Aide-memoire

Phase 1: Terms of reference

Proposal to Develop Capacity Development Strategy for the Coordination function of UNICEF (Co)-Led Clusters/AORs

Office of Emergency Programmes (EMOPS), Geneva

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Contract No 43135496
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Introduction

This Aide-memoire is submitted by Bobby Lambert & Co Ltd to present the results of Phase 1 of the contract. It includes:

- An overview of the process
- Key issues arising
- The standard TORs developed
- Notes supporting the standard TORs
- Notes on adapting the TORs for non-L3 responses

Overview of process

Sample TORs reviewed

In March 2013, UNICEF provided the consultants with some 94 TORs which have been used both for the positions covered under Phase 1 and a number of posts outside the scope of the project, see Annex A. Documents provided by UNICEF.

Developing a TOR template

An initial review of the first major batch of TORs received demonstrated that a wide range of formats were being used and the consultants recommended that the first step would be to develop a standard template which could be used across all the clusters/AoRs.

The consultants subsequently requested and received a second batch of TORs in UNICEF's standard template. Based on this standard template, the consultants developed a template for use in this project. The first draft template was reviewed by UNICEF staff, and the second by both UNICEF staff and their cluster/AoR partners. The feedback was very positive to the second draft and comments received were incorporated into the working copy of the template for the drafting of the TORs themselves.

Developing the TORs

Content

As noted above, there was considerable variation in the formats of the TORs received; there was also significant variation in the content of the TORs. For some Clusters/AoRs differences also existed between the TORs received and those Clusters/AoRs own model TORs in the handbook for that Cluster/AoR.

Scope

The TOR posts included in the TOR for this project were the following:

- National level Cluster Coordinators at equivalent P-5, P-4/NOD and P-3/NOC levels;

- Sub-national level Cluster Coordinators at equivalent P-4/NOD, P-3/NOC and P-2/NOB levels

- IM Specialists at the P-4, P3/NOC and P2/NOB levels

At the meeting held on 4th April 2013 it was agreed that the P4/5 posts above are for L3 responses and should be the focus of TOR produced under this project. Separate TORs for other grades are not required and differences should be dealt with in notes to P4/5 post TORs.

Additional documents

In addition to the documents received from UNICEF, the consultants drew on:

- IASC Reference Module for Cluster Coordination at the Country Level
- IASC Performance Monitoring Report

- Handbooks and websites of the clusters and AoRs concerned, especially the terms of references, see Annex B. TORS from Cluster/AoR handbooks and web sites.
- Handbook for RCs and HCs on emergency preparedness and response

Further development of the template

Minor changes were made to the template during the development of the TORs.

Key issues arising

IASC Guidance

The IASC has issued a number of key documents which have informed the development of the TORs, namely:

- Guidance note on using the cluster approach to strengthen humanitarian response, 24 November 2006, especially Annex 1: Generic Terms of Reference for Sector/Cluster Leads at the Country Level
- Operational guidance on responsibilities of cluster/sector leads & OCHA in information management, December 2008
- Handbook for RCs and HCs on Emergency Preparedness and Response, 2010[1]
- Operational guidance, Generic terms of reference for cluster coordinators at the country level, Final September 2010[2]
- Reference Module for Cluster Coordination at the Country Level, November 2012[3]
- The Coordination Performance Report

The generic terms of reference for cluster coordinators however appear to have been superseded by the later documents, and the TORs developed under this Phase draw heavily on the Reference Module and the Coordination Performance Report.

Reporting lines

Any Terms of Reference need to define reporting lines which can be illustrated in an organogram. It was agreed that a "standard" organogram be developed; this proved to be a major challenge. The consultants recognise that the actual organogram applying to any response will be context specific, however it is hoped that the "standard" organogram developed will serve as a useful starting point in developing the context specific organogram.

Protection Cluster Areas of Responsibility

The Protection Cluster is unique in having Areas of Responsibility at the global Level, which may also be reflected in the arrangements at country level. The consultants sought clarity on how these arrangements are agreed and work at country level. A search of existing documents and guidance included:

At the global level, the Protection Cluster Working Group has five Focal Point Agencies that are responsible for specific technical areas. At the country level, the Protection Cluster may put in place similar arrangements where appropriate.[4]

The Protection Cluster includes a range of specific areas of responsibility with designated focal point agencies. At country level, especially child protection and gender-based violence are typically organized as "sub-clusters" and often enjoy a similar status to independent clusters.[5]

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[1] This handbook does not include reference to the Generic Terms of Reference for cluster Coordinators at the country level so assumed to have been published earlier in the year.

