000. Even if the Coordinator is not technically appealing for that contribution, it needs to be reflected in the budget for reporting purposes but also in cases the donation does not come through.
- **Example 2:** Based on the appeal, partner Y proposes to provide one IT specialist for three months during an emergency and the person is deployed through the WFP Stand-by partnerships unit. The costs associated to the IT specialists should be planned in the ETC budget using UN salary scale – P3 level (pre-agreed rates). The ETC Coordinator reports that a portion of the required fund is covered (in this case, an IT specialist for three months) and does not appeal for it.

In both examples, the contribution needs to be reported and tracked by the ETC Coordinator, supported by all involved stakeholders. Donations, including in-kind, are also tracked by donor relation officers in the operation and in the lead agency HQ, and reported to the FTS. The ETC Coordinator do not report directly to FTS but he can ensure figures are correctly reported against ETC projects through the internal tracking.

6.7 Internal Tracking

The ETC has established internal mechanisms to track fund expenditures over time and across budgets and projects to support ETC Coordinators on the ground. More information on the internal mechanisms can be obtained through the Global ETC team.

7. Response Transition

7.1 Supporting and Building National Capacities

Customized approach should be taken. Strengthening capacity should be in line with the gaps identified in need assessment. What role and responsibilities may be taken in future by these actors should be kept in mind when building their capacity.

To strengthen national capacities to cope with future crises:

- International humanitarian and early recovery assistance should complement the relief and recovery efforts of national authorities.
- The activities of international humanitarian actors should build on and strengthen the capacities of national authorities as well as national NGOs, and other local actors.

To that end the ETC should:

- Work (collectively and individually) with cluster members, partners, and relevant national authorities to ensure that:
 - Existing procedures, equipment, human resources, systems, and facilities are used, reactivated, and repaired, whenever possible.
 - Existing in-country competencies are identified and used as much as possible.
 - Local personnel, including women, are involved in assessment, planning and response activities, where relevant and efficient.
 - Training /re-training needs are identified, and appropriate, task-oriented training is provided as early as possible.
 - Discourage partners (and other actors) from creating new, parallel systems unless absolutely necessary.
 - Facilitate partnerships among international and national NGOs to help build local capacity.
 - Maintain independence and strict impartiality in any situation of conflict.

7.2 Promoting Early Recovery, Country Preparedness and Resilience to facilitate transition

Resilience and Early Recovery should be promoted and facilitated from the earliest possible moment.

The strategic plan should provide for a progressive transition from humanitarian assistance to recovery and long-term development, where applicable.

Each cluster is responsible for promoting recovery or increased resilience activities including capacity-building within its sector, from the earliest possible moment, especially following a natural disaster.

A focal point can be designated within the sector to look at long-term impact and strengthening local capacity and resilience in-country.

7.3 Cluster Coordinator actions

Give progressively increasing attention to localization, early recovery, and preparedness, the ETC Coordinator shall take into account the overall context, the institutional capacity of government and local actors, the nature of the crisis, and differences among geographical areas.

ETC shall promote attention to local capacity, country preparedness and early recovery actions with cluster partners and in all cluster assessments, analysis, and planning activities. ETC can:

- Ensure that the ETC participates fully in all inter-cluster/sector forums, maintains regular contact with any relevant advisor assigned in the HC/RC's office, to ensure appropriate coordination of early recovery or development/NEXUS activities.
- Contribute to dialogue within the inter-cluster coordination group (ICCG), or equivalent, to identify possible synergies among clusters.
- Ensure that promoting early recovery and country preparedness and resilience is appropriately included and dealt with in all cluster guidelines, proposals, and plans.
- Involve appropriate technical staff from outside the cluster if/when appropriate if

needed advice and support is not available from an advisor in the HC/RC's office.

- Collaborate in [Post-Disaster Needs Assessments \(PDNAs\)](#) – usually led by the government with the support of UNDP, the EC and World Bank (WB) – and other inter-agency post-crisis assessments.
- Use the HRP to mobilize resources for some initial early recovery or country preparedness activities, when agreed with the HC/RC and HCT, but also explore possibilities for funding more specific post-crisis activities through bilateral or multilateral agreements such as [Multi-Donor Trust Funds \(MDTF\)](#) and include priority activities in the UN Country Assistance Framework.
- Promote capacity building within national agencies to enable them, and national enterprises, to take the lead in rebuilding facilities and services and thereby enhance national ownership of the process and results.

