

Environment in Humanitarian Action: Global Training Manual Template

Cross-Sectoral Collaboration and Knowledge Sharing





This module was developed as part of the UNEP/OCHA Joint Environment Unit's project titled Localisation of Environment in Humanitarian Action, and is part of a template of a training manual consisting of:

- 1 Introductory Module*
- 11 Technical Modules*
- 1 ToT Module*

The template is an open source and available for any organisation or individual to use or refer to in the development and delivery of their Environment in Humanitarian Action training.

What distinguishes this training manual is its comprehensive and flexible framework. We encourage users to adjust the content to meet with the specific needs within their specific Contexts. We kindly ask that credit is given when using or adapting this resource.

MODULE OVERVIEW

This module focuses on promoting and enhancing cross-sectoral collaboration and effective knowledge sharing among humanitarian, development, and environmental sectors. It emphasizes the importance of integrating local knowledge and context-specific experiences to identify and address challenges in collaboration. Participants will explore strategies for building partnerships, methods for effective knowledge dissemination, and will engage with interactive tools like the AFTERSHOCK game to simulate real-world scenarios. The module also includes comprehensive case studies that illustrate successful cross-sectoral collaboration, providing practical examples and fostering a deeper understanding of the dynamics at play.

Learning outcomes

By the end of this module, participants will:

1. Understand the importance of cross-sectoral collaboration among humanitarian, development and environmental sectors, and its impact on sustainability and resilience.
2. Identify and apply methods for effective knowledge sharing and dissemination.
3. Recognize and address challenges in collaboration by utilizing participant-driven discussions and integrating local knowledge
4. Explore entry points and enablers for collaboration
5. Apply collaborative approaches to enhance environmental sustainability in humanitarian contexts.
6. Engage in interactive simulations to practice decision-making and problem-solving in collaborative scenarios.

Estimated delivery time

Total time: 260 minutes

CONTENT OUTLINE

- 1. Introduction to cross-sectoral collaboration** ----- 04
 - Importance of collaboration among humanitarian, development, and environmental sectors.
 - Benefits of cross-sectoral collaboration.
 - Challenges of cross-sectoral collaboration and how to address them.
 - Cross-cluster collaboration for environmental mainstreaming.

- 2. Methods for effective knowledge sharing and collaboration** ----- 07
 - Strategies for building partnerships and fostering collaboration.
 - Platforms and tools for knowledge dissemination and sharing best practices.
 - Entry points for collaboration and knowledge sharing.
 - Enablers for effective collaboration and knowledge sharing.

- 3. Interactive tools and simulations** ----- 14
 - Introduction to the AFTERSHOCK game.
 - Application of interactive simulations for real-world scenario practice.
 - Alternative tools and simulations.

- 4. Case studies and practices** ----- 14
 - Presentation of case studies illustrating successful cross-sectoral collaboration.
 - Discussion of lessons learned and best practices.

FACILITATOR'S GUIDE

Step	Activity	Method	Duration	Materials Needed	Expected Outcomes
1	Introduce the module. Provide an overview of cross-sectoral collaboration in humanitarian contexts.	Presentation, plenary discussion	10 mins	Slides, handouts	Understand the principles of cross-sectoral collaboration.
2	Discuss the importance. Highlight the significance of collaboration among humanitarian, development, and environmental sectors.	Lecture, group discussion	15 mins	Slides, flipchart, markers	Recognize the importance of cross-sectoral collaboration.
3	Explain benefits of cross-sectoral collaboration. Detail the advantages and real-world applications.	Presentation, Q&A	15 mins	Slides, handouts	Understand the benefits and applications of cross-sectoral collaboration.
4	Discuss challenges of cross-sectoral collaboration and how to address them.	In-session discussion led by participants sharing local experiences	20 mins	Flipchart, markers	Identify challenges and solutions for effective collaboration, drawing from participants' local contexts.
5	Explain cross-cluster collaboration for environmental mainstreaming. Discuss strategies and examples.	Case Study Discussion	20 mins	Slides, handouts	Learn strategies for cross-cluster collaboration through real-world examples.
6	Discuss methods for effective knowledge sharing. Highlight strategies for building partnerships and fostering collaboration.	Participant-driven discussion	20 mins	Slides, handouts	Understand methods for effective knowledge sharing, emphasizing strategies that have worked in participants' local contexts.
7	Discuss platforms and tools for knowledge dissemination and sharing best practices.	Q&A	15 mins	Flipchart, markers	Identify effective platforms and tools for knowledge sharing.
8	Discuss entry points for collaboration and knowledge sharing.	Presentation, Q&A	10 mins	Slides, handouts	Understand entry points for initiating collaboration.
9	Discuss enablers for effective collaboration and knowledge sharing.	In-session discussion	15 mins	Flipchart, markers	Identify enablers for successful collaboration.
10	Conduct an interactive simulation. Engage participants in the AFTERSHOCK game to simulate real-world collaboration scenarios or use other interactive tools and simulations like Scenario-Based Exercises, Role-Playing Activities, Simulation Software (e.g., Simul8), Field Exercises, or Virtual Simulations. See section on Activities.	Interactive simulation	90 mins	AFTERSHOCK game set or materials for alternative simulations	Practice decision-making and collaboration in simulated scenarios.

11	Present case studies illustrating successful cross-sectoral collaboration.	Case study presentation, in-session discussion	20 mins	Case study handouts, flipcharts	Learn from real-world examples of cross-sectoral collaboration.
12	Summarize and conclude. Review key points from the module and reinforce the main takeaways.	Presentation	10 mins	Slides	Reinforce key learnings.