[2] Based on Generic Terms of Reference for Sector/Cluster Leads at the Country Level as above

[3] Refers to the Guidance note on using the cluster approach, Operational guidance on information management and the RC/HC handbook but does not refer specifically to the generic terms of reference for cluster coordinators

[4] Inter-Agency Standing Committee (IASC), OPERATIONAL GUIDANCE ON THE CONCEPT OF 'PROVIDER OF LAST RESORT' http://www.humanitarianinfo.org/iasc/downloaddoc.aspx?docID=4512 Endorsed by the IASC Working Group on 20 June 2008

Protection Cluster: Global-level Areas of Responsibility	
AREA OF RESPONSIBILITY	FOCAL POINT AGENCY
Child Protection	UNICEF
Gender-Based Violence	UNFPA/UNICEF
Housing, Land and Property	UN-Habitat
Mine Action	UNMAS
Rule of Law and Justice	UNDP/OHCHR

The functions and responsibilities of Focal Point Agencies are identical to those of Cluster Lead Agencies, including the responsibility of provider of last resort. Each Focal Point Agency is responsible for mainstreaming issues pertaining to its AoR into the work of all clusters, as appropriate.

[6]

Acknowledging the broad nature of protection and the many technical areas which the IASC definition of protection includes, and in the interest of further ensuring predictability and accountability, it was agreed in 2005 to divide the work of the global protection cluster into technical "areas of responsibility" (AoR) under the coordination of the global cluster lead agency.[7]

The consultants suggest that further guidance from the IASC would be useful especially whether an AoR at the country level has the status of a cluster or is a subsidiary body to the Protection Cluster.

Differences between TORs for each Cluster/AoR

As noted above, the TORs reviewed demonstrated the wide range of formats and content which has been developed in handbooks and used by the different Clusters and AoRs.

The consultants would suggest however that the aim should be for a common ToR, with specific differences accommodated as follows:

- Sector-specific technical knowledge and experience: the consultants recommend that such differences are not spelt out in each TOR, but are set out in the person specification component of the specific job descriptions for each post.
- Structural uniqueness of the AoRs within the Protection Cluster – resolving potential issues here is beyond the scope of this project and will be context specific in any case.
- Context specific information –place holders in the TOR will indicate where this should be inserted

Using and maintaining the TORs

A range of possible options exist for using the "standard" TORs, including:

1. The "standard" TOR is used by all Clusters/AoRs but contextualised each time it is used
2. Each Cluster/AoR adapts their own standard TORs drawing on the "standard" TORs produced under this contract
3. Each Cluster/AoR continues to use a range of their own TORs

The consultants recommend aiming for 1, and at least achieving 2.

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[5] Cluster Approach Evaluation 2 Synthesis Report www.humanitarianinfo.org/iasc/downloaddoc.aspx?docID=5269
[6] Handbook for RC & HC
[7] Information Note on the Global Protection Cluster
http://www.globalprotectioncluster.org/_assets/files/tools_and_guidance/GPC_Information_Note_2012_EN.pdf

Whether option 1 or 2 is chosen, the "standard" TORs will need to be revised in the light of experience and up-dated to reflect developments in the cluster approach. The process for achieving this is beyond the scope of this project. However, there should be a clearly designated focal point within the cluster(s) to ensure this happens. The consultants recommend that this be a responsibility of the global cluster coordinator(s).

"Standard" TORs

The standard TORs are presented below.

A few key points:

- TORs for Cluster Coordinators, Sub-national Cluster Coordinators and Information Managers at the P4/5 level of equivalent in an L3 response are presented in one document for ease of comparison. It can be split and borders removed once any final revisions are made.
- Notes on how these TORs can be adapted for non-L3 responses are provided after the notes to the standard TORs.
- It seeks to use the language and approach of the IASC Reference Module for Cluster Coordination at the Country Level and the IASC Performance Monitoring Report.
- It is longer than was planned or is desirable. The consultants caution against lengthening and welcome suggestions on how to shorten it.

			Notes
Global Education Cluster	Global NUTRITION CLUSTER	Global Protection Cluster	WASH Cluster Water Sanitation Hygiene	(1) (2) (3)

Terms of reference		(4) (5) (6)
[Name of cluster] [Sub-national] Cluster Coordinator, *[Grade]*	*[Name of cluster]* Information Manager, *[Grade]*	
Based in *[Town]*, *[Country]* for cluster activities in *[Geographical area covered by position]* With *[extensive/frequent/occasional]* travel within area covered		

Reports to:	*[Cluster Lead Agency]* Representative, *[Country]*	*[Name of cluster]* Cluster Coordinator	(7) (8) (3A)
	[Name of cluster] Cluster Coordinator		(9)
Supervises:	*[Coordination Team Members]*	*[Information Management Team Members]*	
Duration:	*[Start date], [End date/number of months]*		