More information about assessing and implementing ETC Country Preparedness can be found [here](#).

8. Annexes

8.1 ANNEX 1: Community related terminology

Communications as Aid: People affected by disaster need communications to contact their loved ones, search for a safe route or provide the humanitarian community with feedback about what assistance they need. Communications is provided as aid alongside food, water, and shelter.

Digital Aid: As the world becomes more and more digital, so too does humanitarian assistance. Digital Aid refers to assistance, which is distributed digitally rather than physically, e.g. e-Vouchers instead of food supplies and mobile money transfers instead of cash.

Community Engagement (similar to as Communication 4 Development): As a component of organizations' efforts to enhance Accountability to Affected Populations (AAP), Community Engagement emphasizes two-way communication for discussing, protecting, empowering, and positively influencing communities.

8.2 ANNEX 2: TORs of ETC Country Profiles

- ETC Coordinator
- ETC Information Management Officer
- ETC Helpdesk Support Specialist
- ETC Security Communications Specialist
- ETC Information Technology Specialist
- ETC Training Specialist
- ETC Services for Communities Specialist

These TORs are in the Operational Toolkit. To get access, send a request to global.etc@wfp.org

8.3 ANNEX 3: Example: ETC Responsibilities in an Operation

The table below is an example of responsibilities across various players in operation x, which may be used,

discussed, and adapted within the ETC working groups to define specific functions and responsibilities in the country context.

Table 1 Example of ETC Responsibilities in an operation

ACTIVITY	CLUSTER LEAD AGENCY	CLUSTER COORDINATION TEAM	CLUSTER PARTNERS
<p>Support service delivery</p>	<p>Appoint a dedicated CC and IMO and assure the support services necessary for the effective functioning of the cluster. [CLA rep]</p> <p>Use the CLA's existing working relations with national authorities and with national and international organizations, civil society and non-state actors that are active in the sector to facilitate their participation in the Cluster and relationships with the CC, as needed. [CLA rep/ITEC]</p> <p>Ensure that sectoral coordination mechanisms are adapted over time to reflect the evolution of the crisis being responded to, the capacities of local actors and the engagement of development partners. [CLA rep]</p> <p>Ensure that ETC meetings take place regularly and that the CC participates fully in inter-cluster coordination mechanisms. [CLA rep]/ITEC].</p> <p>In collaboration with the HC, maintain appropriate links and dialogue with other national and local authorities, state institutions, local civil society, and other relevant actors (e.g. local, national, and international military forces, peacekeeping forces, and non-State actors) whose activities affect humanitarian space and related programmes. [CLA rep].</p> <p>Ensure that each CLA also participates as a cluster partner alongside other partner. Ensure partners</p>	<p>Identify and known and potential key stakeholders among national authorities, national and international organizations and encourage them to participate in the cluster.</p> <p>Guided by the CLA Rep. and the HC, maintain appropriate links and dialogue with other national and local authorities, civil society, and other relevant actors (e.g. local, national, and international military forces, peacekeeping forces, and non-state actors) whose activities affect ETC and response.</p> <p>Review existing coordination mechanisms strategies with relevant stakeholders are identified and analyzed for gaps.</p> <p>Work with partners to review possible new and/or improved coordination strategies with specific allied functions.</p> <p>Hold regular coordination meetings with country cluster partners, building when possible on existing sector coordination fora.</p> <p>Update content on ETC country and emergency operations webpages.</p> <p>Represent the Cluster in inter-cluster coordination mechanisms at country/field level, contribute to jointly identifying critical issues that require multi-sectoral responses, and plan the relevant synergistic interventions with the other clusters concerned.</p> <p>Ensure that information on achievements against the above "core functions" is disseminated on a regular basis to all stakeholders.</p>	<p>Participate actively in ETC meetings and activities at national and local levels.</p> <p>Share information on the situation and own organization's activities.</p> <p>Encourage local ET actors to participate in relevant coordination mechanisms, where such exist.</p> <p>Propose ways by which the ETC can be more effective in providing humanitarian ET support in the field.</p> <p>Consult with the CC concerning own relations with key stakeholders in the field.</p> <p>Contribute to the delivery of the cluster by providing support with personnel and equipment where possible.</p>

