

# WASH cluster generic job descriptions and overview for Hygiene Promotion staff and volunteers

## Background note

### 1. Outline of job descriptions

This document presents generic job descriptions for the following:

- Hygiene Promotion Coordinator
- Hygiene Promoter
- Hygiene Promotion Community Mobilisers

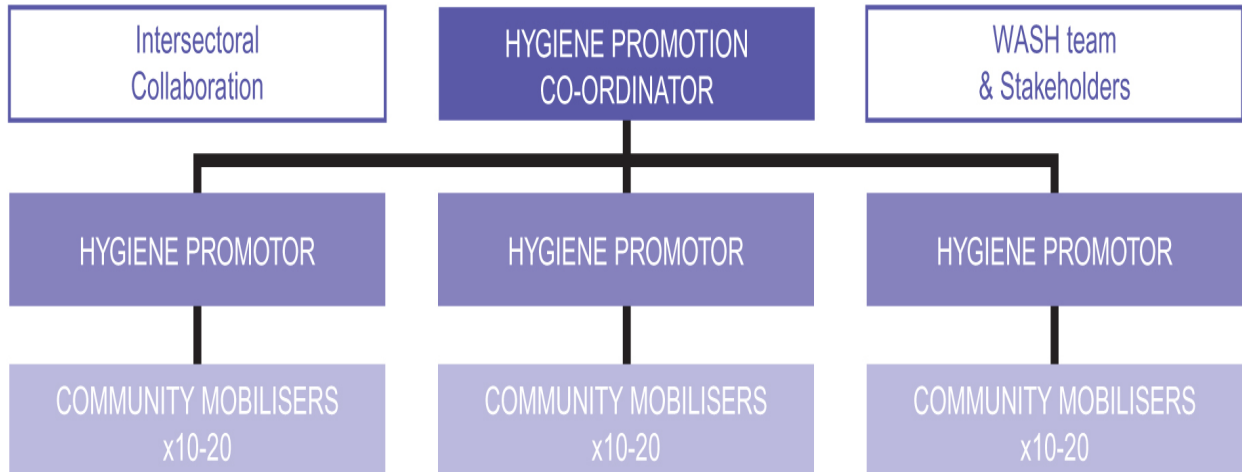
The generic job descriptions are intended to inform Cluster Coordinators and guide implementing agencies (which may include international and national organisations). They outline key activities and competencies and promote minimum standards for the rapid recruitment of Hygiene Promotion staff and volunteers. They are based on a number of generic and specific job descriptions used by agencies in recent years.

**Hygiene Promotion Coordinators** are primarily responsible for the Hygiene Promotion outcomes of operational agencies' WASH programmes. They work by establishing and managing a network of Hygiene Promoters and Community Mobilisers who carry out activities at community level. They coordinate at programme level with other actors in the WASH cluster (other WASH programme staff, other Hygiene Promotion Coordinators, WASH cluster lead etc.) and other related clusters (Health, Nutrition, Protection etc.).

**Hygiene Promoters** are primarily responsible for Hygiene Promotion outputs of an operational agency's WASH response. They manage the day-to-day Hygiene Promotion activities, with each Hygiene Promoter working with a group of Community Mobilisers in a specific location or sector of the disaster-affected population.

**Hygiene Promotion Community Mobilisers** carry out the day-to-day Hygiene Promotion activities of an operational agency's WASH response at community level. They work by establishing a relationship with community members that allows them to be the interface between the disaster-affected community and the WASH response. They may be volunteers or paid staff, depending on the circumstances (see Section 3). The phrase 'job description' used here does not imply paid employment.

The job descriptions correspond to the staffing structure shown below. This reflects the way in which implementing agencies commonly manage Hygiene Promotion activities, although different circumstances may require a different staffing structure and organisation of activities, and job titles may vary. For instance, on small programmes and where resources are limited, there may just be two tiers in the structure, with the Hygiene Promotion Coordinator managing a team of Community Mobilisers directly.