BACKGROUND

The cluster approach ensures clear leadership, predictability and accountability in international responses to humanitarian emergencies by clarifying the division of labour among organizations and better defining their roles and responsibilities within the different sectors of the response. It aims to make the international humanitarian community better organised and more accountable and professional, so that it can be a better partner for the affected people, host governments, local authorities, local civil society and resourcing partners	(10)
[Brief details of emergency: key events and dates, affected population, immediate priorities]	
[Enter notes on cluster approach in country: which clusters activated and when, (co-)lead agencies, SRSG and/or HC and/or RC, OCHA presence, Government role, sub-national level clusters]	(11)
A well-run cluster including Information Management is a formal deliverable of the Cluster Lead Agency and forms a part of the agency's work.	(12) (13)
UNICEF, as highlighted in their Core Commitments for Children in Humanitarian Action, is fully committed to interagency humanitarian reform and supports this through provision of leadership and participation in assigned clusters and sectors.	(14) (15)
UNFPA's Second Generation Humanitarian Strategy is designed to strengthen the organization's humanitarian preparedness, response and capacity to support recovery. The strategy puts emphasis on integrating humanitarian programming within all aspects of our work, and it delineates roles and responsibilities to ensure effective response at country and regional level. The new humanitarian strategy is a key component of strengthening UNFPA's accountability throughout the organization and capacity to deliver within the international humanitarian cluster system.	(16) (17)

[Brief details of relevant cluster's main achievements and challenges to date]		
PURPOSE		
On behalf of*[Cluster Lead Agency]*, the Country Lead Agency for the *[Name of cluster]* Cluster, and in support of the Government, the purpose of this post is to provide leadership and facilitate the processes that will ensure a well-coordinated, strategic, adequate, coherent, and effective response by participants in the *[Sub-national] [Name of cluster]* Cluster.	The Information Manager is a core Cluster Coordination team member. The purpose of this post is to manage the collection, analysis and sharing of information that is important for the Cluster participants to make informed (evidence based) strategic decisions.	(18) (19)
RESPONSIBILITIES		
The post holder has joint responsibility with the Cluster Lead Agency, resourcing partners and all cluster participants at the national and sub-national level for the efficient management and functioning of the *[Sub-national] [Name of cluster]* Cluster encompassing the following:.: - Establish and maintain an appropriate humanitarian coordination mechanism; - Strengthen pre-existing sectoral coordination through increased predictability and accountability; - Build complementarity of partner actions: avoiding duplication and gaps; - Ensure adequate resources are mobilized and are equitably allocated for the effective functioning of the cluster and its response; - Effective and comprehensive integration of relevant cross-cutting issues, including age, gender, environment and HIV/AIDs; - Maintain flexibility within the cluster to respond to changes in the operating environment, evolving requirements, capacities and participation; - Effectively use and transfer information to, from and between cluster participants and other stakeholders; - Interact with other clusters (including through inter-cluster coordination fora), humanitarian actors, government counterparts, and relevant authorities for operational planning, engagement and active contribution of operational partners; - Be accountable to the affected population through effective and inclusive consultative and feedback mechanisms. - Monitor performance of the core cluster functions.	The post holder is responsible for building, leading and managing the [Name of cluster] Cluster Information Management Team which will: - Respond to the Cluster participants' needs for information. - Adapt existing in-country information management approaches for collecting, analysing and reporting Cluster activities and resources, and identifying information gaps. - Establish and maintain information databases that consolidate, analyse and report/disseminate information critical to decision making. - Maintain monthly reporting from Cluster participants, including 5Ws ('Who does What, Where, When and for Whom?' databases). - Support the estimation of spatial and temporal gaps, overlaps and coverage of Cluster activities and projects. - Work with Cluster/ participants to identify information gaps at national and sub-national levels and propose ways to bridge those gaps - Work with the OCHA Information Management Specialist to develop appropriate supportive strategies. - Use GIS mapping for map production and geographic data management - Adopt and promote the use of global standards for information management for inter-operability. - Manage flows of information and dissemination in an appropriate way, including website management. - Manage an inventory of relevant documents on the humanitarian situation. - Support the development and analysis of needs assessment and monitoring programmes - To provide information management leadership in assessments and monitoring, including joint assessments and training. - Lead on the preparation of SitRep inputs with emphasis on Cluster plans, targets and achievements. - Develop and strengthen information management capacity through the training	(20) (21) (22) (23)

	• Contribute to the core cluster functions.	
Where there is both a national and a sub-national cluster, the post holder will ensure that there is effective communication, reporting, engagement and coordination between the two levels		

