

# Joint UNICEF-WFP Concept Note:

## Emergency Preparedness in Bangladesh

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### **Programme Data Table**

Project type	Humanitarian Assistance
Implementing Agencies	FAO, UNDP, UNICEF, WFP
Partner(s)	Ministry of Disaster Management and Relief (MoDMR), Department of Disaster Management (DDM), Institute of Public Health Nutrition (IPHN), Department of Public Health Engineering (DPHE), Ministry of Agriculture, Ministry of Food, Ministry of Fisheries and Livestock, Local NGOs, INGO Partners and private sector
Administrative Agent	UNICEF
Duration	Two to three year project
Estimated budget	<b>GBP 3,000,000</b>

## Background

### ***Situation Analysis: Recurrent disaster and L3 in Bangladesh***

Bangladesh is one of the most disaster-prone and climate change affected countries in the world. Every year, small (so called “L1 emergencies”) to medium (so called “L2s”) scale disasters affect a high number of people. High population density, poverty, illiteracy and lack of adequate infrastructure contribute to high vulnerability. Moreover, Bangladesh is also at high-risk of large-scale disasters. The last disaster which had a major humanitarian impact in Bangladesh was cyclone ‘Sidr’, which killed over 3,400 people when it made landfall in November 2007. In addition, Bangladesh is vulnerable to earthquakes mainly as a result of unplanned urbanisation, poor adherence to the safe building code, lack of coordination between relevant institutions, lack of experience in urban search and rescue, and inadequacy of rescue equipment.

Moreover, international observers expect Bangladesh to be further adversely affected by climate change in the form of melting of Himalayan glaciers, global warming, rising sea level, reduced land under cultivation and greater water scarcity. Climate change has triggered an increase of severe floods in Bangladesh in the last decade, caused both by local rainfall and flow from the upstream Indian Himalayan regions. The number of cyclones making landfall and associated storms surges also have increased substantially in recent years. Overall, climate change both feeds on and accentuates inequalities in the country.

The Government of Bangladesh acknowledges the need for emergency preparedness and associated in-country disaster management capacity development rather than simply responding with post disaster relief. In view of this and in line with the implementation of an on-going global DfID-funded project to strengthen the emergency preparedness and response capacity of UNICEF and WFP, the

two humanitarian agencies have developed the proposal below to enhance the effectiveness of the humanitarian system in Bangladesh to prepare for and respond to disaster events. In addition, since climate change adaptation is a fundamental component of humanitarian preparedness in the country, through cluster preparedness, climate change adaptation will be mainstreamed, strategic opportunities to engage in climate change mitigation will be assessed, and low carbon development will also be considered. Finally this joint WFP-UNICEF proposal underscores the strong commitment of both agencies to implement the IASC 'Transformative Agenda' especially in countries at high risk of large scale emergencies.

### ***Importance of a strong gender-responsive approach to programming in humanitarian contexts***

The impact of any crisis (even natural disasters) on communities and people, depends considerably on the socio-political and cultural context and the ability of communities to cope with the disaster. In communities where gender inequities are very high and girls/women and boys/men have differentiated access to services, exposure to knowledge and information, resources and access to mobility, it is much more likely that disasters also affect the population in different ways. Particularly, crisis have the potential to increase girls' health risks, diminish their educational opportunities, and expose them to other rights violations.<sup>1</sup> In addition, conflict situations and disasters can intensify various forms of gender based violence (GBV) that children and women face even in times of peace and stability. The negative impacts of GBV are compounded by a breakdown in community support mechanisms and eroded health, social welfare, law enforcement and justice systems.

Small to medium recurrent disasters in Bangladesh do not result in high number of casualties, but limit economic opportunities and weaken social institutions. Studies like those produced by IDS (1995) on Gender, Emergencies and Humanitarian Assistance point out that in Bangladesh, women face challenges to menstrual hygiene management and even disruption in breastfeeding during conflicts, famines or natural disasters. In particular areas that are prone to natural hazards, such as Bhola district in Barisal, child marriage has been reported as an option considered by parents and families looking to 'protect' their girls and to reduce their household vulnerabilities.<sup>2</sup> Moreover, the Government of Bangladesh found that it was common for adolescent girls who had lost an academic year of school due to a cyclone to then be forced into marriages. Similarly, during emergencies such as cyclones, women are at more risk as they are often asked to stay at home to secure households instead of taking refuge in a shelter. Even if they are in cyclone shelters, safe access to shelters and in particular WASH facilities is a concern. The last Joint Needs Assessment of the cyclone Roanu, conducted on 25 May 2016, reveals that almost all government officials from affected districts raised the issue of safe access to WASH facilities for women. Lastly, during emergencies, schools are often used as cyclone shelters making children, in particular girls, more vulnerable to the risk of exploitation and even trafficking.

The challenge of GBV in emergencies is the other big concern for girls and women in Bangladesh. In an IFRC study where researchers were looking for official information on GBV in disaster settings, interviewees in Bangladesh, for example, said that long legal delays, as well as threats against victims and witnesses, obstructed efforts to seek justice for sexual assault, and that many people desisted for this reason.<sup>3</sup>

In view of the importance of a strong gender-response approach in humanitarian context, gender mainstreaming and Accountability to Affected Population (AAP) will be ensured through cluster preparedness in this joint programme.

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<sup>1</sup> UNICEF 2014-2017 Gender Action Plan

<sup>2</sup> UNICEF Maxwell Stamp report on child marriage, 2014

<sup>3</sup> Unseen, unheard: Gender-based violence in disasters, IFRC 2015

## Proposed interventions

The overall goal of this joint UNICEF-WFP programme in Bangladesh is to improve effectiveness of the coordinated humanitarian system in the country to prepare for and respond to disaster events (recurrent and L3 emergencies)