## 2. Adapting the generic job descriptions to specific circumstances

The generic job descriptions should be adapted to suit available human resources, the scale and nature of the emergency, and implementing agencies' operational requirements. The following paragraphs illustrate some of the factors that may be considered.

The way in which responsibilities are divided between the Hygiene Promotion Coordinator, Hygiene Promoters, and Community Mobilisers will depend on their level of skills and experience. In most circumstances the Hygiene Promoters are likely to carry out the day-to-day implementation and monitoring activities suggested here. But in many cases the Hygiene Promoters will be able to hand over a growing number of activities to Community Mobilisers as their skills and confidence develop. In some circumstances the Community Mobilisers will not be able to take as much responsibility for implementation and monitoring as is suggested here and some tasks, such as managing community meetings, will be carried out by the Hygiene Promoters. But in many cases the Community Mobilisers will be able to gain necessary skills and confidence as the programme develops and so take on more responsibility.

Where the disaster-affected population is in scattered settlements that are not easy to visit regularly, the Hygiene Promoters may be required to work with greater autonomy than in concentrated settlements, and so their level of skills and experience may need to be greater. Alternatively, several Hygiene Promotion Coordinators may work on the same programme, to be able to provide support to colleagues scattered in the field, with a strong focus on capacity building to enable Hygiene Promoters and Mobilisers to be able to work effectively with minimum supervision.

In many cases the Hygiene Promotion Coordinator would be part of a WASH team managed by a WASH Programme Manager. Some agencies prefer to have the WASH Programme Manager directly managing a team of Hygiene Promoters and a team of

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Water and Sanitation Technicians. In this case the key tasks and responsibilities of the Hygiene Promotion Coordinator would be incorporated into this person's role, on a smaller scale, and there would be less need for internal coordination. On the other hand, some agencies may choose to focus entirely on Hygiene Promotion in certain contexts. In this case the Hygiene Promotion Coordinator would need to make special efforts to ensure effective coordination with the agency providing water and sanitation services.

The WASH Cluster Coordinator would normally facilitate the coordination of all aspects of the WASH cluster response. However, in very large emergencies there may be a WASH Cluster Hygiene Promotion Coordinator who would have specific oversight of Hygiene Promotion activities across implementing agencies' programmes. This would have some implications for the role of implementing agencies' Hygiene Promotion Coordinators.

### **3. Human resources planning, recruitment, and management**

#### **3.1 Planning**

A useful way to plan for human resources needs for Hygiene Promotion is to start by estimating the number of Community Mobilisers required. At least two Mobilisers per 1,000 affected people should be allowed for. More Mobilisers will be required for scattered populations or for carrying out particularly intensive Hygiene Promotion activities. If possible, the work should be arranged so that the Mobilisers work in pairs i.e. one man and one woman per 1,000 people. There should be no more than about seven Community Mobilisers per Hygiene Promoter, to ensure adequate supervision. A population of 20,000 affected people would therefore typically require 40 Community Mobilisers and six Hygiene Promoters.

If a Child-to-Child approach is being used, a similar ratio of children's Mobilisers should be planned for, i.e. two Mobilisers per 1,000 children.

It may be useful to plan for a core of Hygiene Promotion staff to start the programme and build up to full strength over a period of a few weeks, using the experience and understanding of the context and challenges gained to refine human resources plans.

Specific job descriptions or (task descriptions) should be developed for the various positions that need to be filled for the Hygiene Promotion programme. The generic job descriptions can be used as a model. The person specification for each role will help in the recruitment process.

#### **3.2 Recruitment**

##### ***Hygiene Promoters***

People who are likely to have the skills required to be Hygiene Promoters include individuals with training and experience in healthcare, health promotion, community development, social work, education, extension work etc. They require strong people management skills and an ability to relate effectively to the affected community. Such people may have key roles in the public, commercial, and non-governmental sectors in normal times and care should be taken to avoid undermining the capacity of these sectors when recruiting Hygiene Promoters. It may be possible to negotiate secondment

arrangements with long-term employers for the duration of the emergency, whereby staff return to their normal posts after an agreed period.