	<p>understand the separate roles and responsibilities of the CC and the ETC. [CLA rep].</p> <p>Actively encourage all partners and other stakeholders including donors to commit themselves to, and work within the framework of, the agreed ETC plan. [CLA rep]</p> <p>Take initiatives, when necessary, to encourage individual partners or donors to act to cover gaps, reduce duplications, or assure adherence to commonly agreed standards. [CLA rep]</p> <p>N.B. Cluster lead agencies are accountable for their responsibilities within the cluster as much as those within their respective agencies and ensuring appropriate and adequate resources are allocated for the effective functioning of the cluster and its response.</p>		
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<p>Inform and support strategic decision-making of the HC/HCT for the humanitarian response</p>	<p>Make CLA technical expertise and other resources available for cluster and inter-sectoral assessments, as required. [ETC CC] Participate actively in the analysis of available information on the Emergency Telecommunications security situation, risks, resources, responses and gaps, and the ongoing monitoring of these key aspects. [ETC CC]</p> <p>Participate actively in ET gap analysis, priority setting and the development of a crisis response strategy and ETC action plan. [ETC CC]</p> <p>Represent the ETC in HCT discussions of inter-sectoral priorities. [CLA rep]</p> <p>Work within the HCT to help ensure appropriate understanding and prioritization of ET concerns and appropriate inter-sectoral/inter-cluster action, when required. [CLA rep]</p> <p>Convey and explain HCT decisions on overall priorities, strategies, and cross-cutting issues to ETC Partners. [CLA rep]</p>	<p>Assess and monitor the situation and all humanitarian IT responses in the crisis areas by:</p> <ul style="list-style-type: none"> - working with partners and other clusters to adapt to the local context to guide initial inter-sectoral prioritization and initial planning of humanitarian interventions, identify needs for follow-up assessments, and inform initial funding decisions. - working with ETC partners to facilitate and coordinate complementary ET assessment and situation monitoring activities including in- depth assessments as needed to inform overall ET problem and response analyses. - ensuring efficient use and pooling of available assessment and monitoring resources (human, financial & material) where possible among partners. - compiling and keeping up-to-date data on Who is doing What Where and When (4W). <p>Lead ETC Partners in joint, situation analyses and response analyses, including the identification of gaps in ET sector response, duplications, obstacles, and inter-sectoral linkages, and in prioritizing ET needs and responses.</p> <p>Join other cluster coordinators and the OCHA team leader in preparing inter-sectoral recommendations for consideration by the HCT.</p> <p>Mobilize ETC Partners to contribute regular reports on the ET services delivered and on the evolution of the telecommunications situation in the areas where they work.</p> <p>Keep the CLA Rep informed on all the above.</p>	<p>Participate in joint assessments and analyses, including gap analyses, making staff, and other resources available as required and possible.</p> <p>Coordinate own assessment activities with inter-cluster and other organizations' assessments, as much as possible, and share findings with the CCT and other ETC Partners.</p> <p>Provide regular monitoring and activity reports as agreed within the ETC.</p> <p>Participate in joint gap analysis and priority setting.</p>
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<p>Planning and strategy development</p>	<p>Ensure that the ETC strategic plan:</p> <ul style="list-style-type: none"> - takes appropriate account of national policies and strategies and lessons learned. - takes account of HCT-prioritized. - cross-cutting concerns; and - incorporates appropriate exit or transition strategies. [CLA rep and CLA TEC Rep] <p>Ensure that opportunities to promote recovery and appropriate re-building of ET support systems are identified and exploited from the earliest possible moment, and that risk reduction measures are incorporated into ETC strategies and plans. [CLA rep]</p> <p>Ensure that all Cluster partners are aware of relevant national policy guidelines and technical standards, and internationally recognized best practices.</p> <p>Where national standards are not in line with international standards and best practices, negotiate the adoption of the latter in the crisis areas. [CLA rep]</p> <p>Provide leadership and strategic direction to the Cluster in developing the ET components of FLASH Appeal, HNO, HRP and CERF applications and other interagency planning and funding documents. [CLA rep]</p> <p>Ensure that ETC elements proposed for inclusion in those documents are appropriately prioritized and in line with HCT-agreed priorities. [CLA rep]</p>	<p>Lead ETC Partners in developing an ETC strategic plan based on and in the context of:</p> <ul style="list-style-type: none"> - assessment evidence and the above analyses. - the overall, inter-sectoral strategic priorities (and priority cross-cutting concerns) defined by the HCT. - national policies and strategies and lessons learned. - inputs from Partners and government. Ensure that the ETC strategic plan: - addresses critical gaps in ET response. - promotes recovery and appropriate re-building of IT support systems from the earliest possible moment. - is coordinated/agreed with relevant government entities, to the extent possible; and - incorporates risk reduction measures and appropriate exit, or transition, strategies. <p>Work with Partners to ensure coordinated and periodic reassessments when needed.</p> <p>Work with Partners and the CLA Rep to prepare ETC inputs to the Flash Appeal, HRP, CERF applications and other inter-agency planning and funding documents in line with HCT-agreed priorities.</p> <p>Lead mid-year HRP reviews (MYRs) and prepare end-of-year reports ensuring input from partners and government entities.</p> <p>Ensure appropriate links among humanitarians and longer-term sector plans in any protracted crisis or sector recovery context.</p> <p>Work with ETC Partners, and relevant government entities when and where possible, to get agreement on, and ensure awareness of, relevant standards.</p> <p>Promote adherence to agreed standards and best practices by all ETC Partners.</p>	<p>Participate in the development of the ETC priorities and strategic plan ensuring that humanitarian responses build on local capacities and that the needs, contributions, and capacities of vulnerable groups are addressed.</p> <p>Ensure that own organization's project activities contribute to the agreed strategic plan priorities and take appropriate account of priority cross-cutting issues.</p> <p>Plan/adapt own activities to contribute to filling identified gaps.</p> <p>Ensure that own organization's project activities promote recovery from the earliest possible moment, and contribute to risk reduction, where possible.</p> <p>Adhere to agreed standards and protocols and promote their adoption in the delivering of services whenever possible.</p>