Facilitator notes

Section 1: Introduction to cross-sectoral collaboration

Key points

- Clearly understand the concepts of cross-sectoral collaboration, environmental mainstreaming, and the importance of integrating these within humanitarian contexts.
- Emphasize the necessity of collaboration among humanitarian, development, climate and environmental sectors to address complex crises.
- Highlight the benefits and potential challenges of cross-sectoral partnerships.
- Focus on how different humanitarian clusters can work together to integrate environmental issues, promoting a unified approach to sustainability.
- Use examples to illustrate how cross-sectoral collaboration and environmental mainstreaming can be applied in humanitarian settings.

Background information

- Collaboration across sectors can lead to more comprehensive and sustainable solutions in humanitarian contexts.
- Cross-sectoral collaboration in humanitarian contexts involves cooperation between humanitarian, development, and environmental sectors. This approach is crucial for addressing complex crises that require comprehensive and sustainable solutions. By pooling resources, sharing expertise, and coordinating efforts, organizations can develop more effective and resilient interventions.
- Environmental and climate mainstreaming within humanitarian clusters ensures that environmental considerations are integrated into all stages of humanitarian action. This includes project design, implementation, monitoring, and evaluation. Effective collaboration between clusters, such as Shelter, WASH, Health, and Logistics, enhances the overall impact of humanitarian efforts, leading to improved sustainability and resilience.
- Understanding the benefits and challenges of cross-sectoral collaboration is essential for building effective partnerships. Benefits include resource pooling, shared expertise, enhanced efficiency, comprehensive solutions, improved resilience, increased innovation, strengthened advocacy, and better decision-making. However, challenges such as differing principles, priorities, funding mechanisms, communication barriers, coordination complexity, capacity and training, institutional inertia, and accountability must be addressed to ensure successful collaboration.
- Challenges in cross-sectoral collaboration can be categorized into systemic issues, which involve overarching structural differences such as principles, priorities, governance, and funding; operational challenges, which encompass day-to-day barriers like communication, coordination, and capacity building; and contextual challenges, which arise from the specific environments in which collaboration occurs, including fragile contexts and cultural or political sensitivities.

Content development: Introduction to cross-sectoral collaboration



Benefits of cross-sectoral collaboration

Resource pooling
Combining resources from different sectors to enhance the capacity to respond to crises.

Real-World Application: Joint funding for large-scale humanitarian and environmental projects.

Shared expertise
Leveraging the knowledge and skills of various sectors to develop innovative solutions.

Real-World Application: Collaboration between NGOs and environmental scientists to create sustainable WASH programs.

Enhanced efficiency
Streamlining operations by coordinating efforts across sectors, reducing redundancy.

Real-World Application: Integrated logistics planning between humanitarian agencies and environmental groups.

Strengthened advocacy
Amplifying voices and increasing the impact of advocacy efforts through joint campaigns.

Real-World Application: Coordinated advocacy for climate action by humanitarian and environmental organizations.

Improved resilience
Building community resilience by addressing the root causes of vulnerability through cross-sectoral strategies.

Real-World Application: Programs that combine disaster risk reduction with sustainable development initiatives.

Increased innovation
Encouraging creative problem-solving by bringing together diverse perspectives.

Real-World Application: Using technology from the private sector to improve data collection and analysis in humanitarian responses.

Comprehensive solutions
Developing holistic approaches that address multiple dimensions of a crisis, including social, economic, and environmental aspects.

Real-World Application: Multi-sectoral programs addressing both immediate humanitarian needs and long-term environmental sustainability.

Challenges of cross-sectoral collaboration

Category	Challenge	Description	How to Deal with the Challenge	Real-World Application
Systemic	<i>Differing priorities</i>	Sectors may have different primary goals, which can lead to conflicts and compromises.	Develop a common understanding of goals and find overlapping objectives. Facilitate regular dialogue to align priorities.	Establishing common frameworks and terminologies for inter-sectoral communication.
	<i>Differing principles</i>	Cross-sectoral collaboration often involves sectors with differing core principles and priorities, such as humanitarian neutrality, climate justice, development goals, and environmental sustainability. These differences can create tension and conflicts when trying to align objectives and strategies.	Create shared frameworks that respect each sector's principles while identifying overlapping goals; Facilitate ongoing discussions to align priorities and mediate conflicts; Engage in joint planning to balance immediate needs with long-term sustainability.	Balancing humanitarian needs with climate and environmental goals in refugee camp planning; Integrating environmental assessments into humanitarian interventions.
	<i>Funding mechanisms</i>	Securing funding that aligns with the objectives of all sectors involved can be difficult, particularly when different sectors have different priorities and funding cycles.	Design integrated funding proposals that highlight mutual benefits. Engage donors who prioritize multi-sectoral approaches.	Creating joint funding proposals that align with the criteria of humanitarian and environmental donors.
	<i>Institutional inertia</i>	Resistance to change within organizations can impede the adoption of cross-sectoral approaches.	Foster a culture of collaboration through leadership commitment and change management strategies.	Implementing change management strategies to promote collaboration within humanitarian and environmental organizations.
	<i>Accountability and governance</i>	Establishing clear accountability and governance structures across sectors is complex, especially when cross-sectoral initiatives involve multiple stakeholders with different reporting and accountability mechanisms.	Work with governments, UN agencies, and international bodies to develop multi-stakeholder governance frameworks. Promote transparency and shared accountability in decision-making processes.	Creating multi-sectoral governance frameworks for project oversight that involve key stakeholders at the systemic level, such as governments and UN agencies.
Operational	<i>Communication barriers</i>	Differences in terminology, goals, and operational procedures can hinder effective communication across sectors, leading to misunderstandings and inefficiencies.	Standardize communication protocols and terminology. Provide cross-sector training to enhance mutual understanding.	Conducting workshops to establish common communication frameworks and ensure all sectors are aligned in their terminology and goals.
	<i>Coordination complexity</i>	Managing the logistics and operations of multiple sectors requires robust coordination mechanisms, especially when sectors have different operational timelines and procedures.	Establish clear roles and responsibilities. Use coordination platforms and regular meetings to synchronize efforts across sectors.	Developing joint operational plans and coordination platforms to ensure that all sectors are aligned in their operational activities and timelines.