Core cluster functions:
 1. Supporting service delivery
  1.1 Provide a platform to ensure that service delivery is driven by the agreed strategic priorities
  1.2 Develop mechanisms to eliminate duplication of service delivery
 2. Informing strategic decision-making of the HC/HCT for the humanitarian response
  2.1 Needs assessment and gap analysis (across other sectors and within the sector)
  2.2 Analysis to identify and address (emerging) gaps, obstacles, duplication, and cross-cutting issues.
  2.3 Prioritization, grounded in response analysis
 3. Planning and strategy development
  3.1 Develop sectoral plans, objectives and indicators directly support realization of the HC/HCT strategic priorities
  3.2 Application and adherence to existing standards and guidelines
  3.3 Clarify funding requirements, prioritization, and cluster contributions to HC's overall humanitarian funding considerations (Flash Appeal, CAP, ERF/CHF, CERF)
 4. Advocacy
  4.1 Identify advocacy concerns to contribute to HC and HCT messaging and action
  4.2 Undertaking advocacy activities on behalf of cluster participants and the affected population
 5. Monitoring and reporting the implementation of the cluster strategy and results; recommending corrective action where necessary
 6. Contingency planning/preparedness for recurrent disasters whenever feasible and relevant.
 7. Accountability to affected populations
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	 7. Accountability to affected populations
		(24) (25) (26)

The global cluster will provide operational support to the country cluster, see Reference 1 Performance of the cluster will be measured using the Coordination Performance Report, see Reference 2.		

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ACCOUNTABILITY		
The post holder is accountable to:		
• *[Cluster Lead Agency]* representative, who will in turn ensure that the post holder is provided with all necessary support and guidance, and that any issues that arise relating to "double-hatting" are addressed		(27) (28) (3B)
• *[Name of cluster]* Cluster Coordinator who will in turn ensure that the post holder is provided with all necessary support and guidance		(29)
• *[Sub-national]* Cluster participants, who will in turn ensure that they deliver on their agreed minimum commitments (see IASC Reference Module for Cluster Coordination at the Country Level, November 2012) • *[Sub-national]* Cluster coordination team members, who will in turn support the post holder in line with their terms of reference • Inter-cluster coordination bodies established by the HCT/UNOCHA • Affected populations through agreed mechanisms Accountability to the country representative/cluster coordinator, cluster participants, coordination team members and inter-cluster coordination bodies will be expressed in regular review meetings.	• *[Name of cluster]* Cluster Coordinator who will in turn ensure that the post holder is provided with all necessary support and guidance • Cluster participants, who will in turn ensure that they deliver on their agreed minimum commitments (see IASC Reference Module for Cluster Coordination at the Country Level, November 2012) • Information management team members who will in turn support the post holder in line with their terms of reference • Inter-cluster coordination bodies established by the HCT/UNOCHA • Affected populations through agreed mechanisms Accountability to the Cluster Coordinator, cluster participants, information management team members and inter-cluster coordination bodies will be expressed in regular review meetings	(30) (31)
COMPETENCIES		
Core competencies		
Understands the rationale behind Humanitarian Reform, its main components and recent developments including the Transformative Agenda. Understands, uses and adapts the tools, mechanisms and processes developed as part of Humanitarian Reform Demonstrates commitment to Humanitarian Principles - https://docs.unocha.org/sites/dms/Documents/OOM-humanitarianprinciples_eng_June12.pdf Demonstrates commitment to Principles of Partnership - http://www.globalhumanitarianplatform.org/doc00003804.doc Communicates, works and networks effectively with a wide range of people to reach broad consensus on a well-coordinated response, and demonstrates leadership where required Thinks and acts strategically and ensures that cluster activities are prioritised and aligned within an agreed strategy Demonstrates commitment to the cluster and independence from employing organisation		(32) (3C)
Builds, motivates and leads coordination team	Builds, motivates and leads information management team	
Technical competences		

