WASH Cluster
Water Sanitation Hygiene

ANNUAL REPORT

2018

CONTENTS

ABBREVIATION & ACRONYMS

AAP	Accountability to Affected Populations
CAST	Cluster Advocacy and Support Team
CC	Cluster Coordinator
CCRM	Cluster Coordination Reference Module
CLA	Cluster Lead Agency
CTP	Cash Transfer Programming
EEHF	Emergency Environmental Health Forum
FST	Field Support Team
GWC	Global WASH Cluster
GWC SP	Global WASH Cluster Strategic Plan
GWC-HPC	Global WASH Cluster High Priority Countries
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HPC	Humanitarian Programme Cycle
IASC	Inter-Agency Standing Committee
IAWG	Inter-Agency Working Group
IM	Information Management
L2	Level 2 system-wide emergency
L3	Level 3 system-wide emergency
MBP	Market Based Programming
MPCP	Multi-Purpose Cash Programming
MTR	Mid Term Review
NHWCP	National Humanitarian WASH Coordination Platform
SAG	Strategic Advisory Group
SWA	Sanitation and Water for All
SO	Strategic Objective
TA	Transformative Agenda
TWiG	Technical Working Group
ToR	Terms of Reference
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation and Hygiene

INTRODUCTION

The Global WASH Cluster Annual Report for 2018 summarizes the most salient results achieved over the year, the key challenges faced in implementing the Global WASH Cluster (GWC) Strategic Plan and recommends activities to overcome the challenges. The 2018 Annual Report follows the model established in the 2017 Annual Report. The priority activities are identified and listed in line with the new Result Framework defined by the GWC partners for 2019 and 2020 during the Mid-Term Review process.

The report is divided into four main sections:

1. Update on the governance of the Global WASH Cluster (GWC);

2. Progress on the Global WASH Cluster Strategic Plan (GWC SP) implementation, *with a summary of the key achievements, main constraints in 2018 and priorities for 2019;*

3. Update on the progress and main priorities of the GWC Technical Working Groups;

4. An analysis of the Funding Trends for the humanitarian WASH sector and WASH operational responses in priority countries.

In order to gather comprehensive and consolidated information in one document, the key achievements listed in the Mid-Year Report are included in this annual report.

1 GOVERNANCE

To date, The GWC is made of 76 full and associated members. Following the restructuring of the GWC Strategic Advisory Group (SAG) and the revision of GWC working arrangements in 2017 the GWC has the tools and means of operation to all ow for an effective governance. The GWC Donor Consultative Group has been established and held a first meeting in early 2018. The level of engagement of the partners outside GWC main events remains dependent on individual motivation and volunteer enthusiasm and as a result is relatively weak.

KEY ACHIEVEMENTS

- The **Donor Consultation Group for Humanitarian WASH** was established with the engagement of key donors to the sector (ECHO, OFDA, DFID, SDC, MoFA of Norway, Federal Foreign Office of Germany) with the objective of enhancing dialogue between the GWC Strategic Advisory Group and the sector largest donors. The first joint meeting between the Donor Consultation Group, the GWC SAG and CAST was held on the 9th of April during which mutual expectations, challenges in the humanitarian WASH Sector and the way to address them as one were discussed. While the participants clarified further their cooperation modalities, they agreed to prioritize the development of a concept note for a branding and advocacy exercise, including budget with the support of SDC, and the quality assurance agenda (more can be found here). The members of the Donor Consultation Group are expecting that CAST (and consequently the GWC as a partnership) plays a stronger role to provide strategic guidance on humanitarian WASH, develops policies and has a higher-level advocacy role.

- The **SAG members** met on the same day, reviewed the achievements and challenges of the GWC strategy imple-mentation, including the FST model and on-going evaluation and discussed the possibility to organize a meeting with UNICEF Senior Management on the challenges associated with the GWC. However it was agreed that a clear "2030 vision" should be developed beforehand. More can be found here. On December the SAG members organized a self-reflection workshop to analyze how they can engage more consistently in the governance of the GWC. This workshop reflected the duties and responsibilities defined and listed in the MTR document.

- The **23rd Global WASH Cluster annual meeting** was held on 10-11th April 2018 in Berlin, Germany. It was hosted by the German WASH Network with the support of the Federal Foreign Office of Germany. The meeting brought together over 130 participants from national and international NGOs, UN agencies, donors and private sector actors involved in humanitarian WASH actions globally. The main themes of the meeting were:
  - An update of the GWC Strategy (2016-2020)
  - Localization of WASH Humanitarian Aid
  - Humanitarian WASH Accountability and Quality Assurance
  - Evidence of the impact of WASH in Emergency for Response and Coordination

  The event was organized over 2-days and involved presentations and group discussions on various topics, all related to the key themes cited above. This workshop was an opportunity to update partners on the main GWC initiatives (updates from CAST, SAG of the GWC Strategy, from the Technical Working Groups, update of the National Cluster/Sector coordinators) while key topics were dealt with in greater depth (localization of WASH Humanitarian Aid, Humanitarian WASH Accountability and Quality Assurance, Evidence of the impact of WASH in Emergency for response and coordination). All details of the meeting can be found here.

- The **Cluster Advocacy and Support Team** (CAST) is now made of four fully UNICEF-funded positions: the P5 GWC Coordinator, The P4 Deputy Coordinator, the newly recruited P4 Senior WASH Cluster Coordinator (who is also managing the Field Support Team Manager) and the P3 Senior Information Management Officer. This new set-up allows the GWC Coordinator and the Deputy to disengage from operational aspects and focus more on policy and strategic issues. CAST remains engaged in operational issues in an advisory capacity as this is a prerequisite to make relevant recommendations at strategic and policy levels.

- CAST continued to expand the **GWC partnership** welcoming two additional full members and exploring the pos-sibility to involved additional associated members and observers in the GWC (Bill and Melinda Gates Foundation and the French Water Partnership).

MAIN CONSTRAINTS

- In general, the **active involvement of the partners** to implement pieces of the GWC SP or participate in the GWC TWiGs remains weak, "funding" dependent and is based on select, highly motivated individuals. In order to encourage greater involvement of partners in implementing the GWC SP, responsibilities have been more clearly defined in the Mid-Term Review (MTR) document identifying who is responsible for what output (see Annex 1).

- **Funding** (amount and timing of allocations) remains a key challenge for implementing the strategic pillars for capacity building, knowledge management and advocacy. This situation forces CAST to develop alternative strategies to mobilize funds when opportunities occur and represents a major constraint to develop and implement activities in a predictable manner. It should be noted that the funding of the Operational Support Strategic Pillar will decline in 2019 following the re-prioritisation of ECHO funds.

- The **consultation meetings with the GWC SAG and with the GWC Donor Consultative Group cannot** be organized with the required regularity, mainly due to agendas constraints of individuals resulting in repeated difficulties to get the necessary quorum.

PRIORITIES FOR 2019

1. The development of a Concept Note for a branding and advocacy exercise (including budget and the quality assurance agenda), as agreed during the GWC Donor Consultative Group and SAG meeting.

2. A stronger involvement of the partners in the achievement of the outputs contained in the GWC SP, as per the roles and responsibilities agreed during the MTR exercise.

3. The on-going streamlining of the internal coherence within UNICEF between the WASH Unit in Programme Division, the WASH Section in Supply Division and the Global WASH Cluster Coordination Unit in EMOPS to synergize initiatives and support to countries.

4. The inclusion of humanitarian WASH coordination into the evaluation of UNICEF WASH humanitarian action (2014-2019) commissioned by the UNICEF Evaluation Office to fill in knowledge gaps and contribute to learning within UNICEF and in the WASH and humanitarian sectors more broadly, getting the following two key questions addressed by the Evaluation Team: 1) Has UNICEF effectively complied with / implemented the normative frameworks and agency and sectoral standards in its WASH humanitarian action, including in emergency coordination? 2) Are the appropriate means in place to ensure adequacy and quality in UNICEF WASH humanitarian action, including coordination?

5. Continue to strengthen key strategic collaboration, among them with the Inter-Agency WASH Group and the Emergency Environmental Health Forum, the Sanitation and Water for All, the Bill and Melinda Gates Foundation.

2 PROGRESS ON THE GLOBAL WASH CLUSTER STRATEGIC PLAN IMPLEMENTATION

The monitoring framework of the GWC SP (see Annex 2) provides details on the different outcomes and outputs associated to each strategic objective and an indication on their achievement so far.

Mid-Term Review Exercise

The MTR exercise was carried out over a 6 months period with regular consultation of the SAG members, who endorsed the final document on December 2018. The MTR document:

- includes an analytical review of the humanitarian landscape, the humanitarian WASH sector as well as the 2016-2020 GWC Strategic Plan and the results achieved so far;

- contains a revised result framework for 2018-2020, developed following a theory of change that was structured around a result chain considering two levels of outcomes to factor in the complexity of the GWC Strategic Plan and the multiple results that must be articulated to achieve long-term and structural results;

- is based on six initiatives to better reflect the ongoing initiatives and better identify the level of accountability of the GWC stakeholders (see box below).

THE SIX CORE INITIATIVES

#1

Identify better the contributions of the GWC stakeholders (including those of the Technical Working Groups and the Donor Consultative Group) to roll out of the strategic plan at global, regional and national levels, based on the ways of working updated in 2017.

#2

Further mainstream the initiatives associated to the implementation of the Grand Bargain commitments into the GWC SP. This includes initiatives taken on the localization of aid, cash and market based programming, joint and impartial needs assessments, participation of affected populations, and humanitarian and development nexus.

#3

Ensure that the working framework developed by the GWC partners on quality programming in the WASH sector, and the steps taken to empower NHWCPs to guide, monitor, alert and propose corrective actions about the quality of the humanitarian WASH programmes is duly reflected in the strategic plan.

#4

Ensure that the initiative taken in close collaboration with the Inter-Agency WASH Group to strengthen the technical capacity of the humanitarian WASH sector is also duly reflected in the strategic plan.

#5

Develop new expected outcomes and outputs on capacity building, advocacy and knowledge management based on the lessons learned in the implementation of the GWC SP so far.

#6

Reflect better the intersectoral initiatives taken all across the four strategic objectives.

This year, GWC activities and achievements will still be reported against the Result Framework associated to the GWC SP 2016-2020. Starting from 2019, the Mid-Term Review document and its updated Result Framework will be the new referential for the GWC. All documents can be found here.

Strategic Objective #1: Support to national humanitarian WASH coordination platforms

In 2018, the WASH cluster approach was activated in 28 countries.

The Field Support Team (FST), supervised by CAST and administratively managed through a consortium led by NCA and made of 6 partners (ACF, Reach, NCA, Oxfam, IMMAP, Solidarités International) remains the principle mean of providing direct and remote support to National Humanitarian WASH Coordination Platforms (NHWCPs), whether the cluster approach is activated or not. Funding of the FST was covered by two principle donors ECHO 2017-18 and OFDA 2018. The ECHO grant terminated in December 2018 with no current plan to continue. The OFDA grant ran from September 2017 – end of September 2018 and has been renewed for 2019. In addition, Norwegian Office of Foreign Affairs supported 1 WCC and 2 IM specialist and Swiss Development Corporation supporting the FST with a secondee (FST management position).

The FST team consisted of: 1 Project Manager (seconded by SDC), 1 Senior WASH cluster coordinator (OXFAM) and 1 Senior Information Management Officer (UNICEF), 1 Assessment Specialist (REACH/Impact), 4 WASH Cluster Coordinators (ACF, Oxfam, Solidarite, NCA) and 4 Information Management Officers (NCA, REACH/IMPACT, iMMAP). Additional to the FST core team, a series of specialists were recruited on an ad hoc basis to complement it when required (2 assessment specialist, 1 Information Manager and 1 WASH Cluster and 4 WASH specialists who supported regional initiatives). Finally, by the end of 2018 the FST had developed a new structure to adapt to the new funding arrangements. The new structure includes a RRT WASH Cluster Coordinator / FST Manager and an RRT Information Management Specialist both funded by UNICEF as staff. The FST team will consist of 4 WCC, 4 IM specialists and 1 Assessment specialist.

KEY ACHIEVEMENTS

- With 37 individual deployments, the FST supported **21 countries** for a total of number of **2'058 days** (see figure 1), with DRC, Bangladesh and the Whole of Syria being in the top three of the humanitarian crisis where the FST members were deployed.