Hygiene Promoter posts may be advertised by word of mouth or by written advertisements on flyers or in local newspapers. Advertisements should specify exactly how applications should be made and what documents should be produced in support of the application. Whatever method is chosen, there is often a very large number of applicants, and arrangements should be made to inform unsuccessful applicants. Short-listed candidates should be interviewed by a panel of at least two people, including the Hygiene Promotion Coordinator and another staff member who knows the context well.

### **Community Mobilisers**

Community Mobilisers should be recruited from among the affected community if possible. However, it may be necessary, for speed or other reasons, to recruit Mobilisers from outside the affected community. For example, Red Cross/Red Crescent volunteers may work as Community Mobilisers with a refugee population. Suitable candidates include people with experience in community health, education, or development. Again, care should be taken not to take essential staff and volunteers away from other essential activities. This particularly concerns community health workers and teachers. Reasonable efforts should be made to have a gender balance and representative mix of people from different social and ethnic groups in diverse populations.

Community Mobiliser positions may be advertised by word of mouth or by posting information at public places such as healthcare facilities, distribution points etc. Again, many applications should be expected and a system should be in place to short-list promising applicants and inform unsuccessful ones. Short interviews should be carried out by the Hygiene Promotion Coordinator and at least one Hygiene Promoter. During the interview the candidates should be given clear information about the reward/incentive system that will be used, to avoid disappointment and loss of motivation later on.

### **3.3 Management**

Hygiene Promoters should be managed according to the normal policies and procedures of the implementing organisation. There is likely to be a lot of training during the first days and weeks of the emergency programme<sup>1</sup> and, thereafter, a programme of regular team meetings for planning and reporting on activities and issues arising. Job descriptions should be reviewed early in the work period to ensure they are fully understood and that they provide adequate guidance for staff.

Most Hygiene Promoters will have a geographic area of responsibility, managing a team of Community Mobilisers who work in a specific area, and some may have particular sectoral responsibilities, such as liaising with schools or working with local media.

Community Mobilisers will be assigned to specific sections of the affected community. The most practical arrangement is for them to work in the area in which they live, but this may not always be possible.

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<sup>1</sup> Reference here to ToR 9

Community Mobilisers will require intensive training at the start of the programme<sup>2</sup>. Thereafter, day-to-day supervision and on-the-job training should be provided by the Hygiene Promoters. This will commonly involve a daily meeting at community level and then the Hygiene Promoters may accompany Community Mobilisers in turn as they do their work. As for Hygiene Promoters, it is important that Community Mobilisers fully understand and are comfortable with their job (or task) descriptions.

From time to time it is useful to bring all the Hygiene Promoters and Community Mobilisers together for modular training (for instance, a half-day session on diarrhoea management or adult learning), review of activities, and experience or planning. These meetings are important for developing and maintaining team cohesion and a common understanding of the programme.

### 3.4 Compensation

Hygiene Promoters are normally employed as full-time professional staff and in most cases will be given a contract of paid employment appropriate to their responsibilities and in accordance with national legislation.

In some cases Community Mobilisers may be employed according to national legislation, as daily workers or with a more long-term contract appropriate to the nature of the tasks involved and the duration of the programme. In many other cases they will have volunteer status, without a formal contract, though national legislation regarding volunteers should be respected.

Volunteers may be rewarded, compensated and encouraged for their work in many ways, including the following:

- payment of per diems or daily allowances to cover costs incurred during their work;
- provision of a meal on working days;
- provision of materials and equipment that can be used outside the programme (e.g. a bicycle or wet-weather clothing);
- training courses with refreshments and certificates, particularly if training courses fit into a recognised national or organisational system of qualifications;
- the opportunity to learn and progress within an organisation, potentially to secure paid employment in a more formal role.

Whatever arrangement is chosen (paid or volunteer status), it must be discussed clearly among implementing organisations and across clusters to avoid creating tensions between organisations and disrupting established systems.

All staff and volunteers must be provided with a written agreement that lays out the expectation and obligations of the implementing agency and the person concerned. Systems must be put in place to manage stress, health and safety, and personal security, and provision of insurance for injury and loss must be clearly discussed and agreed.