Operational	Capacity and training	Ensuring all sectors have the necessary skills and knowledge to collaborate effectively is a challenge, especially when sectors have different technical expertise and training requirements.	Implement cross-sectoral training programs. Provide resources and support for capacity building that cater to the specific needs of each sector involved.	Providing joint training sessions for humanitarian workers and environmental experts, and development professionals to ensure they have the skills needed for effective collaboration.
Contextual	Operational constraints in fragile contexts	Operating in fragile contexts, such as conflict zones or areas with weak governance, adds layers of complexity to cross-sectoral collaboration, including security risks, limited access, and fluctuating local conditions.	Adapt strategies to the specific context, ensuring flexibility and sensitivity to local conditions. Develop contingency plans that account for potential disruptions.	Tailoring collaboration approaches to the specific challenges of fragile contexts, such as prioritizing security and access issues in conflict zones while balancing long-term development and environmental goals.
	Cultural and political sensitivities	Cultural and political dynamics can significantly impact cross-sectoral collaboration, especially in areas where local customs, governance structures, or political tensions influence the acceptance of external interventions.	Engage local stakeholders early in the planning process. Conduct cultural and political assessments to inform strategies that are respectful and effective in the local context.	Designing interventions that are culturally and politically sensitive, ensuring that collaboration efforts are accepted and supported by local communities and governments.

Cross-cluster collaboration for environmental mainstreaming

Collaborative Strategy	Description	Examples
Joint needs assessment	Conduct comprehensive needs assessments that include environmental criteria and involve multiple clusters to identify common priorities and areas for collaboration.	Collaborative assessments between Shelter, WASH, and Health clusters to ensure sustainable solutions, and to avoid assessment fatigue.
Integrated project design	Design projects that address environmental concerns across multiple clusters, ensuring that interventions are complementary and mutually reinforcing.	Developing integrated shelter and WASH solutions that use sustainable materials and water-saving technologies.
Shared resources and expertise	Pool resources and expertise from different clusters to enhance the capacity to address environmental issues effectively.	Sharing environmental experts and resources between Health and Nutrition clusters to promote sustainable practices.
Collaborative implementation	Coordinate the implementation of projects to ensure that environmental considerations are integrated across all clusters involved.	Jointly implementing waste management programs in refugee camps by the CCCM, Health, and WASH clusters.
Monitoring and evaluation	Establish joint monitoring and evaluation frameworks to track the environmental impact of interventions and make necessary adjustments.	Conducting joint environmental screenings and evaluations involving multiple clusters.
Policy development and advocacy	Develop and advocate for policies that promote environmental sustainability across all humanitarian clusters.	Advocating for the inclusion of environmental sustainability criteria in humanitarian funding proposals and policies.
Capacity building and training	Provide cross-sectoral training and capacity building to enhance the skills and knowledge required for effective environmental mainstreaming.	Conducting joint training sessions on environmental impact assessment for staff from different clusters.

Section 2: Methods for effective knowledge sharing and collaboration

Key points

- Introduce strategies for building partnerships and fostering collaboration.
- Discuss platforms and tools for effective knowledge dissemination.
- Emphasize the importance of cross-sectoral collaboration for addressing environmental issues in humanitarian contexts.

Background information

- Effective knowledge sharing enhances the capacity of organizations to address environmental issues in humanitarian contexts.
- Platforms and tools can facilitate the dissemination of best practices and lessons learned.
- Collaboration across sectors ensures that diverse expertise and resources are leveraged to develop comprehensive and sustainable solutions.



Content development: Methods for effective knowledge sharing and collaboration

Table 1: Methods for effective knowledge sharing

Method	Description	Importance	Examples
Building partnerships	Developing formal and informal agreements for collaboration.	Enhances resource pooling and shared expertise.	Memorandums of Understanding (MoUs) between organizations; joint initiatives; co-funded projects.
Knowledge dissemination platforms	Tools and platforms for sharing information and best practices.	Facilitates the spread of innovative solutions and lessons learned.	Joint initiatives such as the Climate and Environment Charter for Humanitarian Organizations, EHAN, WREC project, Risk Informed Early Action Partnership (REAP), Anticipation Hub. Online knowledge repositories, webinars, and workshops; collaborative platforms like ReliefWeb, ADAPT and ALNAP.
Training and workshops	Organizing events to build capacity and share knowledge.	Builds skills and promotes best practices.	In-person and virtual training sessions; skill-building workshops. Platforms where training and learning are available (e.g. RedR UK, DisasterReady, UNDRR, IUCN etc.)
Research and publications	Producing and sharing research findings and reports.	Provides evidence-based insights for decision-making.	Peer-reviewed journals; policy briefs; case studies; white papers.
Community of practice	Establishing networks of professionals to share experiences.	Fosters continuous learning and peer support.	Professional networks; online forums; regular meetups.
Mentorship programs	Pairing experienced professionals with less experienced ones.	Promotes knowledge transfer and capacity building.	Formal mentorship schemes within and across organizations.