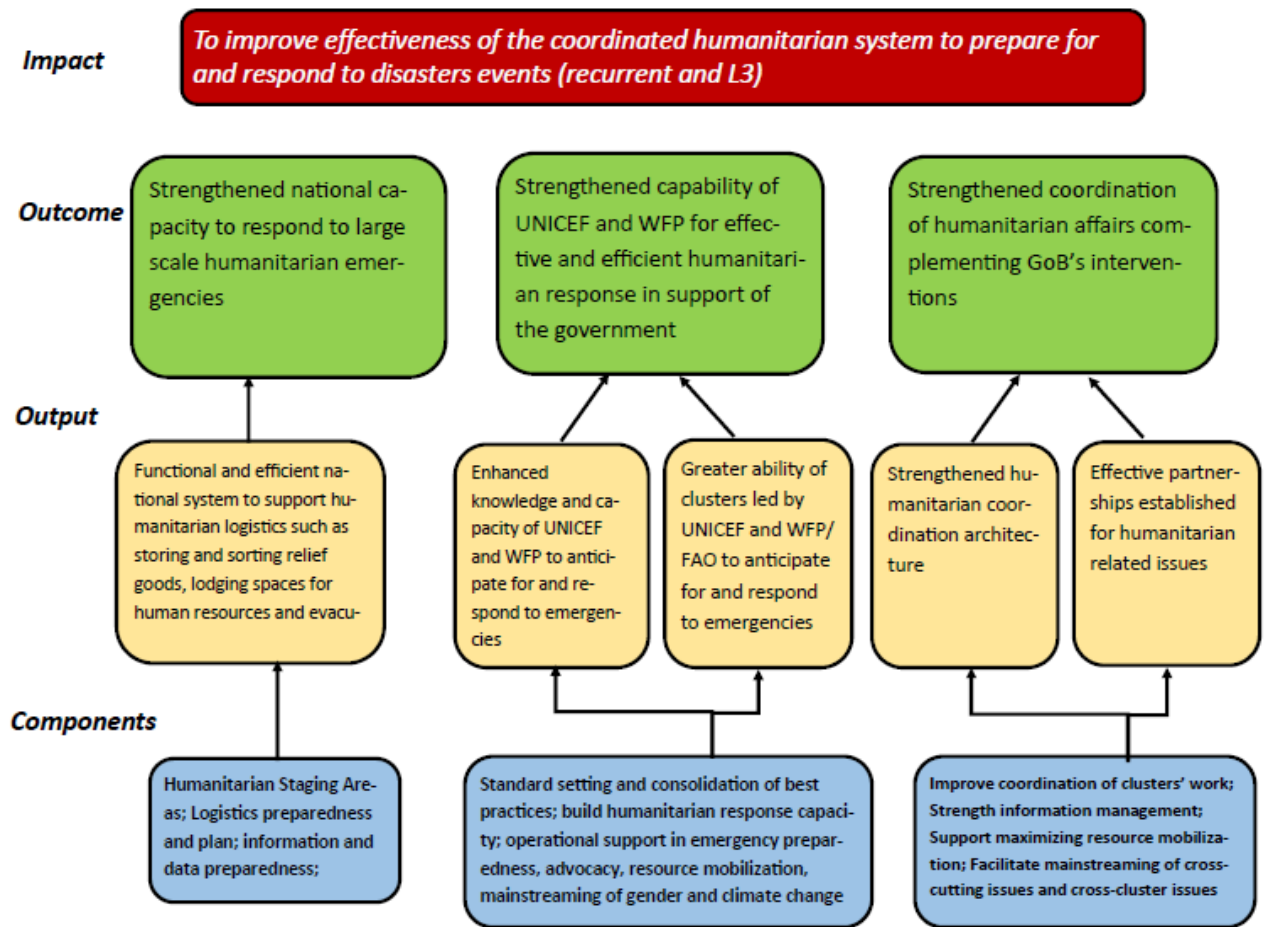
In Bangladesh, the Humanitarian Coordination Task Team (HCTT) is the main pillar of the country's humanitarian system. The HCTT is composed of 10 humanitarian clusters (Food Security, Nutrition, WASH, Education, Shelter, Early Recovery, Health and Logistics; Child Protection and GBV) which are technical and sectoral working groups comprised of a UN leading agency, national counterparts and cluster members. The HCTT acts as coordination platform to strengthen the collective capacity of government, national and international actors to ensure effective humanitarian preparedness for, response to, and recover from the impact of disasters in Bangladesh.

With this background, the three main objectives of the programme are i) to strengthen national capacity to respond to large scale humanitarian emergencies; ii) to improve capability of UNICEF and WFP for effective and efficient humanitarian response to meet their primary mandate and cluster/sector coordination responsibilities; and iii) to improve interagency and inter-cluster mechanism to support the development of national preparedness and response capacities.

In order to achieve the programme objectives and overall goal, efforts will focus on the establishment of a functional and efficient national system to support humanitarian logistics through the design and construction of a Humanitarian Staging Area (HSA) and strengthening of information and data preparedness. Similarly, UNICEF and WFP will be prepared in a solid manner by enhancing their capacity in terms of stocks, staffs, partnerships and most importantly clusters led by them. Finally, in collaboration with the Humanitarian Affairs Advisor of the Resident Coordinator's Office, interagency and inter-cluster mechanism will be enhanced to support the development of national preparedness capacities and ensure linkages between UNICEF and WFP preparedness system in support of the government and other humanitarian agencies as well as the other four clusters led by them.

UNICEF will coordinate the joint programme on behalf of participating agencies as Administrative Agent (AA). UNICEF will administer funds as well as consolidate interim and final reports based on submissions provided by participating agencies. Each participating agency is responsible for its programmatic activities as well as monitoring.

**Theory of Change:**



This joint preparedness programme will achieve great Value for Money (VfM). According to UNICEF and WFP study on ‘Return on Investment for Emergency Preparedness’ funded by DfID, \$5.6 million investment in preparedness resulted in saving future emergency response-related costs of around \$12 million. Equally important, the average time saved drawn from the investment in preparedness is more than one week, which has direct implications on the number of lives saved during a time of crisis.

This joint programme builds on the study and reflections on return on investment. The Humanitarian Staging Area is expected to yield the highest absolute money. Pre-positioned stocks will contribute to significant time saving of approximately 14 to 21 days and cost saving by using shipment instead of air freight. Pre-signed Programme Cooperation Agreement (PCA) will lead to swift emergency response by avoiding spending time to negotiate and sign new PCA during emergencies. The PCA will also save cost of additional funding that cooperating partners may request during emergencies.

In addition, trainings which yield by far the highest financial return on investment with limited initial investment and potential cost savings, will be replicated under this programme. In particular, the clusters will maintain institutional knowledge by working with and training a large community of humanitarians.

## **Pillar I: strengthened national capacity to respond to large scale humanitarian emergencies (WFP)**

### ***A. Humanitarian Staging Area (HSA): Functional Design, Engineering Assessment and Technical Support***

In Bangladesh, the construction of a Humanitarian Staging Area (HSA) will act as the 'logistics backbone' for an effective emergency preparedness strategy, as the design and management of an operational, efficient and well planned emergency supply chain is vital for the distribution of relief goods to the affected population. The establishment of an HSA in Dhaka city will provide a central hub for government actors to manage the supply chain during emergency response and to coordinate the receipt, local transport and dispatch of international relief items coming into the country during an emergency.

The proposed solution by WFP is to establish an HSA at Hajrat Shahjalal International Airport in Dhaka. The existing warehousing facilities at Hajrat Shahjalal International Airport are not earthquake-proof, not properly equipped with large cargo handling machineries and not enough facilities available to receive large cargo carrying humanitarian relief goods and to store them protecting from external environmental damaging conditions. The establishment of a well-equipped and well-designed HSA will be part of, and aligned with, the national and international preparedness and response strategies and plans.

In the event of an emergency, the proposed HSA will mitigate congestion and facilitate receipt of airlifted cargo by providing storage for receiving and consolidating incoming relief items, facilities for cargo handling and transshipment. Although Bangladesh (Dhaka area) has an abundance of government and commercial sector storage facilities, large-scale warehousing for humanitarian emergency purposes is currently not yet available at international airport entry points within 2 km.

In addition, the HSA will act as a permanent venue in which executives, managers, foreign and national representatives and operators can meet, organize training, exercise, practice, share and increase their collective ability for robust planning, and effective response management. The HSA process, functioning and effective management shall be formulated in participation, collaboration and support from all concerned government and humanitarian stakeholders to ensure coordination and avoid duplication.