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<p>Advocacy</p>	<p>Advocate for donors to fund priority activities of all ETC partners. [CLA rep]</p> <p>Represent the interests of the ET sector in discussions with the HC and other stakeholders on priorities, resource mobilization and advocacy, including measures to actively involve the affected populations. [CLA rep]</p>	<p>Provide information regularly to donors, the news, media and, where consensus points are agreed with cluster partners, represent the Cluster in press conferences, interviews, etc.</p> <p>Advocate for donors to fund priority activities of all Cluster partners.</p> <p>Promote ETC activities on information sharing platforms and through documentation such as SitReps, Factsheets.</p>	<p>Contribute to overall ETC efforts to advocate for appropriate attention to the specific needs of affected populations (and humanitarian principles in general).</p> <p>Advocate for donors to fund priority activities of all ETC partners. Present own activities in the context of the overall sector effort whenever possible and appropriate.</p> <p>Emphasize the importance of – and own commitment to – coordination and collaboration.</p>
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<p>Monitoring implementation</p>	<p>Follow closely overall progress in implementing the ETC strategic plan and intervene when necessary to resolve problems. [CLA rep]</p> <p>Provide headquarter, the HC and HCT with regular updates on progress including successes and challenges faced in implementing the strategy. [CLA rep]</p> <p>Ensure that similar updates are provided to donors and other stakeholders. [CLA rep]</p>	<p>Work with ETC partners individually and collectively:</p> <ul style="list-style-type: none"> - to ensure understanding of the relevance and importance of the agreed ETC strategic plan and gain commitment to its implementation. - to clarify roles and responsibilities in implementing that plan, when needed. - to identify possibilities for Partners to cover any current or anticipated gaps, reduce duplications or improve standards in the delivery of services and assistance. <p>Continuously monitor the implementation and outcomes of activities undertaken in the framework of the ETC strategic plan including their timeliness, the standards of services and assistance delivered (and against KPIs).</p> <p>Prepare regular monitoring reports identifying successes, challenges faced, and highlighting any gaps or redundancies/duplications in the collective effort and any departures from agreed standards,</p> <p>Organize and facilitate progress review meetings (MYRs and others) and lesson-learning exercises to:</p> <ul style="list-style-type: none"> - review monitoring reports and any recent assessment or evaluation reports. - identify the underlying causes of continuing problems including gaps. - agree on actions to be taken. <p>Ensure the consequent revision of ETC priorities and strategies when needed.</p> <p>Produce regular ETC sitreps and bulletins incorporating all this, and other information related to the ET sector.</p> <p>Arrange prompt and appropriate distribution and sharing of sitreps, Bulletins and monitoring reports.</p> <p>with all stakeholders – including local authorities and donors.</p> <p>Prepare operational overviews, briefings, and snapshots on the ETC strategy for donors, the HCT, HC and other stakeholders as required.</p> <p>Provide reports on activities to the HRP.</p>	<p>Contribute to collective action to reduce gaps and duplications and ensure adherence to agreed standards to the extent possible.</p> <p>Participate in defining and agreeing on monitoring information and reports that ETC partners should provide to the CCT.</p> <p>Provide the agreed information and reports in a timely manner.</p> <p>Participate in periodic joint review and lessons-learning exercises.</p> <p>Provide feedback to the CCT on the contents of ETC reports and the use made of them.</p>
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Contingency Planning	Participate actively in cluster/inter-agency contingency planning and preparedness for new events or setbacks. [CLA TEC rep]	Lead joint ETC contingency planning for potential new events or setbacks, when required, and input to inter-agency contingency planning, ensuring: <ul style="list-style-type: none"> - ET sector contingency plans define clear roles and responsibilities among ETC partners and relevant government entities. - all potentially serious contingencies are considered and responses including resource requirements mapped out. 	Participate with other partners in joint contingency planning for possible future events/setbacks in the areas where operating.
Training and capacity building	Promote training of staff and capacity building among ETC Partners, and efforts to strengthen the capacities of national authorities and civil society to assure appropriate, sustainable responses to ICT needs. [CLA rep/CLA TEC rep]	Identify and prioritize the training needs of different ET stakeholders in relation to assessment, monitoring, response planning, and the delivery of key ET services and assistance. Disseminate key, selected technical guidance materials. Work with ETC Partners to coordinate training and simulation initiatives. Organize short training workshops for ET stakeholders on topics relevant to the local context including attention to priority cross-cutting issues and adherence to standards.	Ensure that own staff are adequately trained for the activities undertaken. Identify own training needs, make these known, and assign staff to attend trainings as and when opportunities are made available. Collaborate in organizing training and simulations for staff of local actors and other partners, making trainers and other resources available when possible.
Provider of Last Resort (POLR)	Act as the provider of last resort (subject to access, security, and availability of funding) to meet agreed priority needs. Inform the HC and CLA's headquarters of resource needs and work with them to secure the necessary resources.	Inform the CLA Representative of priority gaps that cannot be covered by any cluster partner and require CLA action as provider of last resort. Work with cluster partners to try and avoid duplication, and work towards widest coverage and response to identified priorities/gaps	Call attention to the need for activation of the POLR function, when needed.