  The support was organized around the following deployments (for more information see Annex 3):
  - **Coordination: deployments** and remote support in 11 countries totaled 821 days over 17 deployments. The countries supported include Bangladesh, CAR, Cameroun, DRC, Ethiopia, Indonesia, Papua New Guinea, Somalia, South Sudan, Syria and Turkey

  - **Information Management:** deployments in and remote support in 10 countries totaled 1,021 days over 17 deployments. The countries provided sustained support include Bangladesh, Cameroon, DRC, Ethiopia, Indonesia, Myanmar, Palestine, Papua New Guinea, South Sudan and Syria.

  - **Assessment support** ranged from training national partners (see capacity building section) to perform an assessment to complete support for assessment processes including remote support for analysis of results. Support (including technical advice on methodology design and review of actual information products) was provided to the following 9 countries, with deployments organized in 6 countries for a total of 215 days:
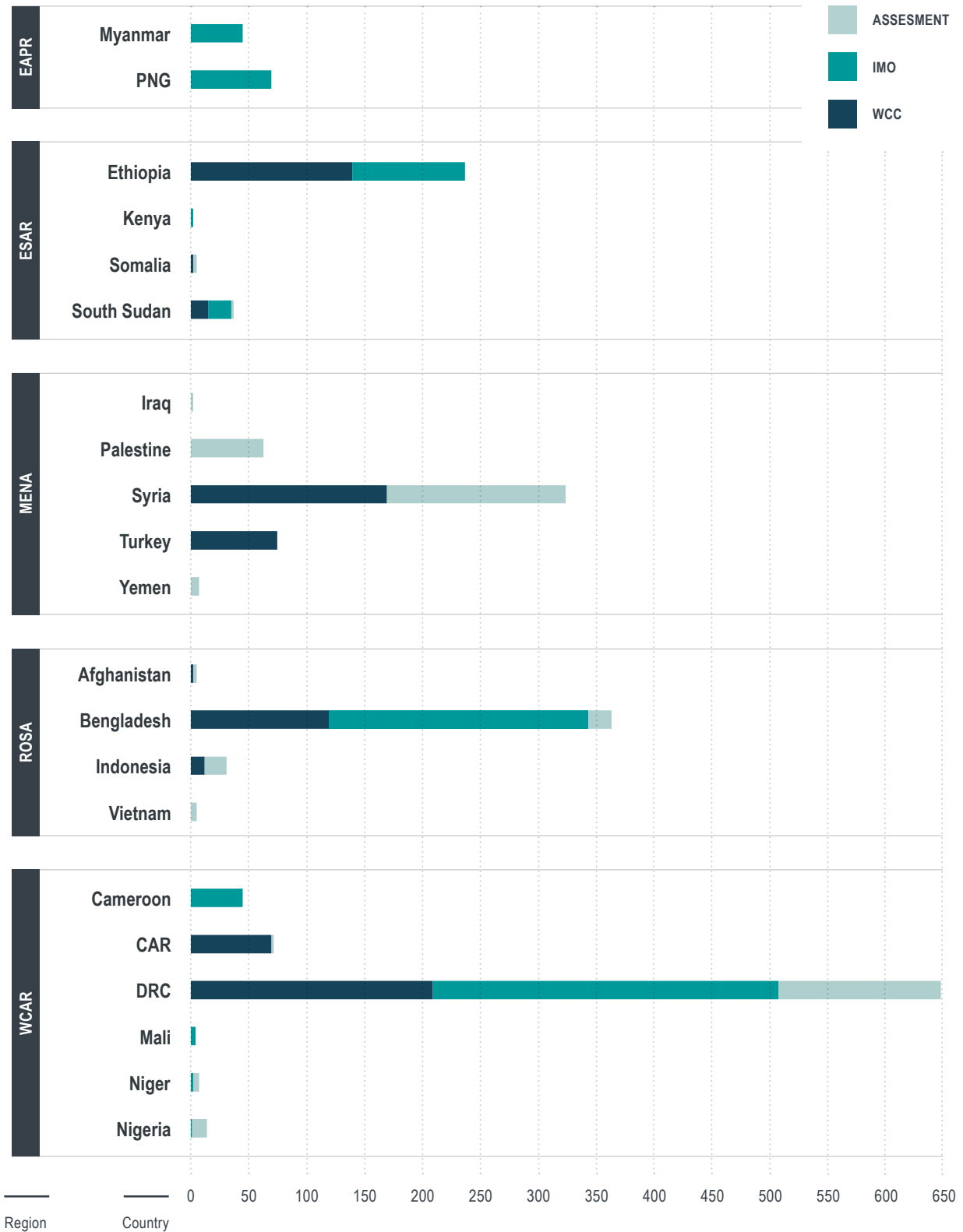
Afghanistan – implementation of a dry spell assessment covering 10 provinces and ; Bangladesh – implementation of monthly infrastructure monitoring and two household-level surveys covering all camps and review of assessment portfolio and enhance assessment preparedness in view of the rainy season; DRC – implementation of a WASH assessment covering 8 provinces and production of a SDR baseline and design/pilot harmonized indicators and tools; Niger - implementation a WASH & Protection survey in Diffa region; Nigeria – facilitate inclusion of WASH into a multi-sector needs assessment; Somalia – implementation of regular water price monitoring; South Sudan – facilitate inclusion of WASH into different multi-sector needs assessments, Syria – implementation of a WASH assessment in camp settings; Yemen – implementation of a WASH assessment covering districts.

- **GWC helpdesk** responded to a range of helpdesk request through 2018. Requests can broadly be categorized into information sharing as a simple task to in-depth remote support task such as analysis of data quality and development of data analysis tools, review of the IM framework, support for recruitment processes by adapting written tests and/or screening candidates, reviewing indicators or country level documents.

- **An external evaluation of the FST mechanism took place in early 2018**. The evaluation concludes that there is a high level of satisfaction with the FST support among the respondents, leading the evaluation team to conclude that the support is aligned with and highly relevant to the needs of the NHWC platforms, and that it contributes to the achievement of SO1.

- **An ECHO-funded Joint Monitoring Mission (JMM) was undertaken to Bangladesh in April/May 2018** with representatives from ECHO, the GWC and NCA. With the main conclusion that the deployments of FSTs to Cox' Bazar were necessary, appropriate and relevant, the JMM team made concrete recommendations for further follow-up.

- **The GWC/FST and UNDAC** reached an agreement for rapid deployment of the assessment team in the event of a sudden on-set natural disaster. To date this has not been yet tested. One FST member was selected and trained as an UNDAC member.

- Last but not least, aside from the WASH cluster coordination handbook (produced in 2009 and reedited in 2011), there was no mechanism to make available the various WASH Cluster coordination guidance, tools and field examples to members of National coordination platforms. CAST oversaw the development of the new **GWC Coordination Tool Kit (CTK) from January to December 2018** with the support of an FST specifically dedicated to capacity building (GWC capacity building specialist). After several attempts to improve the current CTK on the GWC website last year, a new format was finally adopted in 2018, with the use of Confluence web application. The CTK centralizes all capacity building resources into 12 succinct chapters ranging from the basics of the coordination platform and information management through needs assessment, gap analysis and strategic planning. The CTK is one stop shop for WASH coordinators to access resources on how to coordinate. The tool is now available for [public access](#) on the global wash cluster website. This interactive format allows the CTK to be regularly updated with new developments in Humanitarian Coordination systems and recent examples and tools from national coordination platforms.

FIGURE 1   COUNTRIES HAVING BENEFICIATED FROM FIELD SUPPORT TEAM OPERATIONS IN 2018 (IN # OF DAYS)

Legend:
- ASSESMENT
- IMO
- WCC

EAPR: Myanmar, PNG

ESAR: Ethiopia, Kenya, Somalia, South Sudan

MENA: Iraq, Palestine, Syria, Turkey, Yemen

ROSA: Afghanistan, Bengladesh, Indonesia, Vietnam

WCAR: Cameroon, CAR, DRC, Mali, Niger, Nigeria

x-axis: 0, 50, 100, 150, 200, 250, 300, 350, 400, 450, 500, 550, 600, 650

Region   Country

MAIN CONSTRAINTS

- **Recruitment and turnover of FST deployment staff is still a challenge**. Multiple recruitments from consortium partners at the start of the year leads to competition between the partners and rapidly depletes the number of capable and available staff from the market. This has resulted in some positions not being filled rapidly at the start of the year.

- The FST in 2018 have been able to balance ECHO and OFDA funding constraints to allow support across WASH humanitarian emergencies. This has included, for example, significant and sustained support to the refugee crisis in Bangladesh with Rohingya populations. The 2019 funding base resting solely on one donor (OFDA) means that the FST **will lose some of the flexibility around deployments**, particularly in this case there will be restrictions for FST support to refugee populations and certain states.

- Undoubtedly, the FST mechanism is considered as a major achievement and tool to support NHWCP, which level of preparedness remains low. However, with the termination of the ECHO Grant and the early indication from the Norwegian MoFA that WASH has become a second priority, **the sustainability of the FST mechanism and the predictability of the support** that the GWC is able to provide to countries is not warranted.

- With **a few of the FST members capable to operate in an additional language other than English** (notably French, Spanish and Arabic), the flexibility with which the GWC can deploy the FST members remains quite low.

- This year, **the Helpdesk recorded only 21 official requests**, showing the need for the GWC to constantly inform NHWCPs and partners on the existence of this supporting modality.

PRIORITIES FOR 2019

1. Continue to provide rapid support to disaster affected communities by establishing or supporting National and Sub-national WASH Cluster Coordination Platforms or supporting WASH coordination in other areas affected by humanitarian crises, and improve the tracking system for deployments, remote support and help desk support.

2. Provide in identified priority countries specific support to improve the quality of the WASH components in the multisectorial assessments, Humanitarian Needs Overviews and Humanitarian Response Plans.

3. Start providing a more systematic and structured support to National Humanitarian WASH Coordination Platforms so that they can monitor the quality of the WASH response as a sector and guide partners (see Progress of Technical Working Groups - Quality of Response).

4. Establish a system for routine monitoring of the GWC Minimum Requirements for coordination for countries deployed to and 2019 priority countries.

5. Improve the FST funding base in 2019. Currently the 2019 funds for FST are from a single donor that entail restrictions on some deployment opportunities. The FST could effectively manage donor constraints but only if there were a range of donors supporting.

6. Continue and expand the intercluster initiatives:

7. Development of a joint operational framework with the Health Cluster to guide coordination during epidemic outbreaks, commencing by cholera (see SO3 on advocacy for more details);

8. Continue the engagement with the Shelter Cluster on Cash and Market to better profile the sector requirements and benefits when cash transfer programming modalities are used;

9. Consolidation of the inter-cluster initiative with the Nutrition Cluster commencing by the finalization of a joint training package.

10. Develop and pilot a practical approach to support national WASH Coordination platforms, commencing with Fragile States, to improve the capacity of National Stakeholders for humanitarian WASH coordination and response with the following specific objectives 1) to develop a step by step guidance for national wash coordination platforms to appraise national government's capacity to lead and coordinate the humanitarian WASH response at national and subnational level, and develop an institutional capacity building plan and 2) to develop a practical approach for national humanitarian WASH coordination platforms to support national actors involved in the humanitarian WASH response to strengthen their operational capacity.

11. Continue the positive momentum that has been established with WASH PD and some of UNICEF Regional Offices to support in-country humanitarian WASH coordination and response in a coherent manner.

Strategic Objective #2: Ensure that key WASH stakeholders have the capacity to coordinate and deliver emergency WASH response

Based on the Learning and Training Strategy developed in 2017, CAST has continued to prioritize the development of strategic training packages and tools directly providing the most important training packages and mainstreaming core elements to partner organizations. Despite the chronic lack of funding, the training offer has consistently progress towards now a coherent and well-articulated set of trainings and briefings following a logical pathway (see figure 2). All these trainings are available on the UNICEF global hub for learning and development (Agora, see: https://agora.unicef.org/).

