DELIVERING HUMANITARIAN WATER, SANITATION AND HYGIENE (WASH) AT SCALE, ANYWHERE AND ANY TIME

ROAD MAP FOR 2020–2025

WASH Cluster
Water Sanitation Hygiene

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Citation

Global WASH Cluster, Delivering Humanitarian WASH at Scale, Anywhere and Any Time, Road Map 2020–2025, UNICEF, Geneva, 2020.

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This publication was supported by the Cooperative Agreement number SM190525, funded by the Swiss Agency for Development and Cooperation (SDC). We would like to thank SDC for their generous contributions to the GWC. Its contents are solely the responsibility of the authors and contributors and do not necessarily represent the official views of SDC.

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ABBREVIATIONS

AAP	accountability to affected populations
ACF	Action Contre la Faim
CAST	Cluster Advocacy and Support Team
CEF	Central Emergency Fund
CERF	Central Emergency Response Fund
CHS	Core Humanitarian Standard
DG ECHO	Directorate General of European Civil Protection and Humanitarian Aid Operations
DREF	Disaster Relief Emergency Fund
EP&R	emergency preparedness and response
EPF	Emergency Programme Fund
FSI	Fragile States Index
FST	Field Support Team
FTS	Financial Tracking Service
GHC	Global Health Cluster
GTFCC	Global Task Force on Cholera Control
GWC	Global WASH Cluster
HRP	Humanitarian Response Plan
IAWG	Inter-agency WASH Group
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
IHL	international humanitarian law
IOM	International Organization for Migration
MSF	Médecins Sans Frontières
NCA	Norwegian Church Aid
NGO	non-governmental organization
NWOW	New Way of Working
OCHA	Office for the Coordination of Humanitarian Affairs (United Nations)
O&M	operation and maintenance
QAAS	Quality Assurance Accountability Systems
ROI	return on investment
RRM	Rapid Response Mechanism
SCUK	Save the Children UK
SDGs	Sustainable Development Goals
SI	Solidarités International
SWA	Sanitation and Water for All
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
URD	Urgence Réhabilitation Développement
WASH	water, sanitation and hygiene
WHH	Welthungerhilfe
WSI	WASH Severity Index
WVI	World Vision International

ACKNOWLEDGEMENTS

This strategy was developed by the Cluster Advocacy and Support Team (CAST) of the Global WASH Cluster (GWC) with input and support from the following partners: Action Contre la Faim (ACF), International Committee of the Red Cross (ICRC), International Federation of Red Cross and Red Crescent Societies (IFRC), International Organization for Migration (IOM), Oxfam GB, Médecins Sans Frontières (MSF), Norwegian Church Aid (NCA), RedR UK, Save the Children UK (SCUK), Solidarités International (SI), United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF) and Welthungerhilfe (WHH).

GWC CAST would like to thank and express appreciation for the efforts of the water, sanitation and hygiene (WASH) partners who contributed to this strategy. In particular, we are very grateful for the contributions and valuable inputs of Jean Lapegue (ACF), Guillaume Pierrehumbert (ICRC), William Carter and Robert Fraser (IFRC), Antonio Torres (IOM), Andy Bastable and Tim Forster (Oxfam GB), Peter Maes and Sandrine Tiller (MSF), Kit Dyer (NCA), Jo de Serrano (RedR UK), Claudio Deola and Abrahams Varampath (SCUK), Aude Lazzarini (SI), Murray Burt and Ryan Schweitzer (UNCHR) and Timothy Grieve, Guy Hutton, Kelly Ann Naylor and Jamal Shah (UNICEF) and Arjan Ottens (WHH).

WASH Cluster
Water Sanitation Hygiene

EXECUTIVE SUMMARY

In 2019, humanitarian assistance reached a global peak of people in need, with the water, sanitation and hygiene (WASH) sector at the core of the response to emergencies. Too often, WASH responses fail to meet defined humanitarian or sectoral standards owing to a lack of capacity, preparedness and funding, resulting in services and assistance that are not fully accountable and do not adequately address the priority needs and expectations of the people affected.