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Understands key technical issues for the cluster sufficiently well enough to be able to: engage with cluster participants; make full use of their experience and knowledge; guide strategy and plans; communicate and advocate on important issues	Understands key technical issues for the cluster sufficiently well enough to be able to: engage with cluster participants and understand their cluster-specific information management needs Excellent knowledge of MS Excel or MS Access (e.g. pivot tables and functions); proven technical expertise for managing data capture and storage, for analysing diverse datasets, and presenting information in understandable tables, charts, graphs and reports; knowledge of establishing and managing basic websites (e.g. UNOCHA's Humanitarian Response platform); proven skills in using GIS and map-making packages, and in web design and software development are an asset	(33)
Languages		
The post holder will have at least CEFR level B1 in the following languages*:* • English • *[Working language in country]*		(34)
QUALIFICATIONS & EXPERIENCE		
Qualifications		
University degree, preferably at an advanced level, in a subject area relevant to the cluster	University degree, preferably at an advanced level, in a subject area relevant to information management	(35)
Extensive work experience relevant to this post may be considered as a replacement for formal qualifications.		
Formal training in cluster coordination an advantage	Formal training in cluster information management an advantage	
Experience		
At least 7/10 years progressively responsible humanitarian work experience with UN and/or NGO, including programme management and/or coordination in the first phase of a major emergency response relevant to the cluster	At least 7/10 years progressively responsible humanitarian work experience with UN and/or NGO, including information management in the first phase of a major emergency response relevant to the cluster	(36) (37) (3D)
Extensive work experience outside the humanitarian sector which is relevant to this post may be considered as a replacement for humanitarian experience.		(38)
Further references		(39)

1. IASC Guidance Note On Using The Cluster Approach To Strengthen Humanitarian Response 24 November 2006
   http://clusters.humanitarianresponse.info/system/files/documents/files/IASC%20Guidance%20Note%20on%20using%20the%20Cluster%20Approach%20to%20Strengthen%20Humanitarian%20Response%20(November%202006).pdf
2. Handbook for RCs and HCs on emergency preparedness and response http://www.humanitarianinfo.org/iasc/downloaddoc.aspx?docID=5568&type=any
3. Cluster Performance Monitoring: Preliminary Coordination Performance Report
   http://clusters.humanitarianresponse.info/system/files/documents/files/template-preliminary_report-coordination_performance_monitoring_0.pdf
4. IASC "Women, girls, boys and men, different needs, equal opportunities", 2006 http://www.humanitarianinfo.org/iasc/downloaddoc.aspx?docID=4988&type=pdf
5. Different Needs - Equal Opportunities: Increasing Effectiveness of Humanitarian Action for Women, Girls, Boys and Men, e-learning course
   http://www.iasc-elearning.org/
6. Water, sanitation and hygiene (WASH) cluster coordination handbook
   http://clusters.humanitarianresponse.info/system/files/documents/files/WASH%20Cluster%20Coordinator%20Handbook.pdf
7. Global Nutrition Cluster Handbook http://reliefweb.int/sites/reliefweb.int/files/resources/GNC_Handbook_v1_FINAL_no_links.pdf
8. Education Cluster Coordination Handbook http://education.humanitarianresponse.info/system/files/documents/files/EC%20Coordinators%20Handbook_low.pdf
9. INEE Minimum Standards for Education: Preparedness, Response, Recovery, especially Coordination Standard 1
   http://toolkit.ineesite.org/toolkit/INEEcms/uploads/1012/INEE_GuideBook_EN_2012%20LoRes.pdf
10. Handbook for Coordinating Gender-based Violence Interventions in Humanitarian Settings
    http://gbvaor.net/wp-content/uploads/2012/10/Handbook-for-Coordinating-Gender-based-Violence-in-Humanitarian-Settings-GBV-AoR-2010-ENGLISH.pdf
11. Child Protection in Emergencies Coordinator's Handbook http://resourcecentre.savethechildren.se/sites/default/files/documents/6226.pdf
12. Minimum standards for child protection in humanitarian action, especially Standard 1 Coordination
    http://cpwg.net/wp-content/uploads/2012/10/Minimum-standards-for-child-protection-in-humanitarian-action.pdf
13. Operational Guidance on Responsibilities of Cluster/Sector Leads & OCHA in Information Management
    http://clusters.humanitarianresponse.info/system/files/documents/files/IASC%20Operational%20Guidance%20on%20Responsibilities%20of%20Sector%20Cluster%20Leads%20and%20OCHA%20in%20Information%20Management.pdf
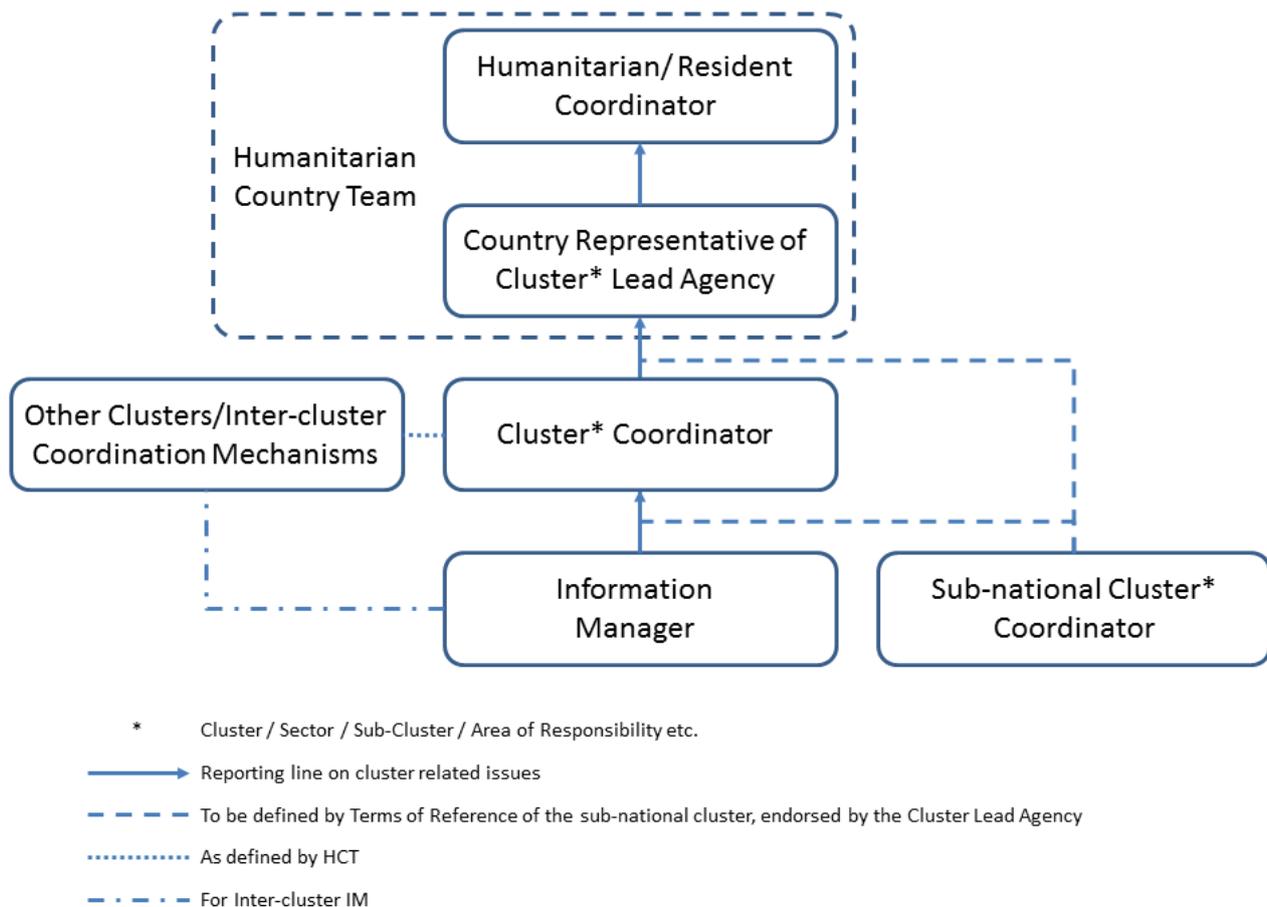
Notes to standard TORs