WFP will work with the Government of Bangladesh at all stages of the project, with the overarching aim of utilizing the facility for national emergency preparedness training and strengthening the response capacity of the Government.

WFP Engineering, which has extensive experience in logistics hubs construction, will be responsible for implementing the infrastructure part of the project, from design to construction. The implementation of the project will follow similar successful projects implemented by WFP Engineering in other countries, with key focus placed on lesson learnt in the most recently and successfully constructed HSA in Kathmandu, Nepal.

Pending the finalization of the agreement with the Government of Bangladesh, WFP will perform on-site analysis, together with geotechnical and topographical assessment of soil, local conditions and environment for the proposed establishment of the HSA early 2017. Detailed design phase and construction implementation will follow.

A fundamental aspect of the design of the HSA is its flexibility to be scaled up depending on the magnitude and type of emergency presented. All structures will be seismic-resistant. The availability of a suitable 2 hectares piece of land in the airport area (or within maximum 2 km distance) is under discussion with the Government. WFP is discussing with the Ministry of Disaster Management and Relief (MoDMR) and Ministry of Civil Aviation Authority to have that land identified as soon as possible.

After the site is secured, engineering soil investigations and environmental risk analysis will be performed by WFP Engineering. Engineering assessments are time consuming and costly, however they are essential before any design activity starts. If the site investigations recommend some substantial soil protection works or additional structural reinforcements (to mitigate flooding risk, or seismic risk, etc.) for de-facto increasing safety for employees and structures, construction costs may increase.

At feasibility stage (concept design) the HSA layout has been prepared on a generic rectangular site. Its configuration has been developed to take in consideration a potential scaling up depending on site dimensions and magnitude of emergency, starting from a 0.7 hectares configuration to the maximum 2 hectares configuration.

In its maximum configuration, the HSA would include the potential for approximately 4,000 square meter of storage for relief items and would comprise:

- Office building for 30 people, but flexible enough to cater for 80 in case of high emergencies that demand staying inside.
- Meeting rooms (one for 50/60 people, one for 20/25 people) / for training facilities as well. These can be included in the same office building.
- Storage for pre-positioning of emergency relief items and telecommunications and logistics equipment.
- Space for heavy vehicle staging, loading and offloading, and additional space for containers storage (3000 sq.)
- Radio room including satellite communication facility
- Other facilities including guard room, driver room, etc.
- Fuel storage and refueling equipment
- Small area for cold chain
- Small scale workshop with electrical, electronic and mechanical repair facilities for car and equipment
- Perimeter fencing and effective security system installations
- Power backup generator and heavy duty UPS

Prefabricated steel warehouses will be used to provide permanent storage space (800 m<sup>2</sup> warehouse + 200 m<sup>2</sup> temperature controlled warehouse). Mobile Storage Units (MSUs) 32x10m or 20x10m may be used as storage facilities to increase capacity during emergencies, dependent upon effective needs. All other structures will be built in prefabricated techniques with local materials.

The space left on site may be used for building basic accommodation for humanitarian personnel and for a helipad for rotary-wing aircraft, very useful in case of national disasters and quick operations.

Despite the ideal concept design above described, due to the limited funds available at the moment the only viable option is to implement the operational part of the HSA i.e., completing ground works and pavements, and erecting the permanent warehouses only with limited services (office block, training center, meeting center have been excluded). The aim would be to make the Hub operational

for relief cargo receipt, storage and dispatch of relief items in an event of a medium scale emergency. The other components of HSA could be completed at a later stage, if additional funding will be available. It is WFP's intention to continue discussion with other potential donors in order to manage the unmet funding requirements to fully complete the project as mentioned above. A precise budget is difficult to finalize before the land is identified and the feasibility studies and soil assessments completed.

Considering provided funding envelope, this proposal will comprise the most operational part of the HSA which includes:

- Establish 1000 m2 of permanent storage warehouse for relief items, with additional potential space for other 400-600 m2 of MSUs (Mobile Storage Unit)
- Perimeter fencing and security installations such as guard post and minimum site lighting
- Groundwork and limited pavements
- Limited services

The site shall be 0.7hectares at minimum.

WFP's supply chain expertise is based on experience from many well managed emergency operations and lessons learned (e.g. Nepal<sup>4</sup>, Philippines, Myanmar, etc.). From WFP experience in other countries, the HSA concept significantly diminishes time for receipt and onwards dispatch of relief items.

The HSA would not be sufficient to alleviate all response bottlenecks in the event of a major emergency; rather, it represents a core component of the overall Emergency Preparedness Plan, and is designed to function in an integrated manner with the other suggested interventions to be conducted by WFP, UNICEF and clusters they lead.

### ***B. Information and Data Preparedness: Rapid Logistics Assessment, Operational Dashboard and Stockpile Mapping***

The goal of the logistics information and data preparedness activities is to develop pilot data collection, analytical methodologies and the information management architecture to produce rapid analysis required for governmental operational decision-making by government authorities in the first hours and days of an emergency in Bangladesh. WFP, UNICEF and OCHA ROAP will collaborate to collect data.

#### **a. Rapid Logistics Assessment tool**

Availability of quality data and information when a disaster strikes, is vital to ensure efficient response planning and rapid operational decision making. During the first hours and days of an emergency, logistics information is key in order to make the right operational decisions, to plan access to the affected population and to distribute critical relief items. While many sectoral assessment tools exist in country, there is no tool available to provide logistics assessment to large scale disasters.

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<sup>4</sup>In Nepal, the HSA at Kathmandu's International Airport was operational within the first hours of the 2015 Earthquake response. The HSA proved to be a timely and critical investment, as it facilitated a more rapid, efficient and effective response from the onset of the emergency. It was estimated that without the HSA and prepositioned equipment in Kathmandu, relief items could have been delayed 5-7 days. Some involved in the response went so far as to say that without the HSA, the humanitarian response would have been 'crippled' in the first week due to the large congestion at Kathmandu Airport.

As the global lead agency for the Global Logistics Cluster, WFP has developed a comprehensive tool for logistics assessment in emergency situations, called *the Rapid Logistics Assessment Toolkit*, which could be modified to suit the needs of Bangladesh.

With the objective of rapid access to affected populations, information obtained through the tool will allow for an overview of key supply chain information within the first 48-72 hours of an emergency. Use of this tool has the potential to significantly reduce the cost and lead time of response by improving emergency supply chain planning, by providing rapid information on airports, ports, railways, waterways, road networks, warehousing, supply, fuel, transporters, and telecommunications, among others. A short and practical guideline for use of the logistics assessment in Bangladesh will be developed by WFP and will accompany the tool.

#### **b. Operational Emergency Response Dashboard – OD**

In order to make key decisions in an emergency, operational managers need to have rapid information at their disposal, which can be provided operationally in the form of a standardized dashboard. Information will be obtained from pre-identified different sources and presented visually, in order to identify gaps, shortfalls and main difficulties and to address solutions in the response. WFP will develop this dashboard in order to improve response visibility, and with the objective of including the following types of information: programme demand and schedule, numbers of affected population and affected locations, food and non-food items stocks, transport modalities and costs, storage facilities available and funding.