Now is the time to accelerate action to enhance the capacity of the WASH sector to provide high-quality and accountable responses, rooted in preparedness and resilience across the continuum/contiguum of the humanitarian-development nexus. Using a risk-informed approach builds resilience and mitigates the impacts of emergencies while strengthening disaster risk reduction, climate change and adaptation, and environmental protection, among other benefits. In addition, innovative, predictable and flexible multi-year funding of the humanitarian WASH response has the potential to maximize gains towards achieving the ambitious targets set for the sector by the Sustainable Development Goals (SDGs).

Through strengthened collective commitments and strategic engagement by all stakeholders active in the WASH sector, the implementation of the *Road Map 2020–2025* will roll out innovative approaches to save lives, reach better public and environmental health outcomes and build synergies between acute and complex emergencies, humanitarian crises and long-term development. **By 2025, the WASH sector will have the capacity and resources to deliver in emergencies at scale, anywhere and at any time**. This will be achieved through three strategic axes and three prerequisite pillars that integrate and mainstream the core principles of humanitarian assistance.

The implementation of the *Road Map 2020–2025* will align all existing resources in the WASH sector and will be further detailed in the plan to implement the *Road Map 2020–2025*. These strategic initiatives form the basis to define the implementation plan and focus on key areas identified for capacity development, globally, institutionally and locally, to achieve the vision of the *Road Map 2020–2025*. This will be supported by a financing framework, which will outline the investments required to reach the vision, strategic axes and prerequisite pillars of the *Road Map 2020–2025*.

Vision

By 2025, the WASH sector will have the capacity and resources to deliver in emergencies at scale, anywhere and any time

IMPROVED OPERATING METHODS IN THE HUMANITARIAN WASH SECTOR

Axis 1

The humanitarian WASH response is life-saving and driven by public and environmental health outcomes.

Axis 2

The humanitarian WASH response consistently meets agreed accountability and the highest quality standards.

Axis 3

The humanitarian WASH response is predictable and results in sustainable impacts rooted in preparedness and resilience.

Strategic initiatives (axes)
• protocols and systems development • interlinkages with other sectors • knowledge management • thematic capacity-building • quality assurance and accountability systems • mainstreaming of safe programming and CCI • operational toolkits development • global monitoring system set up • resilient, preparedness and risk priorities • engagement of development stakeholders

PREREQUISITE PILLARS FOR A FUNCTIONAL CAPACITY IN THE HUMANITARIAN WASH SECTOR

Pillar 1
Capacity

The humanitarian WASH response has the right systems, at the right place, at the right time

Pillar 2
Coordination and partnership

The humanitarian WASH response is sustained by leadership and strategic partnerships

Pillar 3
Financing

The humanitarian WASH response is supported by innovative, flexible and predictable funding

Strategic initiatives (pillars)
• structural capacity-building (international, local actors, service providers) • harmonized, system-wide approach • coordination mechanisms and information management systems • strategic and operational partnerships • sector-financing and investments • dedicated global fund

Source: Infographic developed by CAST, Global WASH Cluster, 2019

INTRODUCTION

The past decade saw an unprecedented frequency and density of major emergency responses. The number of people requiring international humanitarian assistance significantly increased, rising from 77.9 million people in 2013 to 141.7 million people in 2019.[1] Since 2005, the number of humanitarian crises requiring an internationally led response has nearly doubled, from 16 crises in 2005 to 30 crises in 2017, with the average length of time that support is required almost doubling too, from four to seven years.[2] Humanitarian organizations have faced a wide range of emergencies, from those triggered by environmental and climatic factors to complex and protracted conflict-related crises, along with compounding factors, such as migration, urbanization and climate change.[3] This evolution has significant effects on how the humanitarian system operates and is magnified by the need to balance the complexities presented by long-running crises, while addressing immediate humanitarian needs, many of which are exacerbated by underlying development gaps.