(1)	The name of the cluster, the position and the cluster lead agency will vary while remaining text will remain standard unless otherwise indicated.

(2)	Use cluster logo rather than Cluster Lead Agency logo noting that CP & GBV AOR's may add name of AOR below Protection Cluster logo

(3)	The "standard" TORs are for National and Sub-national Coordinators, and Information Managers at the P4/5 or equivalent level deployed in an L3 response.

The following notes highlight key areas of the standard TORs which would need to be adapted for non-L3 responses where the post holders are deployed at a lower level.

In preparing these notes, it has been assumed that there is a Humanitarian Country Team. The notes are cross-referenced to the relevant part of the standard TORs as (3A), (3B), (3C) & (3D)

Item	Recommendation
(3A) **Reports to:**	Retain same for other posts, however if decision is taken that National Coordinator reports to someone below the Representative, this should be the same person who represents the cluster in the HCT to avoid an overlong reporting line between the cluster and the HCT. Sub-national Information Manager should report to the Sub-national Cluster Coordinator
(3B) **Accountable to**	As reporting
(3C) **Competencies**	Thinking and acting strategically possibly less important May not be required to build team if coming in to existing team
(3D) **Experience**	P3 or equivalent, minimum of 5 years of work experience P2 or equivalent, minimum of 2 years of work experience

(4)	Text in italics within square brackets is post specific

(5)	"Cluster" is used throughout although term may vary by country/context i.e. "Sector", "Sub-cluster", "Area of Responsibility" etc.

(6)	Left hand column for Coordinator, right hand column for IM where there is a difference. Where there is a difference between the post of National and Sub-national Coordinator, alternative text is given in the left hand column.