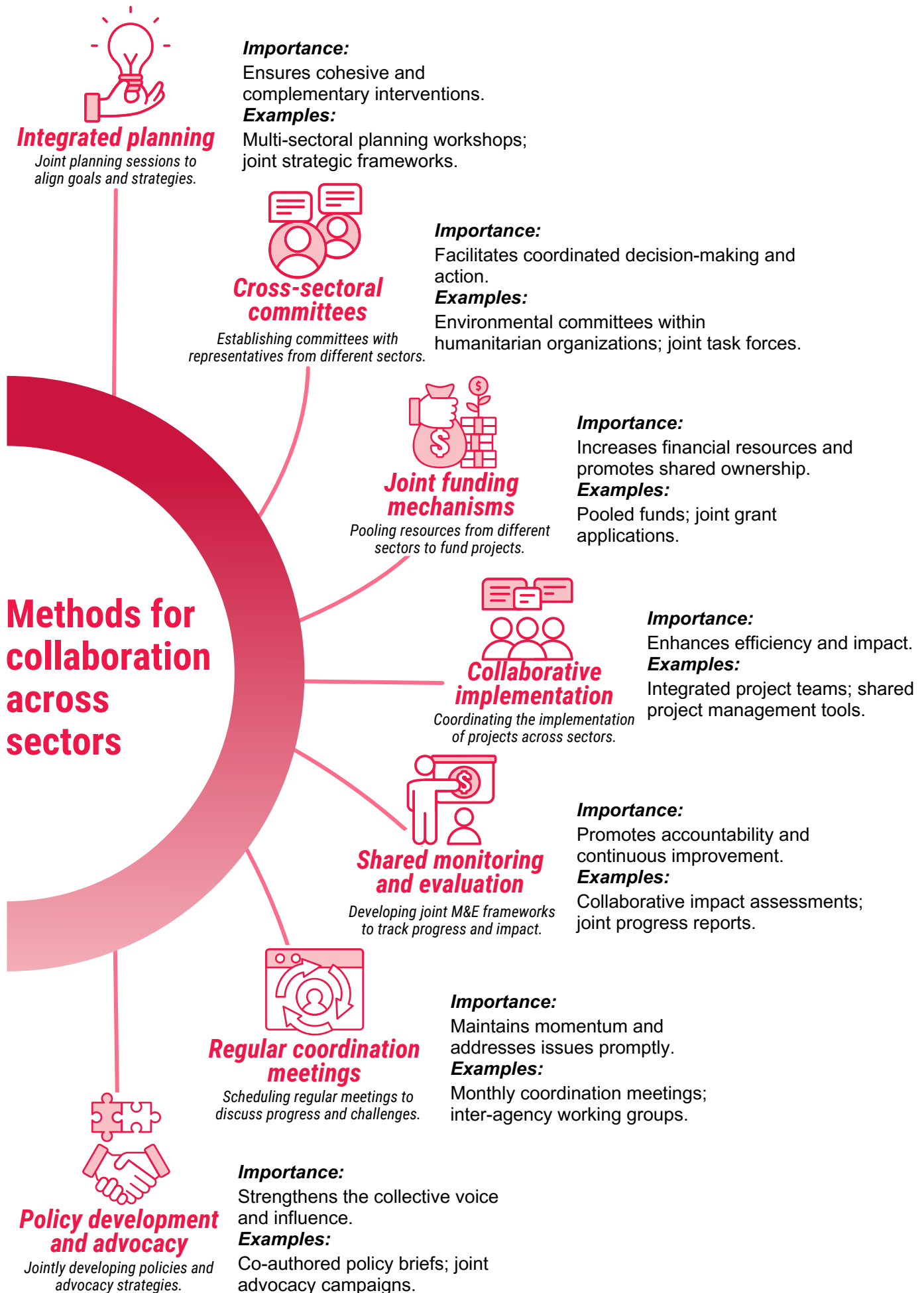


Table 3: Entry points for collaboration and knowledge sharing

Entry Point	Description	Examples
Needs assessments	Including environmental and cross-sectoral questions in assessments.	Adding specific questions about environmental impacts in surveys.
Project design and planning	Integrating collaboration from the initial stages of project design.	Co-designing projects with environmental and humanitarian experts.
Implementation phases	Coordinating activities during project implementation.	Scheduling joint field missions and sharing resources.
Monitoring and evaluation (M&E)	Developing joint M&E frameworks and indicators.	Collaborative impact assessments and shared learning events.
Policy development	Creating policies that mandate cross-sectoral collaboration.	Drafting environmental policies that include input from various sectors.
Funding proposals and applications	Including requirements for cross-sectoral collaboration in proposals.	Donor requirements (e.g. DG ECHO, SIDA) for integrated project plans and joint funding applications.
Training and capacity building	Offering joint training programs and workshops.	Conducting workshops that bring together different sector professionals.
Knowledge management systems	Creating repositories that facilitate knowledge sharing.	Developing an online platform for sharing case studies and best practices.
Advisory boards and committees	Establishing boards with representatives from various sectors.	Forming an advisory committee that includes environmental and humanitarian experts.