FIGURE 2   **GWC OFFER OF TRAININGS AND BRIEFINGS**

Coordination of the Humanitarian WASH Response

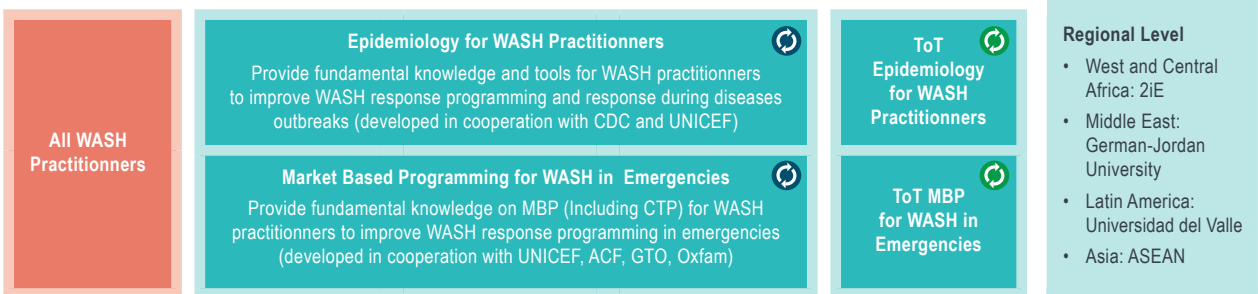| Target Group	Incoming Level	General Level	Expert Level	Trainer Level	Institutionalization
WASH Cluster Coordinators Assessment Specialists Information Management Officers	**On-line Induction Course** Provide fundamental knowledge and tools for WASH Cluster Coordinators, Information Management Officers and Assessment specialists to perform basic coordination tasks.	**WASH Operational Coordination (WoC)** Provide in-depth knowledge and tools for WASH Cluster Coordinators, Information Management Officers and Assessment specialists to perform complex coordination tasks and undestand how their tasks are interrelated	**Leadership & Coordination (L&C)** Provide soft skills on leadership styles and practices essential to coordination **IM for Human. WASH coord.** Provide advanced skills to ensure humanitarian WASH Information management **Assessing WASH sector needs in Emergencies** Provide advanced skills to lead humanitarian WASH assessment process	**ToT on WoC** Train experts capable to deliver above trainings **ToT on IM for Human, WASH coord.** Train experts capable to deliver above trainings **ToT on WASH Assessment** Train experts capable to deliver above trainings	Mainstreaming of Global WASH Cluster trainings in selected regional and international Academic Institutions or organizations in closed cooperation with UNICEF (Headquarters and regional Offices) and GWC partners in order to sustain the training offer **Current and potential partners identified** **Global Level** • Water Institute of Education (Delft) • Bioforce (Lyon) • WEDC (Loughborough) • JHU (Baltimore) • Tufts (Boston) **Regional Level** • West and Central Africa: 2iE • Middle East: German-Jordan University • Latin America: Universidad del Valle • Asia: ASEAN

Priority Technical Trainings

All WASH Practitionners	**Epidemiology for WASH Practitionners** Provide fundamental knowledge and tools for WASH practitionners to improve WASH response programming and response during diseases outbreaks (developed in cooperation with CDC and UNICEF)	**ToT Epidemiology for WASH Practitionners**
	Market Based Programming for WASH in Emergencies Provide fundamental knowledge on MBP (Including CTP) for WASH practitionners to improve WASH response programming in emergencies (developed in cooperation with UNICEF, ACF, GTO, Oxfam)	**ToT MBP for WASH in Emergencies**

Briefing Package for Implementing Partners on WASH Cluster Coordination

	Module 1	Module 2	Module 3	Institutionalization
All WASH Practitionners deployed in the field	**Introduction to humanitarian WASH coordination** A briefing that WASH staff can follow before their assignment in an emergency context. This briefing focus on the humanitarian coordination system.	**WASH sector response plan** A briefing for WASH staff prior to their deployment in an emergency context. This second module focus on the humanitarian response plan.	**National WASH humanitarian coordination platform** Briefing given by NCC focusing on context (institutional, coordination, and response) in the country for newly arrived WASH staff in the country	Briefing sessions in Modules 1 and 2 should be provided by GWC partners to their staff prior to their deployments at Headquarters or in-Country Office level. Briefing package in Module 3 should be provided by UNICEF to GWC partners in country.

⟳ Developed   ⟳ Being developed   ⟳ To be developed

KEY ACHIEVEMENTS

TRAININGS DEVELOPMENT

- **WASH Operational Coordination (WOC) training**

  The WOC training aims at providing current or future Humanitarian WASH Coordination Platform team members (both coordinators and information management officers) with operational tools and competencies to perform all tasks related to the 6+1 core coordination functions at national or subnational level in protracted and/or sudden emergency settings, building on an in-depth understanding of the relationship between Information Management and Cluster Coordination. The WOC was first designed in 2017, and then updated after each pilot delivered (Addis Ababa and Nairobi). Early 2018, it was delivered to the FST team allowing to make final adjustments. A training of trainers was developed, and a first pilot organized in Amman in July 2018 involving regional WASH experts of UNICEF and partner organizations. The development of the material, and then organization and delivery of each training event was realized by CAST with the support of the GWC capacity building specialist and other FST members. Discussions are underway with UNICEF regional offices to translate the WOC training package in French, Spanish and Arabic and organize them in their respective regions in 2019, directly or through a ToT format.

- **Market Based programing for WASH in emergency**

  Market and cash-based interventions are becoming a central aspect of the humanitarian response, including for the WASH sector. In 2018, based on an analysis of the weaknesses among WASH practitioners in terms of both knowledge and practices of the market and cash modalities, CAST included Market and Cash based programming as one of the priority topics for capacity building. While the Cash learning project (CaLP) has developed solid training packages on cash and market key topics, these trainings remain largely multi-sectorial, and do not target specific sectors practitioners.

  Thus, there was the need to develop a specific Market and cash training pathway for WASH practitioners, based on the GWC training pathway approach defining three levels (incoming, general and expert), after a specific and solid competency framework for WASH practitioners was defined. The training modules were developed with the support of the GWC TWiG on cash and market, and the first pilot training delivered in Nairobi at the end of Nov 2018 with support of UNICEF, ACF Spain, Oxfam and the German Toilet Organization. The first pilot was considered as a huge success by the participants and donors present in the room.

- **Epidemiology and data collection methods for WASH in emergencies**

  As part of the GWC learning and training strategy, the second and third pilots of this course were organized in Hungary in April and South Africa in December in close partnership with UNICEF and CDC. The purpose of this training is to strengthen the epidemiologic skills of individuals responsible for the WASH activities during acute or protracted emergencies. The aim is to provide a foundation of public health epidemiology and data collection methodology in order to obtain robust and reproducible results for WASH programs and response efforts to humanitarian emergencies. WASH staff from the Middle East, Eastern and Western Africa regions, and the FST members beneficiated from this second and third pilots. CAST, UNICEF and CDC are now engaged in a strategy to sustain this training.

- **WASH Partner's briefing modules**

  Due to high turnover and the nature of humanitarian work, new staffs are continuously deployed by WASH agencies to emergencies, initially unaware of the country humanitarian WASH coordination system. To answer to this gap, a briefing package composed of 3 modules of ½ day each were developed specifically so that the GWC partners can include humanitarian coordination in their briefings sessions and NHWCPs provide specific briefings to newly arrived partners adapted to their context. This initiative had already been identified in the GWC 2017-2020 Teaching and Learning strategy.

The briefing package was piloted by Word Vision through a webinar in August 2018, translated in Arabic and several times used for partners' briefing by WASH coordination platforms in middle east at the end of 2018. Packages can be downloaded on the CTK page "communicate with WASH sector partners".

- **Ad hoc support to trainings**
  - After aspects on coordination leadership and practices were included into the joint UNICEF / UNHCR training on WASH in Emergencies in 2016, CAST continued to support the delivery of this training: one session was organized for UNICEF Stand-by Partners in The Hague, and one organized for the Regional Staff in Bangkok.

  - A training on WASH rapid needs assessment was organized in Vietnam from 23 to 25 Oct 2018 for about 30 participants from 13 organizations. Lessons captured from this training will be instrumental to develop the new GWC training on Assessment in 2019 / 2020.

  - The WASH Partner's briefing modules were used to develop a rapid training for the WASH Cluster partners that was delivered in Gaziantep (North of Syria response) with the support of a FST WCC.

  - A specific IM training was organized for the WASH cluster staff operating in Indonesia for the response in Sulawesi.

STRENGTHENING OF PARTNERSHIP FOR CAPACITY BUILDING

- **WOC and L&C training of trainers**

  An ambitious 2 weeks training of trainers was delivered by CAST and FST members in Amman in July to high level coordination staff from MENA and other regions. The objective of this ToT was to create a pool of facilitators from UNICEF and other organizations involved in coordination or capacity building, able to deliver the WASH Operational Coordination and the Leadership and Coordination trainings in the future with minimal involvement from CAST/FST. Following to this ToT, MENA region will organize a regional Leadership and Coordination training in March 2019 in Beirut, that will be delivered by the 2018 ToT participants. Similar initiatives are planned with UNICEF regional offices for West and Central Africa and Latin America in 2019, in order to build regional capacity to deliver WASH humanitarian coordination trainings with minimal support from global level.

- **Partnerships on Capacity Building**
  - IHE Delft Institute for Water Education: the GWC leadership and coordination course was inserted as a one-week training module into a one-year MSc of Sanitation organized by IHE-Delft Institute. CAST supported the first delivery of this module, with a strong positive feedback from the partners;

  - Bioforce: Bioforce agreed to organize the first course on Coordination and Leadership in French. The course was supposed to be delivered for WASH stakeholders working in West Africa and will be organized at Bioforce training centre in Dakar in the second half of the year. In order to prepare it, Bioforce trainers will be participating in the training of trainers organized by the GWC in Amman. Unfortunately, Bioforce had to cancel it due to the lack of candidates subscribing to this course. This questioned the level of support provided by UNICEF to advertise the course as well as the level of interest raised for this course in this region. It was jointly decided with UNICEF RO for West and Central Africa and Bioforce to propose this course every second year;

  - German Jordan University Initiative: The GWC is supporting a partnership between ACF-France, Bioforce Institute and the German Jordan University (GJU) for the creation a Master program and degree in Humanitarian WASH in Amman at the GJU. This master aims at educating and training future WASH program managers to support humanitarian response in the MENA region. CAST is part of the steering committee, participates in the development of the program, ensuring mainstreaming of core modules of the trainings developed at GWC level into the Master study plan. CAST also plans to support the courses delivery that should start early 2020;

- First contacts were taken with WEDC and Humanitarian leadership academy in order to explore possible partnership between GWC and these two partners in the future, for example mainstreaming some of the WOC and L&C training topic into their residential and distant learning courses offers;

- The dialogue continues with Red-R to figure out how best the training and learning initiatives could be mainstreamed through their networks.

REGIONAL INITIATIVES

- Dialogues have started with **UNICEF Regional Offices** for Latin America, Eastern and Southern Africa, Middle-East and North Africa, and Asia and Pacific in order to develop regional strategies, reinforce regional WASH humanitarian coordination platforms and build institutional capacity of Governments and operational capacity of national partners to respectively reinforce their leadership to coordinate humanitarian responses in the WASH sector and reinforce their implementation capacity. The following salient results can be listed:

  - Eastern and Southern Asia: a mapping exercise on humanitarian WASH capacity was coordinated together with UNICEF Regional Office and a first meeting organized with the regional humanitarian WASH partners (UNICEF; ECHO, IFRC, Oxfam, ACF…) to discuss regional priorities. It was agreed that a regional coordination platform would be formalized based on ToRs (to be developed). Contact were taken with AHA/ASCEND to discuss, in collaboration with UNICEF RO, opportunities to support capacity building activities and preparedness activities in the region;

  - Eastern and Southern Africa: The GWC supported a regional mapping exercise led by UNICEF RO on risks identification and WASH response capacity in the urban sector, in addition of the initiatives already taken around Market Based programing for WASH in emergency and Epidemiology and data collection methods for WASH in emergencies (see above);

  - Latin America: the GWC supported the identification of needs to strengthen preparedness, response and resilience capacities of the WASH sector at the regional and in national levels, using the methodological guidelines developed by the GWC. A regional road map was developed in cooperation with the Regional WASH-LAC coordination Plaftorm to strengthen the preparedness agenda within the region and potential academic partners identified to support the GWC learning and training strategy;

  - Middle East: additional areas of support are under identification complementary to the support that is already brought to ACF and the German Jordan University and the organization of the trainings and ToTs already mentioned (see WASH Operational Coordination training hereupon).

MAIN CONSTRAINTS

- The **lack of specific funding** dedicated to the SO2 made CAST totally dependent of the external partners to develop and deliver the trainings and forced it to develop an imaginative, opportunistic and persuasive (!) approach… The lack of funded prevented CAST to develop a more strategic approach for the institutionalization and regionalization of the trainings developed last year and this year and sustain them.

- UNICEF Regional Offices are key in the institutionalization of core trainings in identified institutions. Unfortunately, the **heterogeneity across UNICEF Regional Offices** does not allow the GWC adopt a consistent approach to mainstream core GWC trainings in all the regions.