8.4 ANNEX 4: Support Services of Cluster Lead Agency (CLA) leading the ETC

These are the services/support which the CLA in country is committed to provide to support Cluster activities. These support services are partially recovered through the ISC charged to the Cluster plan.

- **Country Office (CO) Management:** ET Coordinator through its line manager should reach out to Senior Management when required. Should not hesitate to escalate issues along suitable solutions and practices. It's better to have face to face interaction and taking opportunity to highlight what has been achieved and activities in the pipeline. At the same time understand what the CLA management is interested in and how do they foresee the cluster to respond in the context. Any special requirement from their side should be evaluated/considered but needs to align with the cluster mandate. ET Coordinator may have to introduce cluster and its mandate to the management by organizing an introduction session to ensure responsibilities and mandate are clear to them.
- **CO Security:** ET Coordinator is responsible for safety and security of its staff. To ensure he/she must have regular updates from security and simultaneously share with all partners, local and global. ET Coordinator needs to document and be transparent on the risk taken. Overall ETC is governed by UN security protocol and procedures under UNSMS.
- **CO HR:** ET Coordinator should work on the staffing requirement which should come as result of services and activities needed to be established, drafting the unit structure, TORs of various profiles and the skill set/experience required, this unit structure should be immediately discussed with the CO management looping HR to start the recruitment or bringing staff on surge capacity. For assistances ET Coordinator and CO management can seek guidance from the Global ETC team, Regional Bureau (RB), Stand-by Partnership unit and WFP IT Emergency Preparedness and Response Branch (TECF).
- **CO Procurement:** For service delivery it is critical to have equipment ready for deployment. ET Coordinator to list down the resources required in form of equipment or services with its timeline for delivery. For purchase of equipment, this request should be approved by the CO management and shared with procurement unit. For purchase ET Coordinators should explore option of using Long-term Agreements (LTA) at CO, RB, and Global level. He/she may get assistance from TECF as well.
- **CO Finance:** ET Coordinator must have latest info on the budget consumption, expenditure to be actualized by doing SES or GRN and sharing the forecast with finance unit. It may be clarified how the hosting agency will charge ET for the support services provided by the CO, per capita cost and for common services e.g. UNDSS/UNDP. Should be aware of Direct Cost and ISC.
- **CO Budget Programme Officer (BPO) and Donor relations:** ET Coordinator works closely with donor relation officer in finding opportunities for funding operation. Donor relation who worked under CO management is receive inputs from BPO on funding shortfall faced by various program under CO. Donor Unit guides the ET in drafting proposal and following up with donor in getting grant. Once the funds are available, ET Coordinator works with BPO in getting the "share" out of certain grant to be programmed for ETC operation/project. It's worth mentioning that its CO responsibility to provide/look for funds to sustain operations including ETC. ET Coordinator should interact with BPO on regular basis to catch any breaks in pipeline as the funds are consumed. At the same time ET Coordinator needs to provide a consumption forecast to BPO.