The complexity of responding to emergencies in difficult or hard-to-reach contexts, and urban settings – while integrating protection, safety and dignity, gender- and age-sensitivity, inclusive programming, environmentally sound, durable and sustainable solutions and new aid-delivery modalities such as cash and vouchers – requires a paradigm shift in the way the humanitarian sector works.[4] For the water, sanitation and hygiene (WASH) sector, this situation has increased the scale, geographic scope, capacity and funding requirements to meet the needs and expectations of the affected populations. In 2018, the WASH sector provided emergency responses in 29 countries, targeting 70.9 million people. Worldwide, humanitarian WASH responses are currently funded at 47 per cent of the overall US$1.7 billion appeal total required to meet the sector's needs.[5]

The capacity of the WASH sector to lead, coordinate and deliver humanitarian assistance is a key driver to the quality and impact of the response. A low level of investment in building and fostering this capacity has, however, resulted in inadequate technical expertise and weak accountability. The need for a versatile WASH sector that operates as part of an improved response model has become increasingly central to the delivery of targeted interventions in rapid onset and acute emergencies, and to durable and sustainable solutions in complex and protracted emergencies. Improving the quality and the scale of the humanitarian response provided by the WASH sector in all emergency settings, where investment is substantial to mitigate public and environmental health risks, has become a key priority for the sector. This requires a diversified and tailored package of WASH interventions to fulfil human rights and meet the needs and expectations of the affected population, and deliver the continuum/contiguum of preparedness, response and resilience. The response capacity of the WASH sector is of paramount importance in balancing the broad range of programmatic, coordination and leadership considerations while maintaining the humanitarian imperative and building linkages to longer-term development.

BACKGROUND

The WASH sector has seen a decrease in its capacity to deliver high-quality responses to humanitarian emergencies. It has been struggling to meet the basics of providing safe water and sanitation to those affected by crises. This was first documented in July 2014 by the Médecins Sans Frontières (MSF) publication *Where is everyone?*, a series of three case studies focused on emergency responses in conflict and displacement settings in the Democratic Republic of the Congo, Jordan and South Sudan.[6] This report was followed by the MSF *Emergency Gap* study, which highlighted a lack of life-saving responses in the "right place, at the right time".[7] The reports specifically highlighted the humanitarian WASH sector as one of the key sectors failing to provide timely and adequate life-saving responses and attributed this to a set of external and internal drivers in the humanitarian sector.[8] These drivers are only part of the problem, however. They are overshadowed by flaws in the structural issues in the set-up and a risk-averse mindset of the WASH sector, all of which shape the humanitarian response.

In 2017, the joint Global WASH Cluster (GWC) and Inter-agency WASH Group meeting in Brussels was organized to discuss and address the capacity gap identified by MSF in 2014, a topic which continued to grow in importance and relevance.[9] The International Committee of the Red Cross (ICRC) report published in 2015 also identified the need to increase the capacity of the WASH sector to face the challenges and complexities of humanitarian crises, particularly in protracted armed conflicts in urban areas.[10] In 2019, the GWC and the IAWG initiated a worldwide WASH capacity study in collaboration with the Groupe Urgence Réhabilitation Développement (URD). The study, *Capacity of the WASH Sector*, was an in-depth evidence-based analysis of the humanitarian WASH capacity and provided a set of operational and strategic recommendations for humanitarian agencies and donors to collectively improve the sector's performance and capacity to provide a quality response to new and complex challenges, at scale.[11] The capacity study put forward the challenges faced by and factors constraining the WASH sector's response to emergencies, despite the significant (but not always successful) efforts to improve its coordination and delivery of quality programming.[12] The recommendations covered topics including 'survival WASH', 'working in insecure contexts', 'donor engagement', 'surge capacity', 'proper funding', 'coordination and coherence', 'multidisciplinary manner' and 'ready for the future'.[13]

During the twenty-fourth Global WASH Cluster meeting, held in June 2019, the recommendations from the study were further elaborated into actionable items aimed at enhancing the capacity of the WASH sector to respond to emergencies.[14] Five recommendations were presented to, and endorsed by, 15 Emergency Directors of organizations active in humanitarian WASH during the high-level meeting (see *Appendix 1*).[15] The outcome of this process provides the basis for the strategic framework for the *Road Map 2020–2025*, articulating how, through collective commitments and strategic engagement, the humanitarian capacity of the WASH sector will be enhanced.

GLOBAL TRENDS

The situational analysis sets the scene of the global trends in humanitarian WASH responses and acts as the driver for accelerated action to address the challenges faced by the sector. Through strengthened collective commitments and strategic engagement by all stakeholders active in the WASH sector, the implementation of the *Road Map 2020–2025* will roll out innovative approaches. These will be focused on saving lives, reaching better public and environmental health outcomes and building synergies between acute and complex emergencies, humanitarian crises and long-term development.