Table 4: Enablers for effective collaboration and knowledge sharing

Enabler	Description	Examples
Strong leadership commitment	Leadership support to prioritize and facilitate collaboration.	Senior management advocating for integrated approaches.
Stakeholder engagement	Involving stakeholders from various sectors in decision-making processes.	Conducting participatory planning sessions with community members and sector representatives.
Adequate funding and resources	Ensuring sufficient resources to support collaborative initiatives.	Allocating budgets for joint projects and knowledge-sharing platforms.
Capacity building	Training staff to enhance their skills in collaboration and knowledge sharing.	Offering workshops and training programs on cross-sectoral collaboration.
Effective communication	Establishing clear and efficient communication channels.	Regular updates and meetings between sector representatives.
Technology and innovation	Using technology to facilitate collaboration and knowledge sharing.	Implementing collaborative software tools and platforms.

Section 3: Interactive tools and simulations

Key points

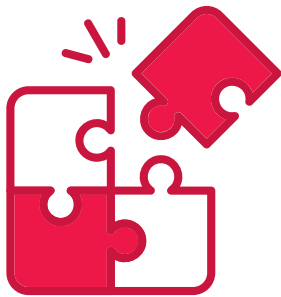
- Introduce the AFTERSHOCK game as a tool for simulating real-world scenarios.
- Discuss the application of interactive simulations for practice in decision-making and problem-solving.
- Highlight the relevance of these tools for integrating environmental considerations into humanitarian actions

Background information

- The AFTERSHOCK game simulates the complexities and collaboration required to address a humanitarian crisis, focusing on environmental challenges.
- Interactive simulations provide a hands-on approach to learning and practicing collaborative strategies, emphasizing the integration of environmental sustainability.
- These tools help participants understand the importance of environmental considerations in cross-sectoral collaboration and decision-making in humanitarian contexts.



Tools and simulations exercises



AFTERSHOCK game

Simulate interagency cooperation and decision-making in a humanitarian crisis with environmental challenges.

90 minutes (can extend up to 2 hours)

Facilitator (game master) and participants (players).

What Has to Be Done:

Participants play the roles of different stakeholders in a humanitarian crisis scenario.

How

Use the AFTERSHOCK game board and materials to simulate the crisis. Participants must collaborate to manage resources, respond to emergencies, and achieve objectives while considering environmental impacts.

Implementation

Preparation: Set up the game board and materials. Brief participants on the game rules and objectives.

Execution: Facilitate the game, guiding participants as they make decisions and respond to scenarios.

Debriefing: Conduct a debriefing session to discuss the decisions made, outcomes, and lessons learned, focusing on environmental integration.

Outcomes

Improved understanding of interagency collaboration, resource management, and decision-making in crisis situations, with a focus on environmental sustainability.



Scenario-Based Exercises

Provide in-depth analysis and feedback on participant decisions, emphasizing environmental impacts.

60-90 mins per scenario

Facilitator (scenario presenter) and participants.

What Has to Be Done:

Participants are presented with a scenario and must collaboratively develop and implement a response plan that integrates environmental considerations.

How

Use a pre-written scenario with specific challenges and tasks. Participants discuss and decide on actions in real-time, considering environmental impacts.

Implementation

Preparation: Develop and distribute scenario materials. Brief participants on the scenario and their roles.

Execution: Facilitate the exercise, guiding discussions and decisions.

Debriefing: Conduct a debriefing session to review decisions, discuss outcomes, and identify lessons learned, with an emphasis on environmental integration.

Outcomes

Enhanced problem-solving and adaptive thinking skills, improved inter-cluster coordination, and better integration of environmental considerations.



Role-Playing Activities

Develop empathy, communication, and negotiation skills in crisis management with environmental integration.

60-90 mins

Facilitator (role distributor) and participants.

What Has to Be Done:

Participants assume roles of different stakeholders and navigate a crisis scenario, focusing on environmental sustainability.

How

Use role-playing scripts and scenarios. Participants interact and negotiate to resolve issues, emphasizing environmental impacts.

Implementation

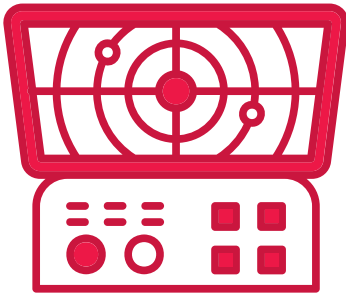
Preparation: Prepare role-playing scripts and brief participants on their roles and objectives.

Execution: Facilitate the role-playing activity, ensuring participants engage and interact as their assigned roles.

Debriefing: Debrief participants, discussing their experiences, challenges faced, and key takeaways, with a focus on environmental considerations.

Outcomes

Improved communication, negotiation, and collaboration skills in a humanitarian context, with an emphasis on environmental sustainability.



Simulation Software (e.g., Simul8)

Develop empathy, communication, and negotiation skills in crisis management with environmental integration.

60-90 mins, with time allocated for feedback and analysis.

Facilitator (software operator) and participants.

What Has to Be Done:

Participants use simulation software to manage a virtual crisis scenario, integrating environmental data.

How

Load scenarios into the software. Participants input decisions and review outcomes, considering environmental sustainability.

Implementation

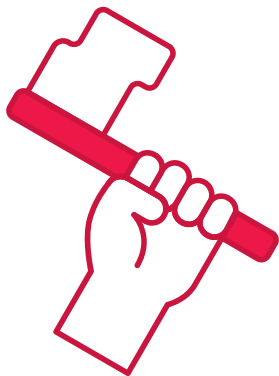
Preparation: Set up simulation software and prepare scenario data. Brief participants on software use and objectives.