PRIORITIES FOR 2019

1. Wash Operational Coordination and Leadership & coordination training: deliver at least one of these training in one UN region, directly or through a training of trainers.

2. Development of the on-line humanitarian WASH coordination induction course, to be followed by all new WASH coordination platform staff before their deployment and by all the FST members.

3. Development of a 5-days face to face GWC Information Management training material, and deliver one pilot training in one country.

4. Epidemiology and Data Collection Methods for WASH in Emergencies: deliver one more training and roll out the institutionalisation strategy to ensure training sustainability.

5. Market based programming for WASH in Emergency training: the training material will be reviewed and updated following the lesson learned from the 2018 first pilot. A second pilot will be delivered in Asia, followed by a training of trainers in one UN region.

6. Develop and pilot a practical approach to support WASH Coordination platforms to improve the capacity of National Stakeholders for humanitarian WASH coordination and response in close collaboration with UNICEF and SWA.

7. Get at least one solid strategy set up with one region to mainstream all trainings in one academic institution and reinforce it.

8. Develop in close collaboration with the Sanitation and Water for All, UNICEF, IFRC and the World Bank a capacity building strategy to reinforce the capacity of the national Governments and National partners operating at sub-national levels to respectively lead /coordinate and implement the humanitarian response in the WASH sector.

Strategic Objective # 3: Influence and advocate for an effective humanitarian WASH coordination response and funding

Significant progress has been made this year around this strategic objective. The key elements have been put in place to build on the initiative taken in 2017 for the capacity of the WASH sector, generate the evidences on the gaps, and set-up the advocacy messages that will be passed at the next GWC meeting in June 2019.

KEY ACHIEVEMENTS

- The main focus was on the follow up of the 2017 October meeting on the **Capacity of the WASH sector** which was held in Brussels. Several calls took place with WASH Interagency, donors, and Emergency Directors (EDs) to discuss the next steps of the meeting. The calls confirmed that all stakeholders agreed that the topic is essential, and a second event should be organized to focus on an in-depth identification of the WASH sector capacity gaps and the provision of actionable solutions/way forward. CAST, in close collaboration with the Inter-Agency Working Group identified and recruited a consultancy firm to undertake a more detailed diagnosis on the current capacity gaps of the WASH sector to meet humanitarian needs especially in hard to reach or conflict zones.

- In line with the Grand Bargain commitments on the **humanitarian-development nexus**, CAST continued to work for a better inclusion of the humanitarian agenda within the WASH sector focusing on three pillars:

  - The dialogue started in 2016 with the Sanitation and Water for All (SWA) partnership around the four Collaborative Behaviours allowed to propose at the session held by the SWA Country Processes Working Group SWA in Lisbon on December 2017, a limited number of humanitarian indicators for the fragile states in order to maximize opportunities for integration and monitor such dialogues through the GLAAS Survey. The goal of this initiative would help to stimulate the regular dialogues among the development and humanitarian WASH stakeholders in countries, while further support SWA's development mandate, aligning it with the global humanitarian agenda. There was clearly interest in having a larger conversation on this topic, involving the SWA Secretariat.

  - The inclusion of humanitarian criteria in the WASH Bottleneck Analysis Tool (a sector analysis and monitoring tool developed in 2011 by UNICEF and World Bank as part of the Marginal Budgeting for Bottlenecks approach aiming to track and remove the barriers to sustainable and efficient WASH services at national, regional, service provider and community levels) in order to systematically consider the Humanitarian WASH aspects, which is a key accountability of UNICEF as the GWC CLA. A first pilot to use the modified tool is planned for 2019;

  - The strengthening of the coordination and leadership capacity of Governments and national partners. This initiative will be fully implemented in 2019 with the objective to develop a systematic approach for national wash coordination platforms to: 1) appraise national government's capacity to lead and coordinate the humanitarian WASH response at national and subnational levels, and develop an institutional capacity building plan; 2) assess the capacity gaps to local actors and strengthening their capacity to implement the response, participate in the monitoring the quality of the Humanitarian WASH response, and ensure a coordination role at sub-national level;

- The engagement of CAST in the WASH Working Group of Global Task Force on **Cholera** Control (GTFCC) allowed to continue advocating for the streamlining of intersector coordination based on the joint initiative taken by the Global Health and WASH Clusters based on the joint evaluation aiming to review and improve the integrated response

to cholera and AWD outbreaks within humanitarian crises. The preliminary results clearly indicated that leadership and accountability of the humanitarian community's contribution to national cholera preparedness and response is often unclear, leading to parallel and overlapping coordination mechanisms, vague roles and responsibilities, often resulting in inaction, limited preparedness and delays and gaps in response. This initiative allowed to trigger a discussion between the Emergency Directors of WHO and Unicef and develop a road map to engage a broader discussion to guide responsibility and coordination for the Health and the WAS sectors.

- CAST supported UNICEF exercises on the **Humanitarian Action Review** in the WASH sector in South Sudan and Bangladesh to appraise the WASH humanitarian responses and the capacity of the partners in these two countries and ensure that the coordination performance as duly considered. Details reports can be found here.

- The GWC echoed UNICEF and the Geneva Water Hub advocacy initiatives around the **misuse of water as a weapon of war** and the need to monitor damaged Water & Sanitation Infrastructure. At the World Water Week, a round-table discussion was organized to promote good water governance, based on the premise that water is a vehicle of peace, and a common denominator to all. A detailed report is to be issued in 2019.

- Last but not least, CAST supported the revision of the WASH Standards included in the 2018 edition of **the Sphere Handbook**, ensuring that quality programming and accountability to affected populations are highly considered.

MAIN CONSTRAINTS

- As for 2017, and despite the efforts made by CAST to prioritize the advocacy pillar, the **lack of specific and dedicated resources and time at CAST level** holds back the development of a more consolidated and systematic approach to advocate for the GWC, national clusters, and more generally for the WASH sector, impeding partly the leadership role CAST should play to raise the profile of the sector.

- The above challenge was amplified by the **compartmentalization within UNICEF** between Programme Division (hosting the WASH humanitarian team) and the Division of Emergency Programme (hosting CAST), preventing to maximize the delivery of synergic messages.

PRIORITIES FOR 2019

1. Analysis of the capacity of the WASH sector outlining clear evidences on gaps and advocating so that the humanitarian stakeholders and the donor community further acknowledge the centrality of WASH in the human-itarian response and take the necessary action to reverse the current sliding of the sector. The capacity of the humanitarian WASH sector will be put as a central element of the 2019 GWC meeting.

2. Thematic advocacy will continue: coordination in public health emergencies, use of market-based programming for WASH in emergencies, more systematic consideration of the coordination agenda by UNICEF in regions and priority countries, continuation of the advocacy towards the IASC Emergency Directors for a central role of coordination in the operational response.

Strategic Objective # 4: Provide humanitarian WASH actors a timely access to appropriate and accurate knowledge on coordination and response

The collaboration between UNICEF and Tufts University has been a central element for the development of this strategic pillar.

KEY ACHIEVEMENTS

- The **GWC Resource Centre for** WASH responders and NHWCPs was developed in partnership with Tufts University. It contains so far 130 publications and documents extracted from existing databases or specific agency websites, such as success stories, lessons learned, technical guidance. The repository includes a range of technical emergency WASH documents beyond just cluster coordination. Only publications and documents that have evidence-based information on qualitative or quantitative outcomes or impacts of WASH interventions in emergencies were included, with links to other WASH and humanitarian related resources are also available. It will be completed on a bimonthly basis in 2019.

- The **Theory of change** on how coordination in the WASH sector can influence the response was developed and will be used to capture existing knowledge.

- The **protocol design for capturing future lessons on Humanitarian WASH Coordination** on the impact of NHWCPs on the way partners' organizations deliver their humanitarian WASH response programmes was defined and key informant interviews started.

- After the challenges faced by the WASH community on Fecal Sludge Management in Bangladesh, and in continuation of the support provided in 2017 to the EAWG on the edition of the Compendium of Sanitation Technologies in Emergencies, specific knowledge management initiatives on WASH technologies of GWC partners were supported: 1) the WASH Innovation Catalogue developed by ELRAH offering an overview of some of the most promising new solutions in WASH and offering to the WASH sector partners a look at the work happening around the world to address common WASH challenges; 2) The OCTOPUS initiative, a web-based tool to disseminate guidance and to help identify key common criteria and indicators for crisis-specific case studies.

MAIN CONSTRAINTS

- The **connection chain between the global and country** levels remains quite ad hoc and depends very much on the level of support requested by the countries over time. Standard operation procedures to systematize the collection of emerging lessons on a regular basis are not in place yet. Strengthening and streamlining the links and clarifying the division of work on this specific area within UNICEF between Programme Division (New York), EMOPS (Geneva) and the UNICEF Regional Office would be instrumental.

- **Synergies between several knowledge management initiatives** must still be found. A series of initiatives have been taken in the past years to develop resource centres on WASH (UNICEF Headquarters and Regional Offices, USAID, ELRHA, Solidarites International). A strategy to rationalize and synergize all these initiatives should be developed.

- The **sustainability of the current initiatives** remains a challenge, since no funds have been earmarked so far for the Knowledge Management strategic pillar.

- More information on Knowledge Management initiatives can be found on the Operational Research TWiG section.

PRIORITIES FOR 2019

1. Continue and expand the Resource Centre.

2. Joint publication with Tufts University on the compilation of the lessons learned on humanitarian coordination so far.

3. Develop Standards Operation Procedures within UNICEF to systematize the collection of lessons on humanitarian WASH coordination and synergize with on-going initiatives.

3   PROGRESSES OF TECHNICAL WORKING GROUPS

Cash and Market

TWIG members: Oxfam, UNICEF, CAST, CaLP, Save the children, NCA, UNHCR CRS, GTO, Welthungerhilfe, ACF

KEY ACHIEVEMENTS

- Significant progress has been made this year to push forward the cash and market agenda in the WASH sector and get a better understanding from the cash and market community of the humanitarian WASH specificities when using market bases programming modalities in humanitarian contexts. Two main events were organized:

  - A 'Cash in Markets – Learning Event', hosted by the German WASH Network in Berlin in January with the kind support of the German Federal Foreign Office. Participants included humanitarian cash and markets, WASH, as well as shelter experts from several INGOs, UN agencies, think tanks, global clusters as well as donor agencies. The objectives of the event were to: 1) take stock on the recommendations of the GWC 'cash and markets' position paper; 2) review actions and update on deliverables from the January TWiG 2017 meeting in Geneva; 3) share the lessons learnt, opportunities, challenges, and developments from on-going initiatives in cash and markets across sectors; 4) address technical representation during coordination and design of multipurpose cash responses (inclusive of assessments, design, implementation, monitoring and evaluation, coordination etc.). The event was instrumental to reflect and agree on the priorities for 2018 TWiG work plan;

  - A roundtable meeting was held between the Global WASH and Shelter clusters to discuss the opportunities and limiting factors for both sectors in increasing scale and effectiveness of cash-based programming. This meeting was instrumental to define priorities for both clusters on gathering evidence on specific conditions, opportunities, programmatic risks and potential mitigations when using MBP as well as to increase the focus on adapting sectoral competency frameworks to better reflect CTP/MBP approaches. This roundtable should be followed by a joint GWC / GSC workshop.

- The competency framework on MBP (including MPCP) for WASH practitioners was developed and used as the backbone to develop the training strategy on MBP for WASH in emergencies and address the lack of capacities and knowledge on MBP in the sector. Based on the approach define in the GWC Learning and Training strategy 2017-2020, a training pathway was developed for WASH practitioners to reinforce their competency following the 3-levels model (incoming, general, expert). Under the leadership of CAST, the first pilot training on Market Based Programming for WASH in Emergencies was developed and delivered in Nairobi on November 2018 in a cooperation between ACF Spain, GTO, Oxfam, UNICEF.

- The development of a Guidance Note on MBP for WASH in emergency was initiated by members of the TWiG (to be finalized in 2019). The guidance and the above-mentioned training will have the same structure and similar content. An online repository was created to share lessons learned, guidance and other relevant documents and a catalogue of indicators specific to market-based programing was initiated.