Survival WASH

Disease outbreaks and health-related emergencies are global killers, with diarrhoeal diseases as one of the main causes of malnutrition and death.[16] In 2019, unsafe drinking water, sanitation and hygiene caused the death of 829,000 people – 297,000 of whom were children under 5 years of age.[17] Analysis of the burden of disease suggests that lack of access to a safe water supply, sanitation and hygiene is the third most significant risk factor for poor health in developing countries, resulting in high mortality rates.[18] In humanitarian contexts, poor WASH conditions are a determinant factor, accounting for nearly 40 per cent of diarrhoea deaths in camp residents and 80 per cent in children under 2 years of age – particularly in the immediate emergency phase. Large-scale outbreaks in recent years provide the justification for the rapid and efficient deployment of WASH interventions in complex emergency settings (e.g., cholera in Haiti in 2010, and hepatitis E in South Sudan in 2011).[19] This evidence demonstrates that the targeting of critical pathways for disease prevention in the design and implementation of WASH responses is effective in reducing diarrhoeal diseases.[20]

A paradigm shift is required to expand the field of expertise of the WASH sector towards interdisciplinary responses to achieve better public health outcomes through environmental health interventions in emergencies.[21] Environmental health encompasses complex disease processes, many of which involve interactions among multiple risk factors, including toxicant exposures, pathogens and susceptibility.[22] This requires a better understanding of the combined nature, including specific and general relationships, between environmental change and infectious disease.[23] This approach is life-saving, contributes to reducing the burden of disease and yields important health, social and economic benefits.[24] It is vital to expand the scope of the WASH sector beyond service delivery, in order to address the evolving risks of climate change adaptation, water scarcity and water stress, environmental contamination due to air, groundwater and chemical pollution and disease outbreaks, such as cholera, Ebola and Zika.[25] Climate change alone threatens to undermine the past 50 years of gains in public health, while mitigating it could result in "the greatest global health opportunity of the twenty-first century".[26] Emerging areas of environmental health and impact that must also be addressed include vector control, neutralization of chemical weapons, hazardous waste management, wastewater, sludge and sewage management practices. The prioritization of targeted and evidence-based interventions, based on epidemiological and environmental data, should be at the core of the response to emergencies by the WASH sector and is required to achieve better public health outcomes, mitigate risks and overcome a 'siloed' approach (see *Box 1*).[27]

To address this, there have been significant efforts made by key agencies engaged in the humanitarian WASH responses, including the ICRC, the International Federation of the Red Cross and Red Crescent Societies (IFRC), Oxfam GB, RedR UK, UNHCR, UNICEF, Save the Children UK (SCUK) and World Vision International (WVI), to ensure the systematic inclusion of public health outcomes through the prioritization and targeting of environmental health interventions as part of their response strategies for the WASH sector.[28] By promoting this approach, while not losing sight of humanitarian principles such as human rights, protection, safety and dignity, gender and age-sensitivity and inclusive programming, the WASH sector can reduce public health risks and adverse environmental consequences that endanger millions of already affected people.[29]

Box 1.
Survival WASH: The global burden of cholera and preventable deaths

The global burden of cholera remains unacceptably high with 2.9 million cases and 95,000 deaths estimated annually. The Ending Cholera: A Global Roadmap to 2030 strategy, launched by the Global Task Force on Cholera Control (GTFCC) in October 2017, provides a multisectoral framework to reduce cholera deaths by 90 per cent globally, and to achieve cholera elimination in up to 20 countries by 2030.[30] One of the strategic axes calls for the prioritization of targeted WASH investments in cholera 'hot spots', using epidemiological data as an effective approach to achieving a public health outcome. As a result, it is estimated that over 34 million cholera cases and 1.7 billion cases of diarrhoea can be prevented, in addition to 1.1 million cholera deaths and 900,000 diarrhoea deaths by 2030.[31]

Capacity

There is a capacity gap in the humanitarian leadership, coordination and response by the WASH sector to emergencies. This has been attributed to inefficient and untimely responses, which are often considered "too little, too late" and a poor quality of service delivery below acceptable Sphere or national standards, despite the efforts of all stakeholders.[32] There has also been an issue with a lack of available staff, including sufficient surge staff with adequate technical expertise. The accountability for the humanitarian WASH response also remains weak, and national humanitarian WASH coordination platforms are not equipped to address these issues as they have no authority, when not led by national governments, to enforce compliance to agreed standards. These gaps are further aggravated by a lack of resources to sufficiently respond to major disasters taking place at the same time, in different parts of the world.[33]