Once piloted and standardized, the dashboard could be developed into digitalized software and be provided to government authorities in order to make operational information available for rapid decision making.

#### **c. Stockpile Mapping: Emergency Response Stocks and Available Humanitarian Resources**

Information on the availability of emergency food and non-food stocks, belonging to humanitarian organizations located in different warehouses, is key in an emergency in order to rapidly dispatch these relief items to the affected population; however, information is often fragmented, requiring collection and compilation, and needs to be regularly updated in order for emergency managers to operationalize the stocks in the first hours of a disaster response.

WFP will develop a tool for mapping this critical emergency response information throughout 2017 and will deliver along with necessary training and technical assistance to government users between 2017-2018:

- emergency stocks of food and non-food items (NFIs) of humanitarian partners
- location of storage facilities in main cities and available open space in main cities with geographical location information (which could be used for temporary storage facilities in the event of an emergency)
- contact lists of key actors and their relevant areas of competency
- Who is doing what where (3W logistics matrix etc.)

This mapping tool will be available for government actors and the wider humanitarian community and will be regularly updated by the Logistics Cluster. In response to an emergency, additional data could be layered to represent affected areas and the corridors for access to the affected population.



## **Pillar II: Strengthened capability of UNICEF and WFP to support for effective and efficient humanitarian response in support of the government (UNICEF and WFP/FAO)**

### ***A. Strengthened capability of UNICEF***

In the new country programme (2017-2020), UNICEF will be equipped with a stronger emergency team including one Emergency Specialist in the Country Office (Dhaka), four Cluster Coordinators and six Emergency Officers in each of the six field offices in disaster prone areas. The Emergency Specialist is placed in the Field Services section in the Country Office, which liaises between the six field offices and five programme sections with the aim of strengthening effectiveness of UNICEF humanitarian programme. DfID's contribution to the position of Emergency Specialist will significantly strengthen UNICEF's capability to support the Government in its efforts to enhance humanitarian preparedness and response mechanisms in Bangladesh, particularly contributing to the effective implementation of this joint programme as follows:

#### **1. Support to the clusters led by UNICEF as well as led by WFP/FAO**

- Coordinating amongst the four clusters (WASH, Nutrition, Education and Child Protection) led by UNICEF
- Mobilising resources for UNICEF and the clusters led by UNICEF to be prepared for and respond to emergencies and to address unmet needs by this joint programme (e.g. information management of clusters)
- Strengthening sub-national clusters through the field offices in collaboration with national cluster leads
- Building the capacity of all four clusters (WASH, Nutrition, Logistics and Food Security) supported by this joint programme on gender and climate change with the support of a Gender Specialist and Climate Change Technical Capacity of UNICEF Bangladesh as well as Regional Office and HQ

**2. Support to the six UNICEF field offices:** UNICEF Bangladesh has decided to decentralise budget management for emergencies to the six field offices to ensure further acceleration of emergency preparedness and response. This approach is expected to lead to a less expensive and swifter emergency response in close cooperation with sub-national government authorities, which are more flexible and receptive of incoming assistance than central government. One key role of the Emergency Specialist is to provide oversight and technical support to the field offices in collaboration with programme sections, mainly:

- Promoting strong coordination with UNICEF field offices through oversight of six emergency officers and technical support to the Field Offices for emergency such as mobilisation of joint needs assessment, development of contingency plan and deployment in emergencies
- Capacity building on emergency preparedness and response: UNICEF will conduct Emergency Preparedness and Response Training (EPRT) targeting sub-national government disaster managers, its field staffs in charge of disasters, and contingency agreement partners. The EPRT will be conducted at least twice a year. Joint emergency preparedness training targeting government as well as UNICEF, WFP and UNRCO staff will be supported whenever possible. A 2015 study by Boston Consulting Group (BCG) on UNICEF-WFP preparedness showed that countries with higher coping capacities have higher Return On Investments (ROI) for human capital (e.g. training and organizational capacity). Hence capacity building of staff and partners on emergency preparedness and response yields a high ROI in the Bangladesh context.

**3. Strengthen UNICEF preparedness:** as a lead of four clusters, UNICEF is the provider of last resort in WASH, Nutrition, Child Protection and Education.<sup>5</sup> It is crucial for UNICEF is prepared to support the members of the clusters it leads. This approach also prevents supply driven humanitarian assistance where assistance happens only when resources are available for specific disasters.

- Managing of prepositioned emergency stocks: UNICEF will preposition selected nutrition supplies including therapeutic milk formulas, MUAC tape, height/length boards and micronutrient powder to address nutrition needs of 10,000 children for 24 months<sup>6</sup>. In addition, UNICEF will preposition emergency WASH supplies for 15,000 people for a year. It is noted that aforementioned HSA will facilitate stocks replenishment in case of large emergencies. According to the above mentioned global study from Boston Consulting Group on the return of investment (ROI) of UNICEF-WFP preparedness, the pre-positioning of internationally-sourced emergency supplies yield ROIs of 1.6 – 2.0 and significant time savings (14-21 days average) across all pilot countries. UNICEF will consider cash based programme through its clusters.
- Establishing Stand-by agreement with operational partners (Programme Cooperation Agreements): Use of pre-certified agreements is recognised as an option for emergency response for L3 emergencies under UNICEF’s Simplified Standard Operation Procedures (SSOPs) for Corporate Emergency Activation Procedure (CEAP). UNICEF’s six field offices in collaboration with the Country Office will establish contingency agreements with Civil Society Organisations (CSOs) in terms of risk/vulnerability assessment<sup>7</sup>, monitoring of disaster situation, emergency response in particular logistics delivery. This approach will allow UNICEF to benefit from extended geographic coverage as well as local knowledge of operational partners. In addition, contingency agreements with the private sector will be explored.
- Mainstreaming of gender and climate change into UNICEF emergency as well as regular programme.
- Organising emergency simulation with UNICEF Regional Emergency Advisor and participating agencies of this joint programme as well as the Government.
- Managing information and knowledge of UNICEF preparedness and response activities

In conclusion, the Emergency Specialist will serve as the facilitator to catalyse any support provided through this joint programme towards the broader UNICEF humanitarian preparedness and response mechanism. In other words, this joint programme will not only be effective for the Nutrition and WASH clusters supported by this programme, but will also favour UNICEF-led Education cluster and Child Protection sub-cluster as well as members of all four aforementioned clusters and UNICEF six field offices bringing synergy and good value for money.

#### ***B. Strengthened humanitarian clusters (Food Security<sup>8</sup>, WASH, Nutrition and Logistics)***

In Bangladesh, Food Security, WASH and Nutrition are the most vibrant clusters and they perform useful roles in recurrent small to medium scale disasters. Although issues of logistics is considered less critical in times of small to medium scale disasters, they are one of the most important concerns in

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<sup>5</sup> According to 'Inter-Agency Steering Committee (IASC)'s operational guidance' on the concept of 'provider of last resort', where there are critical gaps in humanitarian response, it is the responsibility of cluster leads to call on all relevant humanitarian partners to address these. If this fails, then depending on the urgency, the cluster leads as "provider of last resort" may need to commit itself to filling the gap.