Execution: Facilitate the simulation, guiding participants as they make decisions and observe outcomes.

Debriefing: Conduct a debriefing session to analyze decisions, review outcomes, and discuss improvements, focusing on environmental sustainability.

Outcomes

Detailed understanding of the impacts of decisions, enhanced strategic planning skills, and better integration of environmental data in crisis management.



Field Exercises

Apply theoretical knowledge in practical settings, focusing on environmental impacts.

60-90 minutes (may extend up to 3 hours depending on complexity)

Facilitator (exercise coordinator) and participants

What Has to Be Done:

Participants engage in real-world practice scenarios in a controlled field environment, emphasizing environmental sustainability.

How

Set up mock disaster response drills. Participants perform tasks as they would in a real crisis, considering environmental impacts.

Implementation

Preparation: Plan and set up the field exercise environment. Brief participants on objectives and safety procedures.

Execution: Facilitate the exercise, guiding participants through the scenario and observing their actions.

Debriefing: Debrief participants, discussing performance, challenges, and lessons learned, with an emphasis on environmental sustainability.

Outcomes

Field Exercises



Virtual simulations

Simulate real-world scenarios in a virtual environment, focusing on environmental impacts.

60-90 minutes per simulation

Facilitator (virtual platform operator) and participants.

What Has to Be Done:

Participants interact with a virtual crisis scenario and make decisions, integrating environmental considerations.

How

Participants interact with a virtual crisis scenario and make decisions, integrating environmental considerations.

Implementation

Preparation: Set up virtual simulation software and prepare scenarios. Brief participants on the virtual environment and objectives.

Execution: Facilitate the virtual simulation, guiding participants through the scenario and observing their decisions.

Debriefing: Debrief participants, discussing decisions, outcomes, and key learnings, focusing on environmental sustainability.

Outcomes

Improved decision-making and collaboration skills in a risk-free virtual environment, with an emphasis on environmental impacts.

Section 4: Case studies and best practices

Key points

- Highlight successful cross-sectoral collaborations that integrate environmental considerations into humanitarian actions.
- Emphasize the importance of partnerships between humanitarian organizations, environmental agencies, and local governments.
- Illustrate how these collaborations lead to innovative solutions and improved environmental and humanitarian outcomes.

Background information

- Cross-sectoral collaboration is essential for addressing the complex environmental challenges in humanitarian contexts.
- Effective partnerships can lead to resource pooling, shared expertise, and innovative approaches to reducing environmental impacts.
- Case studies provide real-world examples of how collaborative efforts can lead to sustainable practices and enhanced resilience in crisis-affected areas.

Content development: case studies and best practices

Case Study	Context	Collaboration	Outcome
Joint Initiative on Sustainable Humanitarian Assistance Packaging Waste Management	Humanitarian action to reduce environmental impacts of packaging waste.	Collaboration between 23 humanitarian actors including UN agencies, NGOs, and bilateral and multilateral donors.	Development of strategies for reducing packaging waste and promoting recycling; tools, guidelines, and thematic webinars to share experiences.

UNEP/OCHA Joint Environment Unit (JEU)	Humanitarian response addressing environmental emergencies.	UNEP's technical expertise paired with the OCHA-coordinated humanitarian network.	Mobilized over 200 missions, provided independent advice, and enhanced environmental sustainability of humanitarian action.
Cox's Bazar, Bangladesh: Energy and Environment Technical Working Group (EETWG)	Humanitarian response for Rohingya refugees in an environmentally sensitive area.	Energy and Environment Technical Working Group involving UN agencies, NGOs, and the Bangladesh government.	Implemented reforestation, sustainable construction, waste management, and LPG fuel initiatives, improving environmental and social resilience.
Humanitarian Environment Network	Collaborative initiative for integrating environmental approaches in humanitarian operations.	Groupe URD, ACTED, Action contre la Faim, ALIMA, CARE France, Médecins du Monde, and other partners.	Measuring and analyzing environmental impacts, adopting sustainable practices, and promoting awareness, aiming to halve emissions by 2030.
Global Shelter Cluster Environment Community of Practice (GSC ECoP)	Rebuilding homes and infrastructure post-disaster with environmentally responsible approaches.	Collaboration between WWF, UNHCR, IFRC, DG-ECHO, and USAID-BHA.	Provided technical support, guidance on impact assessment tools, policy advice, and shared learnings to promote climate-informed and environmentally responsible humanitarian responses.
WREC Project: Environmental sustainability in humanitarian logistics	Reducing and managing environmental impacts in humanitarian logistics.	Coordinated by the Global Logistics Cluster and supported by a coalition of humanitarian organizations, including the Danish Refugee Council (DRC), IFRC, Save the Children International, and the World Food Programme.	Developed and implemented circular economy principles in humanitarian logistics, promoting environmentally sustainable practices in procurement, waste management, and transportation. Raised awareness and provided training across the humanitarian logistics community.
Joint call for action by humanitarian, climate, and development organizations on Loss and Damage Fund	Advocating for loss and damage finance to support communities most affected by climate change.	Collaboration between over 200 signatories from humanitarian, climate, and development organizations, led by CAN-I and ICVA.	Unified advocacy efforts led to the establishment of a Loss and Damage Fund at COP27, focusing on equity, access, additionality, and accountability to support vulnerable communities facing climate-induced loss and damage.
UNHCR and IUCN partnership on Nature-based Solutions	Environmental and humanitarian challenges in Cox's Bazar, Bangladesh.	Partnership between UNHCR and IUCN to address the environmental impacts and human-wildlife conflicts in refugee camps, particularly the risks posed by elephants. Later expanded to include reforestation and land degradation prevention.	Successfully reduced human-wildlife conflict through community engagement and training, promoted environmental restoration, and established a global memorandum of understanding to replicate these solutions in other humanitarian contexts.