- **CO Fleet/Transport:** Local movement is necessary and ETC Team needs to have access to transport. A dedicated vehicle assigned to ETC team for local movement may be required/considered.
- **CO Logistic Unit:** preclearance, local/in country logistical support, Warehouse storage and secure the assets, stock count exercise would be required.
- **CO Admin:** visa and protocol, new staff orientation, in country travel authorization and travel plan, coordinating logistics and asset managements, will be required. Admin assistance with access to WINGS (WFP corporate solution) with profile to be able to do GRN/SES and raise PR/MPOs is required.
- **CO TEC Unit:** ET Coordinator is expected to work closely with the CO TEC unit and may seek assistance in creating various email inbox/groups for operational reasons.

8.5 ANNEX 5: First-week coordination tasks checklist

Typical tasks for week 1	Days after 1. Disaster onset and/or 2. Emergency declaration						
	1	2	3	4	5	6	7
Building relations with Cluster stakeholders							
One-to-one meetings with the stakeholders: government departments, INGOs, local actors, donors.	X						
Inter-sectoral coordination meetings and meetings with OCHA		X					
Collection of ETC actor information (profiles); initial mapping of Who, What, Where When (4W)		X					
Establishing the Cluster							
Agree roles and responsibilities of CLA and Coordinator		X					
Identify the key sector actors to join the Cluster (UN, NGOs, donors, private sector)		X					
Set up and holding the first (national level) Cluster meeting		X					
Determine need for sub-national (area) Clusters; designating area ETC focal points if needed		X					
Regular (initially daily) Cluster coordination meetings		X	X	X	X	X	X
Agreement on Cluster TORs, initial responsibilities for Cluster support functions, staff requirements			X				
Establish working groups for specific topics as needed			X				
Establishing Cluster operational systems							
Office accommodation, meeting room, communications facilities (internet, phone, radio, etc.), transport, etc.				X			

Set up communication and contact management systems (email lists, website, etc.)				X			
Establish information management systems and adapt standard tools				X			
Coordinating assessments							
Review of existing available information (pre-crisis baseline and current situation)	X	X	X				
Preparation of an agreement on a preliminary working scenario in term of Locations and ICT services required (and week-1 response)		X					
Implementation of an initial rapid assessment – field visits, data collection, survey, reporting, analysis...		X	X				
Coordinating response planning and appeals							
Initial (3-4 week) response strategy with key objectives and indicators				X			
Input to Flash Appeal; preparation of proposals for Central Emergency Response Fund (CERF) funding				X			
Reporting							
Daily Cluster SitReps; inputs to HC/OCHA inter-Cluster SitReps	X	X	X	X	X	X	X

9. Acronyms

AAP	Accountability to Affected Populations
BPO	Budget Programming Officer
CC	Cluster Coordinator
CD	Country Director
CERF	Central Emergency Response Fund
CFM	Common Feedback Mechanism
CHF	Common Humanitarian Fund
CLA	Cluster Lead Agency
CO	Country Office
CONOPS	Concept of Operations
CwC	Communications with Communities
DSC	Direct Support Costs

ERC	Emergency Relief Coordinator
ERF	Emergency Response Funds
ETC	Emergency Telecommunications Cluster
FTS	Financial Tracking System
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HQ	Headquarters
HR	Human Resources
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
ICCG	Inter-Cluster Coordination Group
ICT	Information and Communications Technology
IM	Information Management
IMO	Information Management Officer
IRA	Immediate Response Account
NGO	Non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
RB	Regional Bureau
RC	Resident Coordinator
SAG	Strategic Advisory Group
TECF	WFP IT Emergency Preparedness and Response Branch
TORs	Terms of Reference
UN	United Nations
WFP	World Food Programme