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<sup>2</sup> Reference here to ToR 9

#### 4. Advantages and disadvantages of working with paid Community Mobilisers

<b>Advantages</b>
In situations where intensive Hygiene Promotion activities are required (to deal rapidly with a hygiene-related epidemic, for example), paid staff may work full time, and can be compensated accordingly
It may be easier to plan and manage the work of paid staff because, by receiving regular payment, they have a contractual obligation, a strong incentive to perform, and are able to focus on their work if their material concerns are lessened by receiving a wage.
Payment provides status and is a sign of respect for the work done. This is an additional form of motivation and can increase the ability of Community Mobilisers to work effectively.
Many potential Community Mobilisers can only afford to work, even part time, if they are paid for their time.
In disaster-affected communities, payments made to Community Mobilisers are a valuable contribution to livelihoods and the local economy.
Administering money payments is usually simpler and less time-consuming than providing in-kind incentives.
<b>Disadvantages</b>
Where Community Mobilisers from the affected community are paid a wage they may be seen as working for the implementing agency rather than the community, and this could weaken the links with the community.
Communities may be less inclined to participate in collective activities voluntarily if they know that Community Mobilisers receive payment for their time.
When one or more agencies pay Community Mobilisers for their work this may create problems for established systems that carry out similar kinds of work on a volunteer basis (Red Cross/Red Crescent volunteer systems, Ministry of Health Community Health Worker systems etc.).
When attractive payments are made to Community Mobilisers in resource-poor settings, particularly where public services are disrupted, employees may be pulled away from their normal roles in essential service provision.
Paying regular wages to a large number of Community Mobilisers can be expensive and may divert funds from other essential activities.
It is likely to be more difficult to achieve sustainability after the emergency phase if it costs a lot to employ workers essential to the ongoing programme.

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**WASH cluster generic job description: Hygiene Promotion Coordinator** page 1/3

<b>Job title:</b>	<b>Hygiene Promotion Coordinator</b>
<b>Reports to:</b>	WASH Team Leader
<b>Manages:</b>	Hygiene Promoters and Community Mobilisers

**Purpose:**

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As part of the WASH intervention, to safeguard and improve the public health of the affected population by:

- promoting safe WASH practices, including appropriate use and maintenance of WASH facilities and services;
- ensuring appropriate community involvement in the design and delivery of essential WASH services and facilities;
- ensuring effective coordination and integration of Hygiene Promotion activities with the delivery of water and sanitation services and facilities.

**Key tasks and responsibilities:**

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**Information management**

- In collaboration with other members of the WASH team, design and manage assessments and baseline studies in order to identify WASH-related health risks and priorities.
- In cooperation with other WASH staff, design and plan activities to reduce these risks, with reference to both physical and behavioural aspects.
- Design and manage a plan to monitor activities, outputs and impact and adapt the programme as needed.
- Design and manage periodic studies to measure progress and the health impact of the WASH intervention.
- Provide regular and reliable narrative and financial reports.
- Work together with other WASH team members to ensure that the various aspects of the WASH response are integrated, and that they form part of a coherent public health response.
- Coordinate assessments, plans, and activities with other agencies (governmental and non-governmental), as necessary. Participate in cluster coordination meetings as appropriate.

**Implementation**

Ensure and oversee the following activities:

- Identification of key hygiene practices to be addressed and sectors of the population with whom to engage and develop an appropriate communications strategy to promote safe practices.
- Identification, or facilitation, of community structures through which the WASH activities can be implemented.
- Mobilisation of the disaster-affected communities as appropriate for participation in planning, construction, operation, and maintenance of WASH facilities and services.
- Creation of channels for dialogue between the WASH response and the affected population, to ensure appropriate technical interventions and allow the agency to be held to account for the quality of the WASH programme.
- Design, implementation, and monitoring of WASH activities that are appropriate to specific sectors of the community, e.g. children, youths, women, and men.
- Identification of any need for the distribution of non-food items related to public health, such as containers, soap, hygiene kits, etc., and participation in the choice of items, targeting strategy, promotion of effective use, and post-distribution monitoring.