<sup>6</sup> This threshold is in line with L3 preparedness in Nepal. Given the fact that children with Severe Acute Malnutrition are around 0.5 per cent to 1 percent of total population in Bangladesh, this 10,000 children means we are able to cover needs of 1 million people.

<sup>8</sup> Food security cluster is co-led by WFP and FAO.

L3s disaster situations. In view of this difference amongst clusters, an overall package will be developed to strengthen the capacity of Food Security, WASH and Nutrition clusters. It is noted that this package does not replace global level tools developed by cluster lead agencies but is in line with global standards and is contextualised in Bangladesh. This package can be replicated to other clusters under the lead of the Humanitarian Affairs Advisor (HAA). More tailored approach will be applied for logistics cluster focusing only on L3 preparedness.

- I. The Cluster package for Food Security<sup>9</sup>, WASH and Nutrition<sup>10</sup> will include:
- Produce high quality cluster level contingency plans, including packages/kit and SOPs

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<sup>9</sup> This programme will build on the previous Food Security Cluster projects funded by ECHO on the four main components:

- Coordination and response
- Information management
- Preparedness
- Needs assessment

The FSC has invested effort in system-wide **strategy processes such strategic response plans**. The strategy processes were inclusive and created documents that fully reflected the approaches of participating organizations. Humanitarian organizations were able to allocate resources to other underserved areas. Donors link their decisions to cluster analysis and recommendations.

With the FSC **information management tools**, the FSC is able to publish more consistent and reliable reports about the food security response, which are appreciated by donors and organizations staff. The FSC has led and trained mobile data collection. This effort will continue in this current proposal.

The FSC focuses a lot on **preparedness** and shows interesting results. The process adopted is highly participatory and creates a strong sense of ownership and buy-in among cluster members. As an example, the two contingency plans for floods and cyclone are thorough, incorporated lessons from last emergencies and included a sector-wide response strategy. They will continue to be updated.

The FSC effectively engaged in **needs assessment**: reduced the duplication of assessments, provided credible data for funding applications, promoted a fuller understanding of food security, and helped direct partners to underserved areas. FSC provided a highly appreciated service in coordinating assessments and disseminating assessment results.

However, **some efforts are still needed to continue strengthening the FSC** in the following area:

- FSC mechanisms struggle to achieve active involvement or leadership from governments and local authorities
- need to strengthen advocacy with long term donors to fund livelihood recovery
- Beyond reporting, need more efforts to strengthen monitoring and evaluation of effects on affected populations
- Little attention to cross-cutting issues such as gender, age, disability or the environment

<sup>10</sup> Previously, funding for the Nutrition Cluster was largely provided by ECHO to support essential cluster functions including service delivery, coordination and communication and capacity strengthening. The Nutrition Cluster has provided humanitarian support during cyclone Mahasen and other small scale disasters in various parts of the country. It has established more than 25 sub-national nutrition coordination mechanisms maintained through regular meetings, regular update of 4W mapping, and cluster contingency plans. A harmonized training package on NiE has been prepared by the cluster and key aspects included in the basic nutrition training package for government health workers.

The ability to manage SAM effectively is a key emergency preparedness activity and the coverage of SAM treatment in Bangladesh is limited. The Nutrition Cluster has developed SAM management guidelines and also focused on getting more facilities ready for treatment but scale up throughout the country with community engagement is needed. Cluster members are providing continued support to highly vulnerable populations such as Rohingya and pending surveys on undernutrition are planned for 2017.

Despite the progress made so far by the cluster, much remains to be done on improving service coverage quality, sub-national coordination, action and response. To continue to build on the previous funded project by ECHO and to address the current gaps, the new joint development program will strengthen capacity through the following three components:

- Emergency preparedness including prepositioning of emergency supplies
- Cluster coordination and management
- Roll-out of sub-national training

- Participate actively in design and maintenance of an Emergency Response Plan (ERP) for Bangladesh coordinated by the Humanitarian Affairs Advisor (HAA) of Resident Coordinator's Office (RCO)
- Support to coordinated & rapid needs assessments , with Needs Assessment Working Group
- Provide technical support to the HAA and UNICEF in conducting simulation on earthquake, floods and cyclone operational response in selected field locations
- In coordination with the HAA, produce in a timely manner, high quality costed and prioritized response documents (Humanitarian Response Plan) that are predicated on robust assessment data, data analysis and information management including financial requirements, gaps and gender disaggregated data
- District Focal Points (DFS) coordination and capacity building (including raising awareness of climate change impact to the local Government and affected population)
- Improve information management systems with a strong focus on increasing the information flow with sub-national systems. Production of high quality and regular information products including on financial requirements and gaps
- Revitalizing Information Management Working Group for data and information exchange between government, NGOs, UN and Donor agencies
- Cash: Strengthen approaches to cash-based activity within relevant clusters and augment link with the Cash Working Group and Government of Bangladesh's long-term plan regarding the National Social Security Strategy<sup>11</sup>
- Effective and targeted advocacy on a range of issues including but not limited to resources mobilization
- Urban L3 preparedness: actively participate in upcoming HCTT's Urban Task Force to strengthen cluster's expertise in urban setting

II. Under this joint programme, Logistics cluster will implement aforementioned logistics operational preparedness on HSA as well as information and data preparedness. More specifically, the following will be activities of the Logistics Cluster:

- An operational environment that would benefit from a proactive planning approach and objective analysis as opposed to fully reactive operations and randomized decision making
- Update the Concept of Operation and logistics information on a regular basis with the cluster members in an event of large scale emergency – Cyclone or earthquake scenario
- Promote supply chain thought leadership for emergency response through creating visibility for integrative operational opportunities, shared knowledge and learning retention
- Gather information on preparedness partners, their assets, projects, and activities, and links them together
- Develop and update a scenario building and response planning with the cluster members in an event of earthquake
- Strengthen the coordination between Government entities, the Private Sector Humanitarian Platforms, National Clusters and the humanitarian sector through the provision of information to share country level data, locally produced information, identify local partners, assets and spare capacities
- Established a network of 'in-country preparedness actors' able to quickly identify logistics gaps and bottle neck in an event of large scale emergency
- Identify the most important Logistics missing data and alternatives

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<sup>11</sup> Stand-by agreement with finance services providers, capacity building of the clusters in market assessment and cash transfer design. Biometric data.