PRIORITIES FOR 2019

1. Joint GWC and GSC workshop

2. Development of a second pilot training on MBP for WiE, followed by a Training of Trainers

3. Finalization of the Guidance Note and catalogue of indicators

Assessment

TWIG members: NCA, CDC, Samaritan's Purpose, REACH Initiative, WHO, UNHCR, IOM

KEY ACHIEVEMENTS

- The GWC Question Bank was finalized. It is a repository containing a list of indicators and associated questions and guidance on how to collect them to enhance harmonization of WASH data. It aims at facilitating the compilation of data from different data collection initiatives, strengthening the standardization of the data management and analysis process, simplifying the process of assessment design, including creation of questionnaires and improving quality of WASH data, by providing guidance on key indicators.

- During the reporting period, the platform has proved useful as 1) a community of practice where members update each other on their WASH assessment initiatives and 2) as a review body for key assessment tools. The TWiG contributed to the following outputs:

  - DTM Data Dictionary: review of the WASH section of DTM indicators and questions, as well as new WASH sectoral analytical frameworks. The new DTM tool is structured around four modules aiming at understanding respectively the magnitude of needs, the severity, the underlying factors and priority groups.

  - UNHCR 60 Sample Camp Survey – The new methodology designed by UNHCR for household rapid assessments in camp settings was reviewed and piloted by TWiG members in different contexts.

PRIORITIES FOR 2019

Considering that the TWiG faced continuous challenges since it was created to implement the activities defined at the beginning of each year, due to lack of resources available and a lack of time of the TWiG members, CAST recommended to engage a discussion on the opportunity of reviewing its TOR and explore the possibility to switch from a "formal content-production body" to an "informal community of practice".

Quality of Response

TWIG members: IMC, NCA, Oxfam, Relief International, Selected WCC, Solidarités International, UNHCR, UNICEF, WVI

KEY ACHIEVEMENTS

- Creation of the TWIG to provide strategic guidance and advocate for quality of humanitarian WASH programming in countries with the following specific objectives: 1) provide technical advice on the key components of the quality assurance systems for the humanitarian WASH sector; 2) provide guidance for the elaboration of a "Guidance on development of WASH Cluster Quality Assurance Systems for countries"; 3) support the piloting and dissemination of quality assurance systems in selected countries; 4) support CAST to help steering and adoption of the Guidance among GWC partners; 5) undertake reviews of large scale emergency responses, providing recommendations for improvement and documenting lessons learned.

- Design, funding and launch of the GWC Quality and Accountability Assurance Project jointly implemented by UNICEF, Oxfam, Solidarités International and Tufts University on behalf of the GWC. The project, aims to define, develop and field-test quality and accountability assurance systems that are context-specific and can be used by organisations implementing and coordinating WASH responses to guide, monitor, identify areas in needs for improvement and take corrective action at the national and field levels. The project contemplates: 1) a literature review to support the development of a draft quality and accountability assurance framework for review, 2) the undertake of a series of visits to four countries (Bangladesh, Myanmar, South Sudan and Colombia) to help NHW-CPs and WASH partners contextualizing and implement the framework, 3) using the learning from field projects, the writing up of a WASH quality assurance system template and guidance package to support NHWCPs and partners to implement their own systems, as well as an advocacy document with recommendations for expanding the roll out of the package over the next two years.

PRIORITIES FOR 2019

1. Implement the GWC Quality and Accountability Assurance Project and get the concept of quality, addressing technical (standards) but also human (safety, dignity, accountability) components, disseminate to and endorsed by all partners;

2. Embed quality in all coordination aspects of the GWC (guidance documents and trainings);

3. Develop internal capacity at CAST, FST and TWiG levels to scale up support to National Humanitarian WASH Coordination Platforms on quality and monitor their practices.

Operational Research

TWIG members: CDC, EAWAG/Sandec, ELRHA, IFRC, IMC, iMMAP, MSF-Belgium, NCA, Oxfam, Solidarité International, Tufts University, UNHCR/SDC, UNICEF

KEY ACHIEVEMENTS

- The overall Goal of the OR TWIG is to increase the WASH evidence base. In the first phase it was agreed that this would be done by providing a one-stop shop for research initiatives, reduce the barriers to research and encourage/promote cooperation.

- Identified TWIG objectives: 1. Defining gaps in evidence base for humanitarian WASH and advocating for resources; 2 Enabling key research to be disseminated in a coordinated way; 3 promoting partnership at global and country levels between researchers and implementing partners; 4 improve the monitoring and evaluation methods to measure our collective impact; 5 Building a better culture of monitoring and evaluation as a basis to measure our collective impact from inter-sectoral action

- Research was defined as: a) evidence based, peer reviewed research which may be used in randomized clinical trials and b) Field studies including evaluations, operational reviews, case studies and lessons learnt. In either case the research study would need to have rigorous, well described quantitative or qualitative methods and have a described outcome or impact.

- Priority Research Gaps: Increase evidence base relating to commonly implemented but under researched interventions (CISURs); strengthen the depth of knowledge on other intervention areas; research context-specific issues (eg Syria or TB contexts); New interventions being promoted by the sector (eg CASH in emergencies, faecal sludge management); research linked to other program areas (eg cholera, OX+CV, Protection, Nutrition).

PRIORITIES FOR 2019

1. Develop the current web pages as a data repository and provide key information including the definition of research, priority research gaps, list of ongoing research projects and an opportunities map.

2. Conduct a donor mapping exercise as they relate to research.

3. Future meeting of TWIG participants in June 2019

4 FINANCIAL ANALYSIS OF THE 2016-2020 GWC STRATEGIC PLAN IMPLEMENTATION

Funding

With 3,2 mio USD funded this year to the GWC, the funding to implement the GWC activities remains insufficient but stable over the past 6 years (see figure 3).

FIGURE 3   ANALYSIS OF THE FUNDING TRENDS BY DONORS (IN MILLIONS)

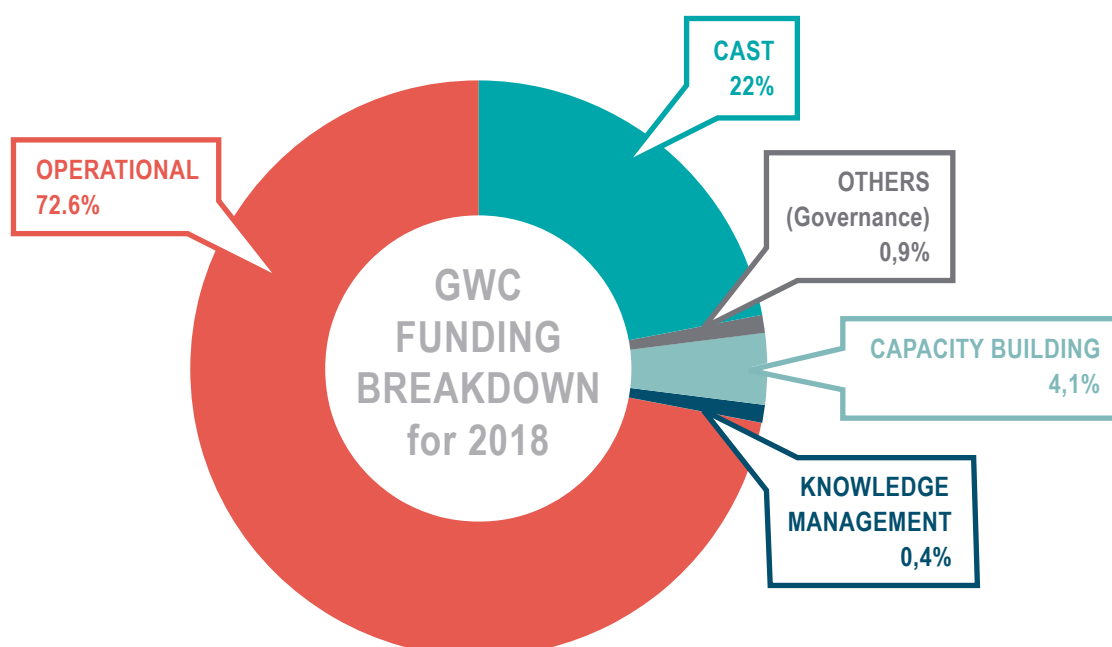ECHO   OFDA   Norway   MSB   SDC   UNICEF
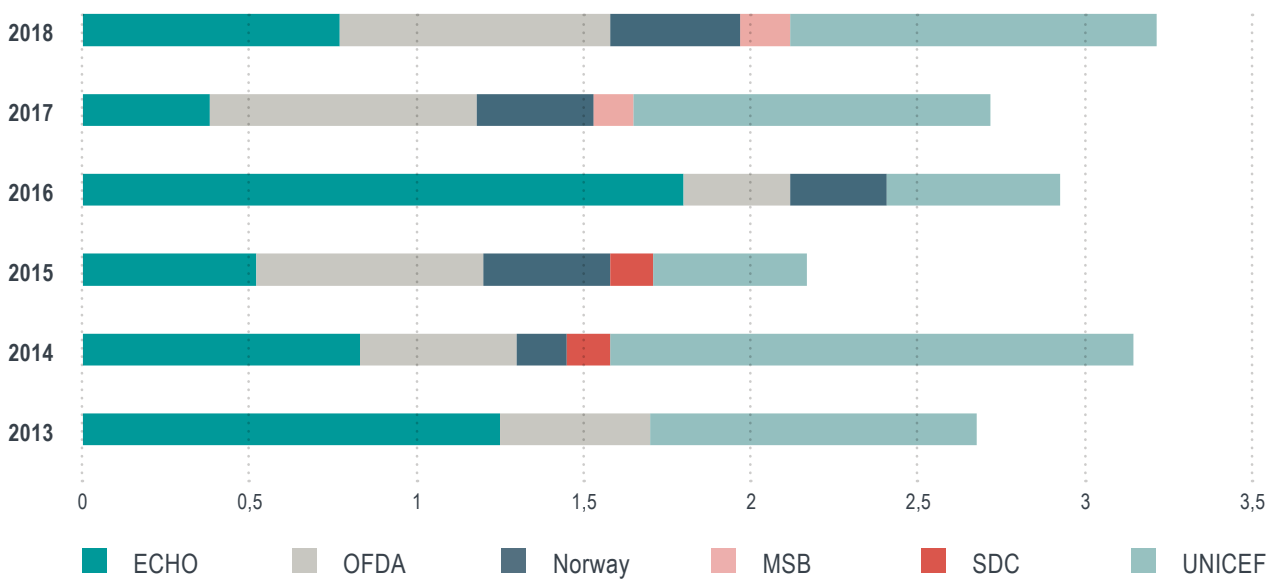
Considering the indications given by the Norwegian Government on the refocus of its strategic priority on protection, the GWC cluster remains in fine dependent of 4 main donors. CAST is working at diversifying the funding sources.

Allocation and Expenditures

The trend and breakdown of the expenditures are presented in figure 4.

FIGURE 4	TRENDS AND BREAKDOWNS OF EXPENDITURES AND GWC ALLOCATIONS (USD)										
	2013		**2014**		**2015**		**2016**		**2017**		**2018**	
CAST	656,325	25%	584,308	19%	348,779	16%	600,976	21%	598,162	22%	891,314	28%
Others	38,924	1%	7,394	0%	15,038	1%	91,335	3%	1,624	0%	184	0%
CB	-	0%	-	0%	-	0%	398,484	14%	248,614	9%	30,000	1%
KM											65,570	2%
Operational	1973,356	74%	2422,686	80%	1795,160	83%	1836,770	63%	1841,375	68%	2242,489	69%
TOTAL	2668,605	100%	3014,388	100%	2158,977	100%	2927,566	100%	2689,776	100%	3229,188	100%

GWC FUNDING BREAKDOWN for 2018

OPERATIONAL 72.6%

CAST 22%

OTHERS (Governance) 0,9%

CAPACITY BUILDING 4,1%

KNOWLEDGE MANAGEMENT 0,4%

With a funding need estimated at 3,350,000 USD for 2018, there has been a funding gap of **16% to implement the GWC SP activities**. In addition, the same trend to prioritize Operational Support has been followed in 2018, at the cost of the other longer-term objectives of the GWC SP. It was however possible to use the flexibility brought by the SDC funds and adjust expenses to develop a more balanced approach among the strategic pillar and readjust priorities during the second half of 2018 (see table), but Capacity Building, Advocacy and Knowledge Management remain consistently under-resourced, further limiting the capacity to develop capacity for coordination and building knowledge base in the sector.

5   FUNDING TRENDS OF WASH OPERATIONAL RESPONSES IN PRIORITY COUNTRIES

Funding Sources

The top 10 Humanitarian WASH funding organizations in the sector are presented in table hereunder.