(7)	We recommend that the standard reporting lines should be as below while noting that the organogram will need to be reviewed and agreed in country and will be context specific. We would recommend however that:

- the organogram should be unambiguous, workable, agreed and respected by all
- the reporting lines between clusters and the HCT are as direct as possible
- the reporting lines between clusters and their sub-clusters and AoRs in particular are workable and contribute to the success of a well-coordinated response

```
        Humanitarian/Resident
            Coordinator

Humanitarian
Country Team
            Country Representative of
              Cluster* Lead Agency

Other Clusters/Inter-cluster    Cluster* Coordinator
Coordination Mechanisms

            Information          Sub-national Cluster*
            Manager              Coordinator
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*   Cluster / Sector / Sub-Cluster / Area of Responsibility etc.

———▶   Reporting line on cluster related issues

— — —   To be defined by Terms of Reference of the sub-national cluster, endorsed by the Cluster Lead Agency

·········   As defined by HCT

— · — ·   For Inter-cluster IM

(8)   For a Coordinator, this should be the Cluster Lead Agency as agreed by the HCT and IASC. Where there are co-leads at the country level, see below, it should be clarified to which co-lead(s) the position reports.

(9)   Consultants recommend that sub-national coordinators report to the national cluster coordinator

(10)   General note on cluster approach taken from IASC Reference Module for Cluster Coordination at the Country Level, November 2012.

(11)   Suggest this is where co-lead arrangements are specified

(12)   General commitment taken from IASC Reference Module for Cluster Coordination at the Country Level, November 2012

(13)   IM responsibility added from Operational Guidance on Responsibilities of Cluster/Sector Leads & OCHA in Information Management

(14)   Use commitment of employing agency

(15)   UNICEF's organisational commitment taken from their Core Commitments for Children.

(16)   UNFPA's organisational commitment extracted from foreword to UNFPA strategy as agreed with Erin Kenny

(17)   Similar published commitment by Save the Children requested.

(18)   For Coordinator, based on Purpose in TORs in Cluster Handbooks. Alternative would be aim of country clusters from the Coordination Reference Module. For IM based on TOR developed by Gavin Wood

(19)   Use "members" for coordination team and "participants" for cluster

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(20)   See "Characteristics of a well-managed cluster" in IASC Reference Module for Cluster Coordination at the Country Level, November 2012.

(21)   Wording aligned more closely with Coordination Module

(22)   Reordered to improve flow

(23)   IM responsibilities from TOR provided by Gavin Wood. Shorter alternative would be headline responsibilities on page 1 of same document.

(24)   See "Core functions" in IASC Reference Module for Cluster Coordination at the Country Level, November 2012 and Coordination performance report.

(25)   This section could be replaced by a simple reference to "Core functions" in IASC Reference Module for Cluster Coordination at the Country Level, November 2012 and Coordination performance report.

(26)   Core functions for which the IM contribution is particularly strong are highlighted

(27)   For Cluster Coordinator: Recommend retaining Cluster Coordinator reporting line/accountability to Country Representative (CR) as CR will be a member of Humanitarian Country Team in an L3 emergency for which this TOR has been drafted

(28)   Recommend retaining reference to double-hatting as very important issue

(29)   For Sub-national Coordinator: Recommend that Sub-national coordinators report to the national coordinator

(30)   Coordinator's accountability to government removed as too complex for TOR

(31)   Establishing accountability mechanisms to affected populations is a cluster responsibility

(32)   These competencies were developed from http://www.unicef.org/UNICEF_Competencies.pdf. Other relevant documents include: http://www.thecbha.org/media/website/file/CBHA_Core_Humanitarian_Competencies_Guide_Finalpdf.pdf and SC International humanitarian competencies.

(33)   From TOR developed by Gavin Wood

(34)   Assume English will be required for all posts (reporting, guidance documents, etc.) plus working language in country if not English. For definition of CERF B1, see http://en.wikipedia.org/wiki/Common_European_Framework_of_Reference_for_Languages

(35)   Existing ToR requirements

Cluster	Reference	Qualifications - level	Subject
WASH	Handbook	University Degree – Masters (preferred)	Subject areas relative to WASH
GBV		University Degree – Masters (recommended)	Subject areas relative to GBV
CP	Handbook	Not specific	
Nutrition	Site	Advanced University Degree	Subject areas relative to Nutrition
Education	Handbook	Not specific	
UN general		University Degree – Masters (preferred)	Not specified