ACTIVITIES

1. Scenario-based exercises:

- **Objective:** Simulate complex, evolving scenarios requiring multi-sectoral responses with an environmental focus.
- **What has to be done:** Participants develop and implement a response plan that integrates environmental considerations.
- **How:** Use pre-written scenarios with specific challenges. Participants discuss and decide on actions in real-time.
- **Duration:** 60-90 minutes per scenario
- **By whom:** Facilitator and participants
- **Implementation:** Develop and distribute scenario materials. Brief participants. Facilitate the exercise, guide discussions, and conduct a debriefing session to review decisions and discuss outcomes.
- **Outcomes:** Enhanced problem-solving and adaptive thinking skills, improved inter-cluster coordination, and better integration of environmental considerations.

2. Role-playing activities:

- **Objective:** Develop empathy, communication, and negotiation skills in crisis management with environmental integration.
- **What has to be done:** Participants assume roles of different stakeholders and navigate a crisis scenario.
- **How:** Use role-playing scripts and scenarios. Participants interact and negotiate to resolve issues.
- **Duration:** 60-90 minutes
- **By whom:** Facilitator and participants
- **Implementation:** Prepare scripts, brief participants, facilitate the activity, and conduct a debriefing session.
- **Outcomes:** Improved communication, negotiation, and collaboration skills in a humanitarian context with a focus on environmental sustainability.

3. Simulation software (e.g., Simul8):

- **Objective:** Provide in-depth analysis and feedback on participant decisions, emphasizing environmental impacts.
- **What has to be done:** Participants use simulation software to manage a virtual crisis scenario.
- **How:** Load scenarios into the software. Participants input decisions and review outcomes.
- **Duration:** 60-90 minutes
- **By whom:** Facilitator and participants
- **Implementation:** Set up software, prepare scenario data, brief participants, facilitate the simulation, and conduct a debriefing session.
- **Outcomes:** Detailed understanding of impacts, enhanced strategic planning skills, and better integration of environmental data in crisis management

4. Field exercises:

- **Objective:** Apply theoretical knowledge in practical settings, focusing on environmental impacts.
- **What has to be done:** Participants engage in real-world practice scenarios in a controlled field environment.
- **How:** Set up mock disaster response drills. Participants perform tasks as they would in a real crisis.
- **Duration:** 60-90 minutes (may extend up to 3 hours)
- **By whom:** Facilitator and participants
- **Implementation:** Plan and set up the field exercise environment, brief participants, facilitate the exercise, and conduct a debriefing session.
- **Outcomes:** Practical experience in disaster response, improved readiness and coordination, and real-world application of environmental best practices.

5. Virtual simulations:

- **Objective:** Simulate real-world scenarios in a virtual environment, focusing on environmental impacts.
- **What has to be done:** Participants interact with a virtual crisis scenario and make decisions.
- **How:** Use virtual simulation platforms. Participants navigate scenarios and input decisions.
- **Duration:** 60-90 minutes
- **By whom:** Facilitator and participants
- **Implementation:** Set up virtual simulation software, prepare scenarios, brief participants, facilitate the simulation, and conduct a debriefing session.
- **Outcomes:** Improved decision-making and collaboration skills in a risk-free virtual environment, with an emphasis on environmental impacts.

RESOURCES

Materials

- **Slides:** Used for presentations to introduce key concepts and case studies.
- **Handouts:** Include key points, principles, objectives, and guidelines for reference during and after the session.
- **Flipcharts and markers:** Used for group discussions, brainstorming sessions, and presentations to visually capture and share ideas.
- **Projector and screen:** Essential for displaying slides and multimedia content during presentations and discussions.
- **Laptop or computer:** For running presentations, simulations, and accessing digital resources.
- **Printed case studies and examples:** For analysis and discussion in various activities, providing real-world context.
- **AFTERSHOCK game set:** For engaging participants in the interactive simulation exercise.
- **Materials for alternative simulations:** Includes scenario-based exercises, role-playing scripts, simulation software, field exercise setup, and virtual simulation platforms.

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Delivery method

- **Lectures:** Use lectures to introduce key concepts, case studies, and highlight lessons learned and best practices.
- **Group work:** Engage participants in group activities to foster collaboration and deeper understanding, such as developing plans and discussing case studies.
- **Interactive exercises:** Facilitate hands-on activities and practical exercises to apply environmental mainstreaming practices to hypothetical scenarios.
- **Q&A sessions:** Conduct question-and-answer sessions to clarify concepts and discuss the importance, principles, and enablers of environmental mainstreaming.
- **Case study presentations:** Present and analyze case studies to provide real-world examples and discuss lessons learned and best practices.
- **Plenary discussions:** Facilitate full-group discussions to share insights and experiences on environmental mainstreaming.
- **Role-playing:** Utilize role-playing exercises to allow participants to practice integrating environmental mainstreaming practices into hypothetical humanitarian scenarios.