WASH FUNDING FROM 2014-2018

Top funding organizations	Appeals	Outside Appeals	Total Amount
United States of America, Government of	386 481 076	67 224 754	453 705 830
European Commission's Humanitarian Aid & Civil Protection Department	311 305 752	74 242 468	385 548 220
United Nations Children's Fund	268 138 015	1 204 336	269 342 351
Central Emergency Response Fund	214 035 192	53 964 675	267 999 867
Japan, Government of	81 842 671	143 205 122	225 047 793
United Kingdom, Government of	193 810 356	27 653 378	221 463 734
Germany, Government of	117 474 918	72 123 460	189 598 378
Saudi-Arabia (Kingdom of), Government of	126 276 783	45 238 601	171 515 384
Canada, Government of	83 542 943	25 817 695	109 360 638
United Arab Emirates, Government of	40 033 079	50 258 284	90 291 363

Overall Funding Situation of Humanitarian WASH Responses

Globally, the WASH funding has remained more or less consistent compared to 2018 in terms of the percentage of total humanitarian (appeal and non-appeal) that is dedicated to WASH. The current trend observed for the last four years of WASH funding against the other sectors does not exceed 5% of the total humanitarian funding needs. In 2018 the total WASH funding within HRP appeals increased marginally and remains below 40% (see figures 5 and 6) and below 50% if funding outside the humanitarian appeals is considered.

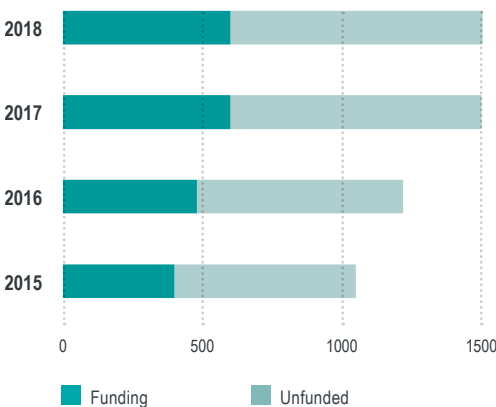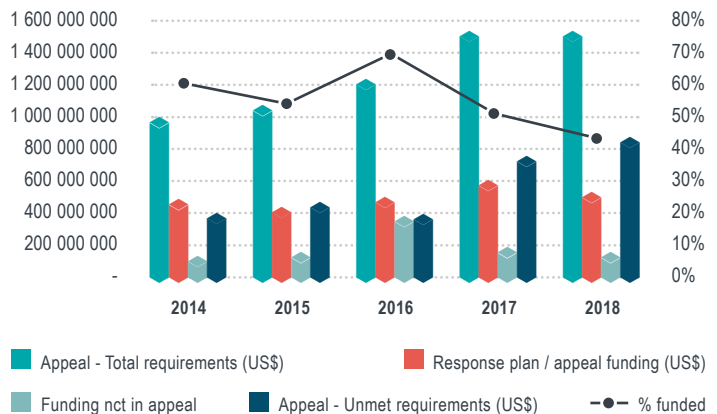| FIGURE 5	TOTAL WASH APPEALS FUNDED (HRP)

Funding   Unfunded

FIGURE 6	TRENDS WASH SECTOR FUNDING (HRP appeals & others sources)

Appeal - Total requirements (US$)   Response plan / appeal funding (US$)
Funding nct in appeal   Appeal - Unmet requirements (US$)   ●—● % funded

Key Facts on WASH Operational Responses in Priority Countries

The WASH funding coverage for priority countries varies widely from one country to the next. The countries that continue to see the significant trends in decreasing WASH funding are Bangladesh, Myanmar, and Somalia. The countries that experienced the largest increase in funding coverage were Iraq, and Afghanistan (see figure 7).

FIGURE 7   FUNDING OF GWC PRIORITY COUNTRIES, 2015-2018

CONCLUSION

In 2018, the momentum on the operational support to countries continued, while significant progresses were made on all the other strategic pillars of the GWC Strategic Plan (capacity building, advocacy, and knowledge management). In line with the Grand Bargain agenda, important initiatives were taken to strengthen market-based programming in the WASH sector, reinforce the humanitarian-development nexus and improve the quality assurance and accountability of the humanitarian WASH response as a sector.

The results achieved so far remain fragile and highly dependent of the external financial support the GWC is receiving. In addition, the momentum of the GWC is all based on CAST and the level of engagement of the partners remain limited. There is a significant risk in the coming year not to capitalize on the emerging results, which would represent a major loss for the Humanitarian WASH sector. The GWC partners won't be able to avoid carrying out a demanding thinking on how they should explore and engage in the framework of the new Strategic Plan designed during the Mid-term Review exercise.

ANNEXES

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Annex 1:
Responsibilities of Partner
for the achievement
of the GWCSP outputs

Annex 2:
GWCSP 2016 - 2020
Monitoring 2018

Annex 3:
Monitoring Dashboard
for 2017

ANNEX 1: Summary of GWC 2019-2020 Result Framework outputs and Responsibility of GWC partners

RESULT FRAMEWORK

Strategic Objective 1: Operational Support to national and sub-national humanitarian WASH coordination platforms to meet the IASC 6+1 core functions and improve Humanitarian WASH service delivery			
Focus Areas	**Outputs**	**Outcomes Level I**	**Outcomes L 2**
1.1 Development and dissemination of **guidance documents and tools**	1.1.1 Minimum requirements (MRs) for the implementation of the 6+1 IASC coordination functions are agreed at GWC level and disseminated to NHWCPs	**Guidance** is available for NHWCPs to implement the 6+1 IASC coordination functions and monitor the quality of the Humanitarian WASH programmes and for GWC partners to actively contribute to (sub-) national WASH clusters fora and deliver high quality humanitarian WASH programmes	**Preparedness** In countries prioritized for emergency preparedness, NWHCPs have an updated and operational emergency preparedness plan (including contingency plans) that are agreed among the partners and consistent with the national preparedness plan.

Response In GWC-HPCs, NHWCPs deliver the 6+1 IASC coordination functions and set mechanisms to monitor the quality of the WASH programmes implemented by the humanitarian partners

Transition In countries where WASH cluster has been formally activated, National WASH Clusters have a transition plan to national WASH coordination platforms that considers the sub-national levels |
	1.1.2 A Quality Assurance (QA) framework for the implementation of the Humanitarian WASH programmes is agreed at GWC level and disseminated to NHWCPs and GWC partners		
	1.1.3 Key GWC tools and guidance documents to support NHWCPs and GWC partners are developed, agreed among partners and disseminated		
	1.1.4 GWC website reviewed and maintained		
1.2 Set-up, implementation, evaluation and sustaining of **support mechanisms**	1.2.1 A GWC Field Support Team (FST) is operational	NHWCPs and sub-NHWCPs of GWC priority countries **receive timely and effective support** to implement the 6+1 IASC coordination functions and to provide guidance to partners on quality programming	
	1.2.2 FST provides effective and timely support on coordination functions (including quality monitoring), to NHWCPs and sub-NHWCPs		
	1.2.3 WASH Coordination Regional Platforms (when existing) have established a systematic and coordinated approach to support NHWCPs		
	1.2.4 Intercluster arrangements based on type of crisis are set up jointly with priority clusters at global level to provide support and guidance to NHWC platforms		
	1.2.5 Joint support missions with GWC SAG members (including Humanitarian Action Reviews) or with other global clusters are organized with priority Global Clusters		
	1.2.6 FST model has evolved to gain flexibility, efficiency, and more involvement and autonomy of partners in terms of funding and staffing (including the mainstreaming of key FST functions into partners' strategies and teams)		
	1.2.7 Additional mechanisms and partnerships, other than FST deployments, are set up to strengthen and sustain the surge capacity in the WASH sector: assessment (UNDAC/REACH/JIAG), coordination/IM (UNICEF RRTs; SBP, rosters, agreements with GWC partner organizations to mainstream key coordination functions)		
1.3 **Monitoring** of the performance of humanitarian WASH coordination and response	1.3.1 Performance of NHWCPs in GWC priority countries is monitored once a year using existing mechanism (CCPM, CDM, MRM)	The delivery of IASC coordination functions and the overall **quality** of the humanitarian WASH response are systematically **monitored and evaluated** in GWC priority countries.	
	1.3.2 Quality of Humanitarian WASH response in GWC priority countries is monitored once a year using existing mechanism (CCPM, CDM, MRM)		
	1.3.3 GWC prioritized for preparedness have preparedness / transition plans in place, validated by CAST		

Strategic Objective 2: Key WASH stakeholders (sub-national, national and global) have the capacity to coordinate and deliver an appropriate and timely response in emergency			
Focus Areas	**Outputs**	**Outcomes Level I**	**Outcomes L 2**
2.1 Development and rolling out of key **training packages**	2.1.1 GWC Strategy on Learning and Teaching has been developed	**WASH practitioners** involved in **Humanitarian WASH coordination** and **response** benefit from **a set of training packages** established at global and regional levels to strengthen their performance	**Coordination** National and Sub-National Humanitarian WASH Coordination Platforms have reinforced their capacity to deliver the 6+1 IASC Cluster Coordination functions

Response GWC partners and national/local WASH partners have reinforced their capacity to deliver the humanitarian WASH response |
	2.1.2 Training and briefing packages to improve coordination functions and the engagement of the GWC in national coordination platforms have been developed by GWC in 4 languages		
	2.1.3 Training and briefing packages are rolled out by UNICEF and GWC partners		
	2.1.4 Partnerships on Learning and Teaching have been established with key academic / humanitarian partners (including UNICEF) who have at least included one GWC training package in their academic offer, and deliver it		
	2.1.5 WASH practitioners are trained to fulfil their functions		
	2.1.6 A system for coaching or mentoring of national and sub-national CCs by GWC members is set up		
2.2 Strengthening of **humanitarian coordination capacity of National and sub-National WASH Coordination Platforms**	2.2.1 UNICEF has developed a consolidated approach among the different Headquarters and Regional Offices (Compacts) to strengthen its capacity to fulfil its CLA role (linked to 1.2.1)	**National Humanitarian WASH Coordination platforms, Governments and GWC partners** benefit from a **capacity building system** established at global, regional and country levels to strengthen their ability to deliver the **coordination functions**	
	2.2.2 WASH regional platforms have taken initiatives to reinforce the humanitarian coordination capacity of NHWCPs		
	2.2.3 Humanitarian WASH coordination is integrated in national WASH sector strategies and capacity development plans to enhance Governments leadership during preparedness, response and transition phases		
2.3 Strengthening of the **response capacity of GWC partners** and **national/local WASH partners**	2.3.1 GWC partners have identified the main gaps they face to deliver WASH responses with quality and coverage in humanitarian operations	**GWC partners** have reinforced their **institutional WASH capacity** to deliver a WASH response with quality and at scale and to actively participate in coordination	
	2.3.2 A referential framework (considering funding, HR and logistic components) is available for the GWC partners to strengthen their institutional capacity in humanitarian WASH		
	2.3.3 GWC partners have taken initiatives to strengthen their institutional capacity to carry out humanitarian WASH interventions in countries		
	2.3.4 A specific strategy has been developed to reinforce the institutional capacity of national/local partners active in the humanitarian WASH response		

Strategic Objective 3: Influence and advocate for an effective humanitarian WASH coordination response and funding			
Focus Areas	**Outputs**	**Outcomes Level I**	**Outcomes L 2**
3.1 **Global** advocacy for Humanitarian WASH coordination and response	3.1.1 GWC Resource Mobilization Strategy is developed	There is an increased focus on **Humanitarian WASH coordination, response and funding** within global agendas	Key humanitarian and development partners mobilize **adequate resources** for Humanitarian WASH coordination and response both at **global** and **in countries**
	3.1.2 GWC Strategic Plan is adequately funded		
	3.1.3 A mechanism ensuring regular coordination meetings of GWC with donors has been set up		
	3.1.4 Identified humanitarian WASH related issues have been formally voiced at global level in humanitarian and development fora and through global partnerships		
	3.1.5 Stock-taking exercise has been organized on the global capacity of the WASH oriented organizations to deliver WASH response of quality and at scale in humanitarian operations		
	3.1.6 A strategic initiative has been formally launched to strengthen the Humanitarian Development Nexus in the WASH sector		
3.2 Supporting and relaying advocacy needs for Humanitarian WASH **in countries**	3.2.1 GWC advocacy system (identification, prioritization, voicing, follow up) has been set up	There is an increased focus on **Humanitarian WASH coordination, response and funding in countries**	**The GWC partnership** is strengthened and broadened both at global level
	3.2.2 Sensitive Humanitarian WASH related issues in GWC-HPCs are systematically identified		
	3.2.3 Advocacy messages developed and voiced by CAST to relevant stakeholder to support NHWCPs in GWC-HPCs facing sensitive Humanitarian WASH related issues		