**Resources management**

- Recruit, train, and manage Hygiene Promoters and Community Mobilisers.
- Plan and manage the Hygiene Promotion budget, and control/authorise expenditure.
- Manage day-to-day logistics, administration, and personnel activities (including any local, contracted personnel/daily labour) in accordance with national law and organisational guidelines.

**Programme approach**

- Ensure that Hygiene Promotion activities are in line with relevant standards, codes of conduct, and humanitarian principles.
- Use participatory approaches as far as possible throughout the programme cycle, in training, and in the use of tool kits and other materials.
- Ensure that Hygiene Promotion activities and resources are implemented and handed over or ended in a way that promotes local capacities and sustainable operations.
- Ensure that gender, protection, HIV, the environment, and other important cross-cutting concerns are taken into account in programme design, implementation, and reporting; ensure that activities reflect the needs of specific groups and individuals e.g. elderly people, children, and people with disabilities.



**Person specification:**

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1. Knowledge of public health and one or more other relevant area (e.g. health promotion, community development, education, community water supply).
2. At least two years of practical experience in developing countries in appropriate community health programmes in different contexts. Some of this time should have been in emergency relief programmes.
3. Good knowledge and experience of working with local partner agencies with a capacity to provide formal and informal training.
4. Experience and understanding of Hygiene Promotion and community mobilisation in relation to water and sanitation activities.
5. Understanding of international health and development and relief issues.
6. Sensitivity to the needs and priorities of disaster-affected populations.
7. Demonstrated experience of integrating gender and diversity issues into public health promotion.
8. Assessment, analytical, and planning skills.
9. Good oral and written reporting skills.
10. Diplomacy, tact, and negotiating skills.
11. Training/counterpart development skills.
12. Personnel management skills.
13. Good communication skills and ability to work well in a team.
14. Ability to work well under pressure and in response to changing needs.
15. Ability to travel at short notice and to work in difficult circumstances.
16. Good written and spoken skills in the language of the humanitarian operation.

**Other information:**

Specific job descriptions to be completed with brief background on context, humanitarian response, and organisation's role, reporting lines, terms and conditions etc.

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<b>Job title:</b>	<b>Hygiene Promoter</b>
<b>Reports to:</b>	Hygiene Promotion Coordinator
<b>Manages:</b>	Community Mobilisers

**Purpose:**

As part of the WASH intervention, to safeguard and improve the public health of the affected population by:

- promoting safe WASH practices, including appropriate use and maintenance of WASH facilities and services;
- ensuring appropriate community involvement in the design and delivery of essential WASH services and facilities.

**Key tasks and responsibilities:****Information management**

- Help plan and carry out needs assessments, baseline studies and periodic studies, and feed back findings to stakeholders.
- Help plan activities to reduce WASH-related risks.
- Collate data from Community Mobilisers and prepare regular reports on activities and WASH conditions for monitoring.
- Coordinate with water supply and sanitation field staff to ensure that the various aspects of the WASH response are integrated.
- Liaise with community leaders and other sectors and agencies working locally in order to coordinate within the WASH sector and between sectors such as health and shelter.
- Keep proper records of field expenditures and report on these to the Hygiene Promotion Coordinator.

**Implementation**

- Promote safe WASH practices, including appropriate use and maintenance of WASH facilities and services.
- Ensure that action is taken to mitigate priority water and sanitation related health risks.
- Facilitate appropriate community involvement in the design and delivery of essential WASH services and facilities.

**WASH cluster generic job description: Hygiene Promoter**

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- Enable effective dialogue with the affected community to allow the agency to be held to account for the quality of the WASH programme.
- Help identify needs for non-food items relevant to hygiene, participate in the choice of items, targeting strategy, promotion of effective use, and post-distribution monitoring.

**Resources management**

- Recruit, train, and manage Community Mobilisers or other hygiene outreach workers.
- Organise day-to-day logistics, administration, and personnel activities together with the Hygiene Promotion Coordinator.