Assessment tools

- **Quizzes:** Short quizzes at the end of the module to assess participants' understanding of key concepts and principles of environmental mainstreaming.
- **Reflection questions:** Open-ended questions for participants to reflect on what they have learned and how they can apply these insights to their work.
- **Feedback forms:** Collect feedback on the module's content and delivery methods to continuously improve the training program.
- **Group presentations:** Evaluate the plans and strategies developed by participants during group activities to assess their practical understanding and application.
- **Interactive exercises:** Monitor and provide feedback on participants' performance in practical exercises to ensure they can effectively apply the concepts learned.
- **Case Study analysis:** Assess participants' ability to analyze case studies and identify key environmental challenges, responses, and best practices.

Reflection and review questions

- **Introduction to cross-sectoral collaboration**
 - How does collaboration among humanitarian, development, climate, and environmental sectors enhance the effectiveness of crisis response?
 - Why is it important to integrate climate and environmental concerns in humanitarian action?
 - What are the key benefits of cross-sectoral collaboration you have learned from this module?
 - Can you provide an example of how resource pooling from different sectors can improve response efforts?
 - What are the main challenges you might face in cross-sectoral collaboration?
 - How can you address these challenges to ensure effective collaboration in your projects?
 - How can different humanitarian clusters work together to integrate environmental issues?
 - What are some strategies for promoting environmental mainstreaming across clusters in your organization?

- **Methods for effective knowledge sharing and collaboration**

- What strategies for building partnerships did you find most applicable to your work?
- How can fostering collaboration enhance your organization's ability to address environmental issues?
- What platforms and tools for knowledge dissemination were discussed, and which do you think will be most useful for your work?
- How can sharing best practices improve the overall effectiveness of humanitarian responses?
- What entry points for collaboration and knowledge sharing can you identify in your current projects?
- How can you leverage these entry points to foster better cross-sectoral collaboration?
- Which enablers are crucial for effective collaboration and knowledge sharing in your context?
- How can you promote these enablers within your organization or network?

- **Interactive tools and simulations**

- How did the simulation exercise help you understand the dynamics of interagency cooperation in a crisis?
- What aspects of the exercise were most challenging or enlightening for you?
- How can interactive simulations be used to enhance training and preparedness in your organization?
- What lessons did you learn from the simulation exercises that you can apply to real-world scenarios?
- What alternative simulation tools were discussed, and how can they be integrated into your training programs?

- **Final review and reflection**

- Which cluster-specific environmental impacts were most surprising or new to you?
- How can you apply the integration strategies discussed in the module to your specific area of work?

KEY TAKEAWAYS

- 1. Importance of cross-sectoral collaboration:**

Collaboration between humanitarian, development, and environmental sectors enhances sustainability and resilience in crisis response. It integrates diverse expertise, resources, and approaches, leading to comprehensive and sustainable solutions that address complex crises more effectively.
- 2. Benefits of cross-sectoral collaboration:**

Key benefits include resource pooling, shared expertise, enhanced efficiency, comprehensive solutions, improved resilience, increased innovation, strengthened advocacy, and better decision-making. These benefits facilitate the integration of environmental considerations into humanitarian responses, ultimately enhancing program outcomes.
- 3. Challenges of cross-sectoral collaboration:**

Collaboration faces challenges such as differing principles, priorities, funding mechanisms, communication barriers, coordination complexity, capacity limitations, and accountability issues. Addressing these challenges through alignment of goals, shared frameworks, and effective communication strategies is essential for successful collaboration.
- 4. Cross-cluster collaboration for environmental mainstreaming:**

Collaboration across humanitarian clusters like WASH, Shelter, and Health can effectively mainstream environmental considerations. Strategies include joint needs assessments, integrated project design, shared resources, collaborative implementation, joint monitoring and evaluation, policy development, and capacity building.
- 5. Methods for effective knowledge sharing:**

Effective knowledge sharing enhances the capacity to address environmental issues in humanitarian contexts. Strategies include building partnerships, using knowledge dissemination platforms, conducting training and workshops, publishing research, establishing communities of practice, and mentorship programs.
- 6. Entry points and enablers for collaboration and knowledge sharing:**

Key entry points include needs assessments, project design, implementation, monitoring, policy development, and funding applications. Enablers such as strong leadership, stakeholder engagement, adequate resources, capacity building, effective communication, and technology play a vital role in fostering collaboration and knowledge sharing.
- 7. Interactive tools and simulations:**

Tools like the AFTERSHOCK game simulate real-world crisis scenarios, enhancing participants' decision-making, collaboration, and environmental integration skills. Alternative simulations, such as scenario-based exercises, role-playing, simulation software, field exercises, and virtual simulations, provide practical, hands-on learning experiences that reinforce the principles of cross-sectoral collaboration.
- 8. Case studies and best practices:**

Case studies provide real-world examples of successful cross-sectoral collaboration, highlighting how partnerships among humanitarian, environmental, and development organizations lead to innovative solutions and improved resilience. Examples include the Joint Initiative on Sustainable Humanitarian Assistance Packaging Waste Management, the UNEP/OCHA Joint Environment Unit, and the Energy and Environment Technical Working Group in Cox's Bazar.
- 9. Applying cross-sectoral collaboration in humanitarian contexts:**

A systematic approach to collaboration, involving shared planning, joint implementation, and integrated monitoring, enhances the impact of humanitarian actions. Practical application of these collaborative methods ensures that environmental sustainability is prioritized alongside humanitarian objectives, leading to more effective and responsible crisis responses.
- 10. Reflection on collaboration and knowledge sharing:**

Reflecting on cross-sectoral collaboration helps identify actionable steps to enhance environmental sustainability in humanitarian programs. Continuous learning, adaptation, and the integration of local knowledge and experiences are key to overcoming challenges and achieving successful collaboration in diverse humanitarian contexts.



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