Strategic Objective 4: Provide to the Humanitarian WASH actors a timely access to appropriate and accurate knowledge on coordination and response			
Focus Areas	**Outputs**	**Outcomes Level I**	**Outcomes L 2**
4.1 Capture **lessons** in the Humanitarian WASH sectors	4.1.1 A dedicated KM platform for GWC members and NHWCPs to share experiences and have access to knowledge on humanitarian WASH is functional (linked to 1.1.4)	Humanitarian WASH related **Lesson Learned, evidences and innovative approaches** corresponding to identified priority gaps are disseminated and used by GWC partners to improve coordination and response in subsequent emergencies	Partners are **changing their practices** towards more efficient coordination and better quality response based on lessons learned
	4.1.2 A data repository documenting outcomes and impacts of WASH interventions in emergency response is set up in coordination with other initiatives and regularly updated		
	4.1.3 A community of practice is set up among National WASH CCs and IMOs		
	4.1.4 Existing knowledge on the outcomes and impacts of humanitarian coordination in the WASH sector is reviewed and published		
	4.1.5 protocol to assess the outcomes and impacts of coordination in emergency response is designed		
	4.1.6 Cluster coordination models and performance are systematically reviewed for L3 emergencies and priority countries to extract lessons learnt and best practices		
4.2 Develop **new knowledge** in the Humanitarian WASH sectors	4.2.1 Gaps on evidences for humanitarian WASH are mapped	**New knowledge** on Humanitarian WASH is disseminated and used by GWC partners to improve coordination and response in subsequent emergencies	
	4.2.2 Prioritization of operational research areas for WASH in emergencies is established		
	4.2.3 Key research initiatives on WASH in emergencies are disseminated in a coordinated manner		
	4.2.4. Key research initiatives on the impact of humanitarian WASH in intersectoral actions are disseminated in a coordinated manner		

ROLES AND RESPONSIBILITIES OF PARTNERS

GWC SAG

2.3.2 A referential framework (considering funding, HR and logistic components) is available for the GWC partners to strengthen their institutional capacity in humanitarian WASH

2.3.4 A specific strategy has been developed to reinforce the institutional capacity of national/local partners active in the humanitarian WASH response

3.1.2 GWC Strategic Plan is adequately funded

3.1.4 Identified humanitarian WASH related issues are formally voiced at global level in humanitarian and development fora and through global partnerships

3.2.3 Advocacy messages developed and voiced by CAST to relevant stakeholder to support NHWCPs in GWC-HPCs facing sensitive Humanitarian WASH related issues

4.1.6 Cluster coordination models and performance are systematically reviewed for L3 emergencies and priority countries to extract lessons learnt and best practices

UNICEF

1.2.3 WASH Coordination Regional Platforms (when existing) have established a systematic and coordinated approach to support NHWCPs

2.2.1 UNICEF has developed a consolidated approach among the different Headquarters and Regional Offices (Compacts) to strengthen its capacity to fulfil its CLA role (linked to 1.2.1)

2.2.2 WASH regional platforms have taken initiatives to reinforce the humanitarian coordination capacity of NHWCPs

2.2.3 Humanitarian WASH coordination is integrated in national WASH sector strategies and capacity development plans to enhance Governments leadership during preparedness, response and transition phases

GWC ACTIVE MEMBERS

1.1.1 Minimum requirements (MRs) for the implementation of the 6+1 IASC coordination functions are agreed at GWC level and disseminated to NHWCPs

2.3.3 GWC partners have taken initiatives to strengthen their institutional capacity to carry out humanitarian WASH interventions in countries

CAST

1.1.4 GWC website reviewed and maintained

1.2.4 Intercluster arrangements based on type of crisis are set up jointly with priority clusters at global level to provide support and guidance to NHWC platforms

1.2.5 Joint support missions with GWC SAG members (including Humanitarian Action Reviews) or with other global clusters are organized with priority Global Clusters

1.2.7 Additional mechanisms and partnerships, other than FST deployments, are set up to strengthen and sustain the surge capacity in the WASH sector: assessment (UNDAC/REACH/JIAG), coordination/IM (UNICEF RRTs; SBP, rosters, agreements with GWC partner organizations to mainstream key coordination functions)

1.3.1 Performance of NHWCPs in GWC-HPCs is monitored once a year using existing mechanism (CCPM, CDM, MRM)

1.3.2 Quality of Humanitarian WASH response in GWC-HPCs is monitored once a year using existing mechanism (CCPM, CDM, MRM)

1.3.3 GWC prioritized for preparedness have preparedness / transition plans in place, validated by CAST

2.1.1 GWC Strategy on Learning and Teaching has been developed

2.1.2 Training and briefing packages to improve coordination functions and the engagement of the GWC in national coordination platforms have been developed by GWC in 4 languages

2.1.3 Training and briefing packages are rolled out by UNICEF and GWC partners

2.1.4 Partnerships on Learning and Teaching have been established with key academic / humanitarian partners (including UNICEF) who have at least included one GWC training package in their academic offer, and deliver it

2.1.5 WASH Practitioners are trained to fulfil their functions

2.1.6 A system for coaching or mentoring of national and sub-national CCs by GWC members is set up

2.3.1 GWC partners have identified the main gaps they face to deliver WASH responses with quality and coverage in humanitarian operations

3.1.1 GWC Resource Mobilization Strategy is developed

3.1.3 A mechanism ensuring regular coordination meetings of GWC with donors has been set up

3.1.5 Stock-taking exercise has been organized on the global capacity of the WASH oriented organizations to deliver WASH response of quality and at scale in humanitarian operations

3.2.1 GWC advocacy system (identification, prioritization, voicing, follow up) has been set up

3.2.2 Sensitive Humanitarian WASH related issues in GWC-HPCs are systematically identified

4.1.1 A dedicated KM platform for GWC members and NHWCPs to share experiences and have access to knowledge on humanitarian WASH is functional (linked to 1.1.4)

4.1.2 A data repository documenting outcomes and impacts of WASH interventions in emergency response is set up in coordination with other initiatives and regularly updated

4.1.3 A Community of practice is set up among National WASH CCs and IMOs

4.1.4 Existing knowledge on the outcomes and impacts of humanitarian coordination in the WASH sector is reviewed and published

4.1.5 Protocol to assess the outcomes and impacts of coordination in emergency response is designed

CAST AND UNICEF

3.1.6 A strategic initiative has been formally launched to strengthen the Humanitarian Development Nexus in the WASH sector

CAST AND FST CONSORTIUM MEMBERS

1.2.2 FST provides effective and timely support on coordination functions (including quality monitoring), to NHWCPs and sub-NHWCPs

FST CONSORTIUM LEAD

1.2.1 A GWC Field Support Team (FST) is operational

1.2.6 FST model has evolved to gain flexibility, efficiency, and more involvement and autonomy of partners in terms of funding and staffing (including the mainstreaming of key FST functions into partners' strategies and teams)

CAST WITH THE SUPPORT OF GWC TWIGS

1.1.3 Key GWC tools and guidance documents to support NHWCPs and GWC partners are developed, agreed among partners and disseminated

GWC TWIG ON QUALITY ASSURANCE

1.1.2 A Quality Assurance (QA) framework for the implementation of the Humanitarian WASH programmes is agreed at GWC level and disseminated to NHWCPs and GWC partners

GWC TWIG ON OPERATIONAL RESEARCH

4.2.1 Gaps on evidences for humanitarian WASH are mapped

4.2.2 Prioritization of operational research areas for WASH in emergencies is established

4.2.3 Key research initiatives on WASH in emergencies are disseminated in a coordinated manner

4.2.4. Key research initiatives on the impact of humanitarian WASH in intersectoral actions are disseminated in a coordinated manner

ANNEX 2: GWCSP 2016 - 2020 Monitoring 2018

Strat Obj		Outcomes / Outputs	Jun-18	Comments
SO1	Outcome 1	**1.1 Preparedness** - In countries prioritized for emergency preparedness, National Humanitarian WASH Coordination (NWHC) platforms have an updated and operational emergency preparedness plan (including contingency plans) that are agreed among the partners and consistent with the national preparedness plan.	(green)	Based on the review carried out in July 2018, most of the GWC priority countries have established contingency plans that are considered sufficiently solid to be activated in due time. However, the level of preparedness remains fragile.
SO1	Outputs	1.1.1 GWC Guidelines on Emergency Response Preparedness Plan (ERPP) available for all NHWC platforms.	(green)	Guide developed and available
SO1	Outputs	1.1.2 In priority countries, ERPP are monitored by GWC and meet minimum requirements	(green)	60% of the GWC priority countries have established contingency plans in the WASH sector
SO1	Outcome 2	**1.2 Response:** In HRP covered countries, National and sub-national WASH Humanitarian Coordination platforms deliver the 6+1 core functions and monitor the quality of the **H**umanitarian WASH service delivery	(yellow)	Most of the HRP covered countries meet the 6 core functions at national level. +1 functions (AAP) not met. The monitoring of the quality of the WASH reponse remain embryonic in most of the countries.
SO1	Outputs	1.2.1 Minimum requirements for the 6+1 core functions are agreed at GWC level	(green)	Minimum Requirements developed end of 2016.
		1.2.2 List of core response quality topics to be monitored by NHWC platforms is agreed at GWC level	(green)	Concept Note on Quality Assurance System agreed by the GWC TWiG members.
		1.2.3 NHWC platforms in HRP covered countries deliver minimum requirements for the 6+1 core functions	(yellow)	Minimum Requirements associated to the IASC Cluster Coordination Functions 1 and 3 met. Partially met for the others 4 functions. Not met for the +1 (on accountability)
		1.2.4 L3 emergencies meet minimum requirements as defined in 1.2.1 and monitoring mechanisms of Humanitarian WASH technical response are evaluated by GWC	(yellow)	WoS and Yemen fulfiing most of the GWC MRs (except AAP for WoS), but quality of the WASH response not monitored.
SO1	Outcome 3	**1.3 Transition** - National WASH Clusters have a transition plan to national WASH coordination platforms that considers the sub-national levels	(red)	Other areas of the GWC SP have been prioritized by the GWC. In the framework of the Humanitarian Development Nexus agenda, more attention will be given to Transition in the second period of the implementation of the GWC SP.
SO1	Outputs	1.3.1 GWC guidelines on transition available to National WASH clusters	(red)	Guidelines not available yet.
		1.3.2 Priority WASH clusters countries have transition plans in place, validated by CAST	(red)	Some countries have transition plans. There is a need for the GWC to more systematically review the quality and feasibility of these plans.
SO1	Outcome 4	**1.4 Systems** - The delivery of humanitarian WASH coordination functions and the overall quality of the humanitarian WASH response are systematically supported, monitored and evaluated by GWC in HRP covered countries	(yellow)	Coordination functions in priority countries are supported, monitored and evaluted (wherever possible). Quality of the response is not yet fully included into the GWC support mechanisms to countries.
SO1	Outputs	1.4.1 Existing mechanisms to measure performances of NHWC platforms on coordination and overall response quality monitoring are implemented by GWC in HRP covered countries	(yellow)	Performance of coordination measured against the GWC Minimum Requirements. No existing mechanims to measure the performance of the quality of the response.
		1.4.2 CLA has established a systematic and coordinated approach among Headquarters, Regional offices and WASH Coordination Regional Platforms (when existing) to support NHWC platforms	(yellow)	Approach established (regular call, inclusion of Regional Offices in regular communication with countries, and participation of UNICEF After Action Review). The mechanisms remain fragile and very person dependant.
		1.4.3 GWC partners' initiatives to set up mechanisms improving surge capacities at national/subnational level are fostered by GWC	(green)	FST and Helpdesk operational.
		1.4.4 GWC provides effective and timely support on preparedness / transition, coordination, IM, assessment and quality to countries (at national or subnational levels)	(green)	idem as above.
SO1	Outcome 5	**1.5 Partnership** - Priority **partnerships** are in place at global level to strengthen the quality of the humanitarian WASH coordination and technical response	(yellow)	The establishment of partnerships outside the FST model remain very ad hoc with little long-term perspective.
SO1	Outputs	1.5.1 Intercluster arrangements based on type of crisis are set up jointly with priority clusters at global level to provide support and guidance to NHWC platforms	(yellow)	Progresses registered with Nutrition and Health Clusters.
		1.5.2 Joint support missions with priority Global clusters carried out	(red)	No joint missions carried out.
		1.5.3 Partnerships with key organizations are set up at global level to strengthen the quality of humanitarian WASH coordination and/or technical response	(yellow)	The GWC is currently exploring possible cooperations.