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(36)   Developed from TORs received

Cluster	Reference	Experience	Years
WASH	Handbook	WASH emergency experience	5
		WASH emergency experience, in field at Team Leader/Programme management level	4 included in above
		Responding first phase of an emergency	2
		Working for UN and/or NGO	5
GBV	Guidance note	Programme management (preferably NGO)	1
Nutrition	Website	Work experience with significant emergency experience preferably with UN/NGO at a senior programme management level	8-10
CP	Handbook	Not specified	
UN general	Web site	P4	7+
UN general	Web site	P5	10+

(37)   7+ years relates to P4 equivalent position, 10+ years would normally be required for a P5 position

(38)   Important to leave door open to "new blood" to the humanitarian sector

Professional and higher categories	General Service and related categories	National Professional Officers	Field Service	Senior appointments

Staff members in the Professional and higher categories (P and D) are normally internationally recruited and are expected to serve at different duty stations throughout their career with the Organization. Openings for professional jobs can be found at all duty stations across the global United Nations Secretariat.

What education do I need?

Normally, it is required that you have an advanced university degree for the professional and director level positions. It is, however, frequently accepted that if you have a first-level university degree, combined with qualifying work experience, you meet the educational requirements.

Positions in certain job families, including military, civilian police, medical, conference services may have different standards for the minimum educational requirements, which are accordingly reflected in their respective job openings. Positions from job families that require specialized studies, e.g. Medical Doctors, require an advanced university degree, which cannot be substituted by a combination of a first-level university degree and experience. Positions in some other areas, mainly language positions, might require only a first-level university degree for the minimum educational requirements.

What work experience do I need?

Your work experience should be relevant to the job for which you are applying; each job may also have specific requirements, which are specified in the opening. For mid-career and senior level positions, progressively responsible work experience is required. As you acquire more relevant work experience you can progressively apply for higher positions.

Entry level professionals		Mid-level professionals		Senior level professionals	
P-2	minimum 2 years of work experience	P-4	minimum 7 years of work experience	P-6/D-1	minimum 15 years of work experience
	No experience is required if applying to the young professionals programme				
P-3	minimum 5 years of work experience	P-5	minimum 10 years of work experience	P-7/D-2	more than 15 years of work experience

(39)   Include first five references for all TORs and others relevant to the cluster concerned

Aide-mémoire

Annex A. Documents provided by UNICEF

Subject / Cluster	Child protection	Education	Gender based violence	Information management	Inter cluster	Nutrition	WASH	Totals	Notes
Accountability					1			**1**	
Cluster mapping	-	-	-	-	23	-	-	**23**	
Contact list	3	4	2	-	-	2	1	**12**	
Evaluation	-	-	-	-	6	1	-	**7**	
General information	-	-	-	-	2	-	-	**2**	
IASC reference document	-	-	-	1	5	-	-	**6**	
Job description	-	-	-	1	-	3	5	**9**	
OCHA reference document	-	-	-	1	4	-	-	**5**	
Organisation chart	-	-	-	-	1	-	-	**1**	
Publicity	-	-	1	-	-	-	-	**1**	
Reports	-	-	-	-	-	1	-	**1**	
Standard operating procedures	-	-	-	-	-	1	-	**1**	
Strategy	-	-	-	-	1	-	1	**3**	
Terms of reference	23	4	-	16	3	12	36	**94**	(1) (2)
Training courses	-	1	1	-	1	-	-	**3**	
Training materials	-	-	1	10	-	-	-	**11**	
UNICEF reference document	-	-	-	-	1	-	-	**1**	
Work plan	1	-	1	-	-	2	-	**4**	
Totals	**27**	**9**	**6**	**29**	**48**	**22**	**43**	**184**	
Notes			(3)	(4)					

(1)   TORs were received in a wide range of different formats. UNICEF's standard template was requested 12.03.2013 and examples of TORs received 14.03.2013

(2)   TORs were received for a wider range of posts than those in the TOR for this project.

(3)   TOR subsequently received from Erin Kenny

(4)   TORs for Information Managers appear in both the Information Manager folder and other folders, especially WASH

Annex B. TORS from Cluster/AoR handbooks and web sites

Cluster	AoR	Coordinator			IM Specialist Regional	Notes
		Regional	**National**	**Sub-national**		(1)
Education			From annex to EC handbook			(2)
Nutrition			GNC site	GNC site	GNC site	(3)
Protection	Child Protection		CP handbook, p43			(4)
Protection	Gender Based Violence		GBV handbook, p151			(5)
WASH			From annex to GWC handbook		From annex to GWC handbook	
Protection			From GPC site			(6)

(1) Assume IM Specialist is at National level given grade
(2) Only available on CD, similar to TOR in Google drive
(3) Not in Google drive
(4) In Google drive
(5) No TOR in Google drive
(6) Not for specific AoR