- Actively participate to the HCTT coordination platform and contribute to emergency preparedness activity

#### **A. Mainstreaming of climate change and gender to clusters**

UNICEF, as a part of its mandate for women and its growing technical expertise in climate change, will ensure mainstreaming of climate change and gender to clusters led by UNICEF and disseminate same knowledge to clusters led by WFP/FAO to be replicated as follows. UNICEF Bangladesh country office has technical capacity both in gender and climate change:

- Climate Change Adaptation
  - Climate change sensitisation session
  - Support clusters to analyse how vulnerability baseline and operational conditions in their sector are likely to change due to climate change
  - Support clusters to develop cluster capacity to utilize relevant climate change information in planning, assessment, implementation and evaluation.
  - Support clusters to develop sector-specific climate checklists and guidelines for cluster members in order to a) take into account climate change-affected baselines, b) ensure that interventions do not inadvertently contribute to maladaptation ('do no harm') and b) promote climate change adaptation a through disaster risk reduction programming (examples are cyclone and flood proof schools, strengthening early warning systems for extreme climate events)
- Gender
  - Support clusters to include sex-disaggregated data in reporting systems
  - Introduce gender trainings for members of clusters led by UNICEF and WFP/FAO to support the reduction of disaster risk and to help build inclusive societies
  - Support clusters to ensure that gender differences in vulnerability are clearly taken into account and highlighted when planning and implementing emergency preparedness initiatives
  - Support clusters to include both men and women as well as boys/girls during project design, implementation and monitoring
  - Support clusters to specifically address barriers that girls/women face with regards to access to services (health care, menstrual hygiene, education, psycho-social services) and prevention of GBV

### **Pillar III: Strengthened coordination of humanitarian affairs complementing GoB's interventions (RCO's HAA<sup>12</sup>)**

This pillar will be led by the Humanitarian Affairs Advisor (HAA) under the HCTT platform. The objectives and approach of this joint programme are aligned with the objectives of the Humanitarian Coordination Task Team (HCTT) and the role of the Humanitarian Affairs Advisor at the RCO. The HAA will support the implementation of the inter-agency/inter-sectoral components of the programme. Considering the strong inter-agency and inter-sectoral nature of the proposed interventions which goes beyond the focused clusters/sectors and agencies (ref. for instance the Global Cluster system that would be activated in case of a L3 disaster), the support of the HAA to coordinate inter-

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<sup>12</sup> UNDP will provide administrative services to the Resident Coordinator's Office, and will sign the UN2UN Agreement on its behalf.

agency/inter-cluster mechanisms (e.g. JNA, HRP, ERP, SitRep, UN joint preparedness plan for L3 earthquake in urban settings in coordination with 10 clusters and interagency and inter-cluster simulation for L3) will facilitate the achievements of proposed inter-agency/inter-cluster interventions of the joint programme.

In addition, the HAA will facilitate UN and civil military coordination and will provide regular updates to the Humanitarian Coordination Task Team (HCTT) regarding humanitarian preparedness and response activities in Bangladesh. It includes information pertaining to protection issues, resource mobilization and response 'gap' analysis. The HAA will also support the delivery of preparedness and response capacity building activities (including Needs assessment trainings) and, support in-country actors in delivering Needs assessment including related field-level activities, analysis of data, report writing and when required briefing to in-country actors regarding assessment findings etc. The HAA will also serve as the primary focal point on specific topics or humanitarian policy-related issues; keep abreast of latest developments, liaise with other humanitarian organizations, donors, etc., and support the UN RC in dealing with the Rohingya refugees, ensuring that all relevant stakeholders are kept abreast of the humanitarian aspects of the crisis at country and regional level.

### Annex I: Log frame

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of Verification	Collection methods (with indicative timeframe & frequency)	Responsible	Risks & assumptions
<b>Outcome 1:</b> Strengthened national capacity to respond to large scale humanitarian emergencies					
<b>Outcome indicator:</b> Supply chain as well as information and data preparedness are in place for a timely and effective emergency response.					
<b>Output 1.1:</b> Functional and efficient national system to support humanitarian logistics such as storing and sorting relief goods, lodging spaces for human resources and evacuees	<b>Output Indicator 1.1.1:</b> Humanitarian Staging Area (HSA) is established and operational	# of steps/activities achieved according to the Gantt chart and project description document	Regular project management reporting and follow-up 2017-2019	WFP	funding is not sufficient to cover all necessary areas of HSA
	<b>Output Indicator 1.2.1:</b> Information and data preparedness in place	# of data collected and key information	Logistics Cluster members and GoB 2017	WFP	Data is not available
<b>Outcome 2:</b> Strengthened capability of UNICEF and WFP for effective and efficient humanitarian response in support of the government					
<b>Outcome indicator:</b> UNICEF and WFP are well equipped to implement timely, appropriate, and cost effective humanitarian preparedness and response activities.					
<b>Output 2.1:</b> Enhanced knowledge and capacity of UNICEF and WFP to anticipate for and respond in a timely and appropriate way to both recurrent	<b>Output Indicator 2.1.1:</b> UNICEF and WFP have access to required level of relief items, supplies, support equipment and logistics services to respond effectively to needs for the identified risks/scenarios in Bangladesh	# of nutrition supplies prepositioned for 10,000 people; # of WASH supplies prepositioned	GoB request forms 2017	UNICEF	Logistics to upazila level  Replenishment needs after response

and L3 disasters in Bangladesh		for 15,000 people			
	<b>Output Indicator 2.1.2:</b> UNICEF and WFP have access to adequate training personnel to respond effectively to humanitarian needs in Bangladesh.	# of emergency preparedness training conducted ; # of sub-national cluster partners trained; # of simulation conducted	Implementing partner monthly/quarterly reports, UNICEF annual report  2017 / 2018	UNICEF	Qualified people in the field. Turnover of staff in the field
	<b>Output Indicators 2.1.3:</b> UNICEF and WFP have the required level of agreements with operational partners to respond effectively to the emergency needs in Bangladesh.	# of PCAs established with operational partners	Regular project management reporting  2017 / 2018	UNICEF	N/A
<b>Output 2.2:</b> Greater ability of clusters led by UNICEF and WFP/FAO to anticipate for and respond in a timely and appropriate way to both recurrent and L3 disasters in Bangladesh	<b>Output Indicator 2.2.1:</b> Food security, WASH, Nutrition clusters and Logistics Cluster response to emergency: at least 50% of the HRP target are reached	# activities according to the cluster annual work plan; Dashboard; 4W; Sitrep; monitoring report; Financial tracking system	Regular project management reporting  2017 / 2018  4W (weekly then monthly basis) after a disaster	Nutrition, WASH, FS and Log Clusters coordinators and IMO (for food security cluster only)	No further natural disasters, political and security climate remain stable; Funds are not allowed in country by GoB; Donors are not responding to the HRP
	<b>Output Indicator 2.2.3:</b> Mainstreaming of climate change and gender to clusters led by UNICEF and WFP/FAO in contingency plan and emergency response	# of training on gender and climate change conducted	Contingency plan, HRP, cluster plan, baseline, training report  2017 / 2018	UNICEF	
<b>Outcome 3:</b> Strengthened coordination of humanitarian affairs complementing the Government of Bangladesh interventions <sup>13</sup>					
<b>Outcome indicator 1:</b> Percentage of clusters/sectors with identified GoB counterpart					
<b>Outcome indicator 2:</b> Percentage of cluster/sector GoB counterpart participating to HCTT meetings					

- <sup>13</sup> All endeavors that are planned to be supported by the HAA (e.g. trainings) will be subject to availability of funds (at RCO or PUN levels);
- All endeavors that are planned to be supported by the HAA will depend notably on capacities at the RCO/HAA level and/or capacities of the participating UN agencies and/or capacities of partner organizations which are not part of this joint programme but would have a comparative advantage among UN Agencies in a particular field;
- To all Joint programme-related inter-cluster activities which are facilitated by the HAA, the HAA will invite all existing clusters/sectors in country;
- To read/understand “HAA” as follow: “RCO humanitarian affairs team” and not only the Humanitarian Affairs Advisor.