Strat Obj		Outcomes / Outputs	Jun-18	Comments
SO2	Outcome 1	2.1 **Systems** - National Humanitarian WASH Coordination platforms and GWC partners benefit from a capacity building system established at global and regional levels to strengthen their ability to deliver the coordination functions		A strong momentum has been built up around capacity building over the past two years, with regional perspective to adress strategic needs in regions associated to the Humanitarian Development Nexus and Localization agendas.
SO2	Outputs	2.1.1 GWC Strategy on Learning and Teaching has been developed		Done.
		2.1.2 Training packages to improve coordination functions haves been developed by GWC in 4 languages		Most of the training packages developed or under development except for IM and Assessment.
		2.1.3 Tools to strengthen operational support to NHWC platform and GWC partners have been developed / consolidated by GWC		CTK being finalised.
		2.1.4 Partnerships on Learning and Teaching have been established with key academic / humanitarian partners		Key institutions approached wherever possible. See report for more details.
		2.1.5 Key identified academic partners have mainstreamed at least one of the tools / trainings developed by GWC into their courses		on track. See report.
		2.1.6 A system for coaching or mentoring of national and sub-national CCs by GWC members is set up		The organization of the first TOT training and regular NCC workshops will allow to set up a roster of trainers. The HelpDesk and the CoP created among the Cluster Coordinators fulfils to some extend the mentoring role.
SO2	Outcome 2	2.2 **Partnership** - GWC partners have reinforced their capacity to support the delivery of core coordination functions of National and sub-National Humanitarian WASH Coordination Platforms		Good progress registered, with notably a stronger commitment of UNICEF to support cluster coordination functions.
SO2	Outputs	2.2.1 FST model has evolved to gain flexibility, efficiency, and more involvement and autonomy of partners in terms of funding and staffing		More flexibility is required in the model.
		2.2.2 FST functions are mainstreamed into key partners' strategy and team		No progress registered except for REACH and IMMAP, which core business is anyway Assessment and IM respectively.
		2.2.3 Full and associate members of the GWC are engaged in capacity building initiatives that are considered instrumental by the GWC partners to reinforce the coordination functions		See report.
SO2	Outcome 3	2.3 **WASH practitioners** - The global pool of fit-for-purpose WASH practitioners to support humanitarian WASH coordination is sufficient to meet 'normal' demand		High momentum in delivering and mainstreaming trainings.
SO2	Outputs	2.3.1 Planned number of educational programs (validated by the GWC SAG) and trainings (corresponding to GWC training packages in Coordination & Leadership, Information Management and/or Assessment) have been delivered by universities/institutions		A average of 6 trainings and workhops per year have been organized (WoC, L&C, ToT, Epidemiology for WASH, NCC) delivered by UNICEF and parners.
		2.3.2 Planned number of WASH practitioners have been trained on at least one of the priority topics identified by the GWC		An average of 120 person / year trained.
SO3	Outcome 1	3.1 There is an increased focus on **Humanitarian WASH coordination, response and funding** within global agendas		Progress registered. See comments hereabove.
SO3	Outputs	3.1.1. GWC is adequately funded		Unpredicatble and unsufficient funding. However strong efforts from UNICEF to fund coordination positions in GVA.
		3.1.2. GWC advocacy system (identification, prioritization, voicing, follow up) has been set up		Systematic advocacy carried out when required, but not based on a theory of change approach.
		3.1.3. Humanitarian WASH related issues from global level or very high priority countries have been identified at global level and related key advocacy messages developed		The Brussel meeting allowed a break through to establish a consensus on the gaps of the sector. An Action Plan to address these gaps is still missing.
		3.1.4. Identified humanitarian WASH related issues have been formally voiced at global level in humanitarian and development fora or through global partnerships		idem as abouve
SO3	Outcome 2	3.2 The **GWC partnership** is strengthened and broadened both at global level		Governance reviewed, strategy developed and Donor Group established allowing a stronger momentum on the GWC partnership.
SO3	Outputs	3.1.5 GWC Resource Mobilization Strategy is developed		Strategy developed
		3.1.6 A mechanism ensuring regular coordination meetings of GWC with donors has been set up		GWC Advisory Donor Group established with regular meetings.
SO4	Outcome 1	4.1 Humanitarian WASH related **Lesson Learned, evidences and innovative approaches** corresponding to identified priority gaps are disseminated and used by GWC partners to improve coordination and response in subsequent emergencies		Good progress registered with the implementation of the initaitve with Tufts university.
SO4	Outputs	4.1.1 A functioning KM system is set up and available to all GWC members and NHWC platforms		KMS developped set up but not operational. New approach tested.
		4.1.2 CAST and/or GWC members receive a mandate from the GWC partners to actively participate in global initiatives, networks and community of practices to identify trends and challenges, to share evidence-based information and to influence the humanitarian sector by considering WASH aspects		see report.
		4.1.3 Dedicated platforms that enable GWC members and NHWC platforms to share experiences and be proactive in knowledge management on key / emerging topics or humanitarian responses are developed and managed by CAST, FST and GWC partners		CoP established allowing to share knowledge. No formal mechanisms to dissemninate the knowledge beyond. Project with Tufts university being implemented.
		4.1.4 Cluster coordination models and performance are systematically reviewed for L3 emergencies and priority countries to extract lessons learnt and best practices		After Action Review and Lessons Learnt on humanitarian WAS response carried tou by UNICEF in key countries, but not systematically in L3 emergencies.

ANNEX 3: FST Monitoring Dashboards
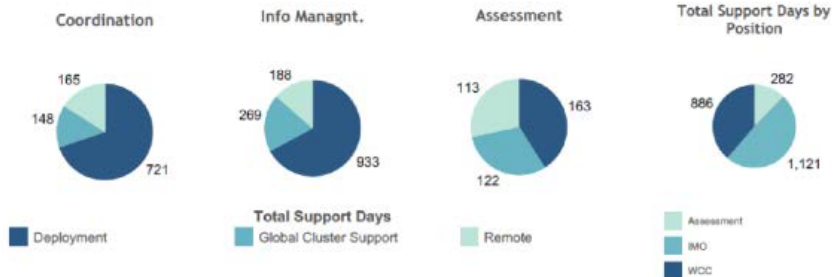
DEPLOYMENTS IN 2018

FST Supported Countries - Direct and Remote - 01/01/2018 to 31/12/2018
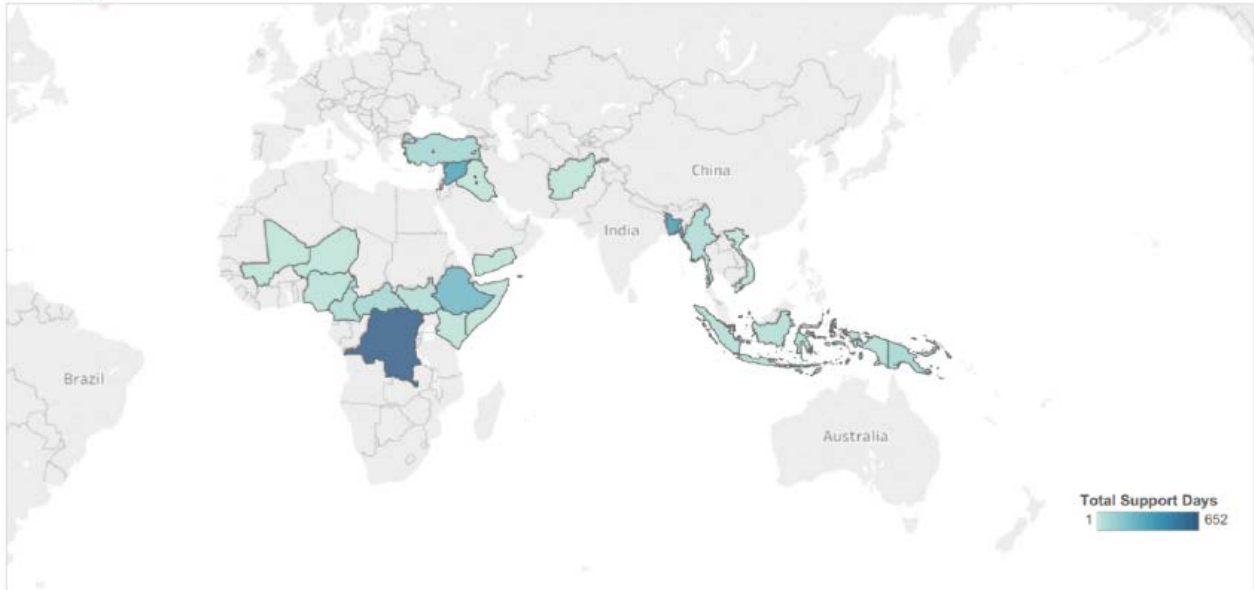
Current core team composition
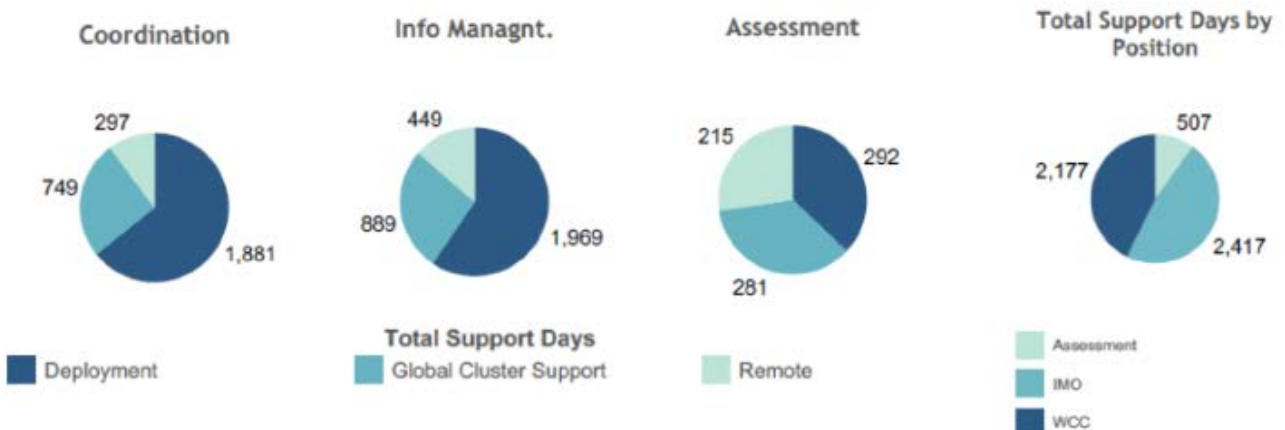
2 Cluster Coordinators
4 Info Management Officers
1 Assessment Specialists
1 Capacity Building Specialist
1 FST Manager

Deployment to 14 Countries
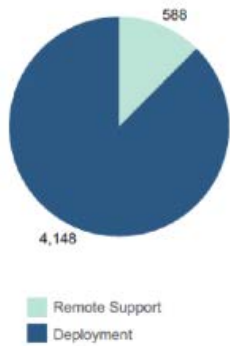Remote Support to 17 Countries
21 Countries Supported
in 5 Regions

Coordination

165
148
721

Info Managnt.

188
269
933

Assessment

113
163
122

Total Support Days by Position

282
886
1,121

- Deployment
- Global Cluster Support
- Remote

Total Support Days

- Assessment
- IMO
- WCC

CUMULATIVE DEPLOYMENTS SINCE 2015
37 countries supported in 7 regions

Coordination

297
749
1,881

Info Managnt.

449
889
1,969

Assessment

215
292
281

Total Support Days by Position

507
2,177
2,417

- Deployment
- Global Cluster Support
- Remote

Total Support Days

- Assessment
- IMO
- WCC

FST Supported Countries - Direct and Remote - 01/01/2015 to 31/12/2018

Total Support Days: 1 — 673

Total Support Days
(Deployment & Remote Support)

Remote Support: 588
Deployment: 4,148

19% / 81%

Assessment:
- 2015: 9
- 2016: 126
- 2017: 76
- 2018: 216

IMO:
- 2015: 188
- 2016: 550
- 2017: 477
- 2018: 1,021

WCC:
- 2015: 106
- 2016: 594
- 2017: 510
- 2018: 821