**Programme approach**

- Supervise Hygiene Promotion activities in line with relevant standards, codes of conduct, and humanitarian principles.
- Use participatory approaches as far as possible throughout the programme cycle, in training, and in the use of tool kits and other materials.
- Supervise Hygiene Promotion activities and resources so that they are implemented and handed over or ended in a way that promotes local capacities and sustainable operations.
- Take account of gender, protection, HIV, the environment, and other important cross-cutting concerns in programme design, implementation, and reporting; carry out activities in a way that reflects the needs of specific groups and individuals e.g. elderly people, children, and people with disabilities.

**Person specification:**

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1. Knowledge of one or more of the following: public health, health or Hygiene Promotion, community development, education, or community water supply and sanitation.
2. At least two years of practical experience in the country concerned, in relevant community development, health, WASH, or similar programmes.
3. Good knowledge and experience of working with local partner agencies.
4. Experience and understanding of Hygiene Promotion and community mobilisation in relation to water and sanitation activities.
5. Sensitivity to the needs and priorities of different sectors of a community.

**WASH cluster generic job description: Hygiene Promoter**

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6. Familiarity with the culture of the affected population, ability to develop respect from a wide range of people and strong ability to communicate effectively on hygiene matters.
7. Fluency in the language of the affected population and the international language used in the humanitarian operation.
8. Assessment, analytical, and planning skills.
9. Good oral and written reporting skills.
10. Diplomacy, tact, and negotiating skills.
11. Training/counterpart development skills.
12. Personnel management skills.
13. Ability to work well in a team in difficult circumstances.

**Other information:**

Specific job descriptions to be completed with brief background on context, humanitarian response and organisation's role, reporting lines, terms and conditions etc.

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**WASH cluster generic job description: Hygiene Promotion Community Mobiliser**

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<b>Job title:</b>	<b>Hygiene Promotion Community Mobiliser</b>
<b>Reports to:</b>	Hygiene Promoter

**Purpose:**

As part of the WASH intervention, to safeguard and improve the public health of the affected population by:

- promoting safe WASH practices, including appropriate use and maintenance of WASH facilities and services;
- ensuring appropriate community involvement in the design and delivery of essential WASH services and facilities.

**Key tasks and responsibilities:****Information management**

- Gather data during needs assessments, baseline studies, and periodic studies, and help feed back findings to stakeholders.
- Help plan activities to reduce WASH-related risks.
- Record data on routine activities and WASH conditions and forward it to the Hygiene Promoters.
- Liaise with water supply and sanitation field staff.
- Liaise with community leaders and other sectors and agencies working locally.

**Implementation**

- Help identify key hygiene practices to be addressed and carry out appropriate activities to promote safe practices. These activities may include the following:
  - communication activities such as community meetings, drama, information campaigns, use of educational materials etc.;
  - support to water-point committees, hygiene committees, latrine attendants etc.
- Mobilise disaster-affected communities as appropriate.
- Act as the link between the WASH response and the affected population at community level.
- Help identify needs for non-food items relevant to hygiene, participate in the choice of items, targeting strategy, promotion of effective use, and post-distribution monitoring.

**Resources management**

- Use programme resources effectively and with care.

**WASH cluster generic job description: Hygiene Promotion Community Mobiliser**

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**Programme approach**

- Carry out Hygiene Promotion activities in line with relevant standards, codes of conduct, and humanitarian principles.
- Encourage the participation of community members throughout the programme.
- Act in a way that is sensitive to gender, protection, HIV, the environment, and other important cross-cutting concerns.

**Person specification:**

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1. Some prior knowledge of health, hygiene, teaching, or community development.
2. Strong communication skills.
3. Good listening skills.
4. Sensitivity to the needs and priorities of different sectors of the community.
5. Trust and wide acceptance by the community.
6. Diplomacy, tact, and negotiating skills.
7. Literacy, numeracy, and record keeping skills are desirable but may not be essential.

**Other information:**

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Specific job descriptions to be completed with brief background on context, humanitarian response and organisation's role, reporting lines, terms and conditions etc.

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