<b>Output 3.1:</b> Strengthened humanitarian coordination architecture	<b>Output Indicator 3.1.1:</b> Cluster system integrated in SOD	Publication of revised SOD	2017	RCO	Revised SOD not published
	<b>Output Indicator 3.1.2:</b> Coordination established with the UN (at NDRCC/NEOC level and HCTT alignment with the GoB structure)	Written agreement and/or supporting correspondences/and/or revised ToRs of NDRCC and NEOC	2017	RCO	Possible time-consuming process to get a written agreement
	<b>Output Indicators 3.1.3:</b> Civil-military coordination mechanisms established	Written agreement and/or supporting correspondences/and/or revised ToRs of NDRCC and NEOC	2017	RCO	Possible time-consuming process to get a written agreement
	<b>Output Indicator 3.1.4:</b> Coordination structure for Rohingya related interventions is agreed upon by concerned parties (UNCT CXB and GoB)	Availability of the document presenting the agreed coordination structure	Document shared with concerned parties 2017	UNCT CXB / RCO	Consensus among concerned parties is not reached or agreed coordination structure faces operationalization constraints and requires further review.
<b>Output 3.2:</b> Effective partnerships established for humanitarian related issues	<b>Output Indicator 3.2.1:</b> Number of HCTT meetings/workshops/trainings facilitated	HCTT meetings minutes; # of HRP published in times of emergencies	Monthly basis	RCO	NA
	<b>Output Indicator 3.2.2:</b> Membership and ToRs reviewed for the following fora (NAWG, CWG, IMWG, CWC)	HCTT meeting minutes and/or revised ToRs	Monthly basis	RCO	
	<b>Output Indicator 3.2.3:</b> Number of humanitarian regional and international events to which GoB's presented progress	HCTT meeting minutes	Monthly basis	RCO	NA



	<b>Output Indicator 3.2.4:</b> Number of HCTT/inter-cluster/cross-cutting humanitarian-related activities (i.e. those which are part of the cluster package in the Joint programme) supported by RCO/HAA.	Joint programme monitoring reports; HCTT meeting minutes; UN L3 contingency plan on earthquake in urban setting	TBC	RCO/UNICEF/UNOPS (TBC)	Funds and expertise availability in a timely manner
<b>Activities</b>					
<b>Output 1.1:</b> Functional and efficient national system to support humanitarian logistics such as storing and sorting relief goods, lodging spaces for human resources and evacuees.					
<b>Output Indicator 1.1.1:</b> Humanitarian Staging Area (HSA)	<b>Activity 1.</b> Establish national humanitarian staging areas in Hajrat Shahjalal International airport for receipt of airlifted and overland humanitarian assistance in an event of large scale disaster. Areas to be funded is as follows: - Establish 800 m2 of storage warehouse space for relief items (initial configuration – Phase 1), subject to future expansion - Perimeter fencing and security installations - preparation ground works, pavements, and limited facilities				
	<b>Activity 2.</b> Conceptual design drawings. WFP will provide the functional design and engineering assessment report				
	<b>Activity 3.</b> Study the feasibility and design a supply chain operational dashboard for managing the emergency response regrouping key operational information for all actors involved in response management				
<b>Output Indicator 1.12:</b> Information and data preparedness	<b>Activity 4.</b> The Rapid Logistics Assessment Toolkit developed by the Logistics Cluster will be adapted to Bangladesh with a proper guideline adapted to Bangladesh Government staff.				
	<b>Activity 5.</b> Stockpile Mapping: emergency response stocks and available humanitarian resources				
<b>Output 2.1:</b> Enhanced knowledge and capacity of UNICEF and WFP to anticipate for and respond in a timely and appropriate way to both recurrent and L3 disasters in Bangladesh.					
<b>Output Indicator 2.1.1:</b> UNICEF and WFP have access to required level of relief items, supplies, support equipment and logistics services to respond effectively to needs for the identified risks/scenarios in Bangladesh	<b>Activity 1.</b> UNICEF to preposition selected nutrition supplies for 10,000 children for 24 months.				
	<b>Activity 2.</b> UNICEF to preposition WASH emergency stock for 15,000 people for a year				
<b>Output Indicator 2.1.2:</b> UNICEF and WFP have access to adequate training personnel to respond effectively to humanitarian needs in Bangladesh.	<b>Activity 1.</b> Trainings on Emergency Preparedness and Response targeting government and field staffs				
	<b>Activity 2.</b> Strengthened capacity of District Focal Points (DFP) of clusters				
	<b>Activity 3.</b> Emergency simulation conducted, preferably joint one				
<b>Output Indicators 2.1.3:</b> UNICEF and WFP have the required level of agreements with operational partners to respond effectively to the emergency needs in Bangladesh.	<b>Activity 1.</b> Contingency agreement with CSOs for risk/vulnerability assessment, monitoring of situation, emergency response and delivery of prepositioned stocks				
<b>Output 2.2:</b> Greater ability of clusters led by UNICEF and WFP/FAO to anticipate for and respond in a timely and appropriate way to both recurrent and L3 disasters in Bangladesh					
<b>Output Indicator 2.2.1:</b> Food security, WASH, Nutrition clusters and Logistics Cluster response to emergency: at least 50% of the HRP target are reached	<b>Activity 1.</b> Support to Humanitarian Affairs Advisor (HAA) for strengthened inter-agency and inter-cluster work on humanitarian affairs.				
	<b>Activity 2.</b> Clusters to develop joint and comprehensive contingency plan				
	<b>Activity 3.</b> Clusters to develop Coordinated/ Rapid Needs Assessment by providing: <ul style="list-style-type: none"> <li>• Develop gender sensitive tools,</li> <li>• Review pre-disaster secondary information</li> <li>• support to data collection,</li> </ul>				

	<ul style="list-style-type: none"> <li>• support to data analysis,</li> <li>• support to report writing,</li> <li>• support to the Needs Assessment Working Group</li> </ul>
	<b>Activity 4.</b> Clusters to contribute to an Emergency Response Plan (ERP) for Bangladesh led by the HAA
	<b>Activity 5.</b> Clusters to develop Humanitarian Response Plan (HRP) in collaboration with the HAA
<b>Output Indicator 2.2.2:</b> Mainstreaming of climate change and gender to clusters led by UNICEF and WFP/FAO	<b>Activity 1.</b> UNICEF to conduct training on climate change for clusters led by UNICEF and WFP/FAO
	<b>Activity 2.</b> Development of climate change sensitive information (operational guidelines, needs assessment)
	<b>Activity 3.</b> Inclusion of gender sensitive data in cluster planning and operation
<b>Output 3.1: Strengthened humanitarian coordination architecture</b>	
<b>Output Indicator 3.1.1:</b> Cluster system integrated in SOD	<b>Activity 1.</b> Advocacy for the integration of the cluster/sector system in SOD and follow-up actions
<b>Output Indicator 3.1.2:</b> Coordination established with the UN (at NDRCC/NEOC level and HCTT alignment with the GoB structure)	<b>Activity 2.</b> Establishment of a strengthened coordination with the UN (at NDRCC/NEOC level and HCTT alignment with the GoB structure)
<b>Output Indicators 3.1.3:</b> Civil-Military coordination mechanisms established	<b>Activity 3.</b> Advocacy for the establishment of Civil-Military Coordination Mechanisms and follow-up actions (including UN and civil military Coordination trainings)
<b>Output Indicator 3.1.4:</b> Coordination structure for Rohingya related interventions is agreed upon by concerned parties (UNCT CXB and GoB)	<b>Activity 4.</b> Advocacy for agreed coordination structure for Rohingya related intervention.
<b>Output 3.2: Effective partnerships established for humanitarian related issues</b>	
<b>Output Indicator 3.2.1:</b> Number of HCTT meetings/workshops/trainings facilitated	<b>Activity 1.</b> Hold regular and ad-hoc HCTT meetings/workshops/trainings (including on cross-cutting/cross-sectoral issues)
	<b>Activity 2.</b> Publish Humanitarian Response Plan in collaboration with clusters in times of emergency
<b>Output Indicator 3.2.2:</b> Membership and ToRs reviewed for the following fora (NAWG, CWG, IMWG, CWC)	<b>Activity 2.</b> Review as necessary the membership and ToRs of focus working groups
<b>Output Indicator 3.2.3:</b> Number of humanitarian regional and international events to which GoB's presented progress	<b>Activity 3:</b> Assist GoB to prepare for and to participate to regional and international events pertaining to humanitarian issues
<b>Output Indicator 3.2.4:</b> Number of HCTT/inter-cluster humanitarian-related activities (i.e. those which are part of the cluster package in the joint programme) supported by RCO/HAA.	<b>Activity 4:</b> RCO/HAA supports all HCTT/inter-cluster/cross-cutting humanitarian-related activities (i.e. those which are part of the cluster package in the JP). It includes UN L3 contingency plan on earthquake in urban setting

## Annex II: Budget

Component/Intervention	Revised Budget (USD)
<b>UNICEF</b>	
Pre-positioning of emergency stocks (WASH and Nutrition) (1-2 years)	307,710.94

Emergency Specialist (2 years) <sup>14</sup>	259,836.94
WASH Cluster (2 years)	227,746.94
Nutrition Cluster (2 years)	227,746.94
Sub-total for UNICEF	1,023,041.76
HQ recovery cost (8%)	81,843.34
<b>TOTAL for UNICEF (A)</b>	<b>1,104,885.10</b>
<b>WFP/FAO</b>	
Humanitarian Staging Area (HSA) & Information and data preparedness	1,253,334.00
Food Security Cluster (2 years)	267,792.00
Logistics Cluster (2 years)	225,420.00
Sub-total for WFP/FAO	1,746,546.00
HQ recovery cost (7%)	122,258.22
<b>TOTAL for WFP/FAO (B)</b>	<b>1,868,804.22</b>
<b>UNDP (RCO)</b>	
RCO Humanitarian Affairs Team (2 years)	736,890.00
HQ recovery cost (8%)	58,951.20
<b>TOTAL for UNDP (C)</b>	<b>795,841.20</b>
<b>TOTAL (A+B+C)</b>	<b>3,769,530.52</b>
<b>Total in GBP</b>	<b>3,022,250.00<sup>15</sup></b>

### Annex III: Link with World Humanitarian Summit (WHS) and SDG

#### WHS<sup>16</sup>

#### **Core Responsibility Three: Leave no one behind**

- A. Reduce and address displacement: In Bangladesh disaster and climate change are main cause for internal displacement.
- B. Empower and protect women and girls
- C. Address other groups or minorities in crisis settings
  - a. In the design of Humanitarian Response Plan (or Joint/Coordinated Response Plan), we aim at targeting the most vulnerable (children, elderly, handicapped/disability) affected population.
  - b. The voice of the voiceless will be reflected during needs assessment through specific community group discussion.
  - c. During the implementation of the response, we ensure that the capabilities of vulnerable groups) are recognized, and their opportunity enhanced to participate in and to lead decision-making.

#### **Core responsibility four: Change people's lives – from delivering aid to ending needs**

- A. Reinforce, do not replace, national and local systems

<sup>14</sup> This post is co-financed by UNICEF and serves as 1% entitled to the lead agency

<sup>15</sup> Exchange rate used is USD 1.247 to GBP as of 23 March 2017 (reference: <https://www.oanda.com/currency/converter>)

<sup>16</sup> As mentioned in the "Secretary-General's Report for WHS 2016 (Advance Unedited Draft)"

- a. We respect UN General Assembly Resolution (A/RES/46/182) in respecting national government's first responsibility in humanitarian crisis
- b. We build capacity of government and community resilience (e.g. sub-national cluster structures<sup>17</sup>, disaster training at district level with the participation of the Government of Bangladesh<sup>18</sup>)
- B. Anticipate, do not wait for crises – preparedness<sup>19</sup>
- C. Deliver collective outcomes: transcend humanitarian-development divides
  - a. Empower leadership for collective outcomes: As the main UN humanitarian agencies and clusters will work together, we will move from individual short-term projects to collective outcomes
  - b. Adhere to the resolution 58/2 Commission on the Status of Women (CSW of UN): (d) To strengthen the capacities, awareness and cooperation of relevant authorities and institutions at all levels to apply a gender-responsive approach to disaster risk reduction, response and recovery

**WHS Core Commitment 1:** *Commit to a new way of working that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability over multiple years through the achievement of collective outcomes.*

- UNICEF commits to support capacity development of sub-national coordination mechanisms to allow for more effective leadership and coordination of the sectoral/ cluster response in the event of an emergency; and where relevant a more timely transition to national coordination structures, including transfer of skills and resources.

**WHS Commitment 3:** *Implement a coordinated global approach to prevent and respond to gender-based violence in crisis contexts, including through the Call to Action on Protection from Gender-based Violence in Emergencies.*

- WFP will ensure by 2020, as set forth in WFP's Policy on Humanitarian Protection, all necessary operational steps to: i) avoid exposing women and girls to gender-based violence while participating in WFP's programmes; ii) contribute to mitigating the effects of violence through food assistance, where possible. Develop and implement strategies for the engagement of men and boys as part of the solution to prevent and respond to harmful gender norms including gender based violence by 2020.

## **SDG**

- SDG 1 (End poverty in all its forms everywhere)
- SDG 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture)
- SDG 5 (Achieve gender equality and empower all women and girls)
- SDG 6 (Ensure availability and sustainable management of water and sanitation for all)
- SDG 13 (Take urgent action to combat climate change and its impacts)

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<sup>17</sup> I.e. The FSC has implemented District Focal Point which aims to decentralize coordination at local level. They work with the local authorities in terms of preparedness (preparation of the response) and response coordination. The DFP are made of local NGOs, INGOs and UN agencies present in the most disaster prone districts.

<sup>18</sup> i.e. UNICEF's Emergency Preparedness and Response Training

<sup>19</sup> UNICEF/WFP Return on Investment for Emergency Preparedness Study