To address these concerns, a harmonized, system-wide approach for capacity development, global and local, to enhance skill sets and competencies of WASH professionals is needed. This approach should build upon lessons learned from the diverse range of existing formal and informal learning and development opportunities currently offered by different stakeholders in the WASH sector.[34] The establishment of one pathway for learning, based on a core curriculum, provides the foundation for actions to be taken to evolve and professionalize the sector.[35] This approach should also capitalize on the emerging themes in the humanitarian sector of 'localisation' and increasing local capacity, outlined by the commitments of the Grand Bargain, as part of the Agenda for Humanity, the New Way of Working (NWOW) initiative and Charter4Change.[36] Through new and innovative ways of working and strategic partnerships for learning and development between international and local actors, the WASH sector can achieve capacity that is "as local as possible and as international as necessary".[37]

Many of the key agencies involved in humanitarian WASH, including the ICRC, the IFRC, Oxfam GB, RedR UK, UNHCR, UNICEF, SCUK and WVI, have already started to address the capacity gap. These agencies are using a talent and people-management approach for recruitment, learning and development, retention and promotions, based on operational tools such as competency frameworks. Putting an accent on diversity and inclusion increases the talent pool across gender, cultures and people living with disabilities, resulting in enhanced operational outcomes and competitive advantages, as a driver of growth.[38] Agencies such as Oxfam GB and UNICEF have invested in mentorship programmes for women in the WASH sector, aimed at achieving gender parity and equality in the workforce and increasing the number of women in technical, management and leadership roles.[39]

The GWC CAST has also taken the initiative to address emerging themes, such as market-based programming and quality assurance and accountability for WASH in emergencies. There are additional initiatives by many agencies, like the IFRC, Oxfam GB and UNICEF, to systematically engage and collaborate with national governments, local actors and service providers, to reinforce their capacity and improve preparedness and surge through 'localisation' (*see Box 2*). These types of strategies aim to harness and take advantage of human capital, globally and locally, to improve the capacity of the WASH sector to respond to emergencies.[40]

Box 2.
Localized approach: Sustainable capacity development

A localized approach to capacity development aims to create long-term and sustainable training and mentoring opportunities for local surge capacity in the countries that are most affected by emergencies. Assessing the WASH capacity gaps, identifying local actors to lead, and host training, along with other capacity development initiatives in specific countries ensure that learning and development opportunities are tailored to meet the identified needs. The training and mentoring of actors sourced from local organizations and institutions is core to achieving this. Initially, these individuals would roll out a set of short courses and training to improve knowledge and skills of WASH professionals, with the potential to expand to additional training and mentoring programmes. This approach reduces the support required from international actors and harnesses local capacity, capitalizing on the emerging themes in the humanitarian sector of 'localisation'.[41] In addition, it creates sustainable and cost-recoverable pathways for locally sourced learning and development opportunities in the WASH sector. Oxfam GB and SCUK are actively supporting a localized approach aiming to enhance the capacity of local actors to lead and host capacity development initiatives, and to increase local surge capacity to respond to WASH emergencies in countries such as Bangladesh.

Preparedness and surge

The ability of the WASH sector to maintain or expand core global and local surge capacity to rapidly respond to emergencies is a major challenge. The current global surge capacity consists predominantly of emergency teams from individual humanitarian agencies with limited collaborative and coordinated responses, which adversely affects the effectiveness and efficiency of the WASH sector's operation. There are also limited contingency or emergency funds and stocks to support the response to rapid onset emergencies in an effective and timely manner.[42] There is also a documented gap among large and medium-scale agencies engaged in the humanitarian WASH response, which step in to provide surge and response capacity, in the short and medium-term, when national capacity is not able to cope with the scope, scale and size of the emergency. This leaves the WASH sector unable to fully meet the required level of preparedness and surge for emergencies. In protracted and complex contexts, mandate and structure, size and capacity to sustain WASH programming, and geographic limitations for presence (or lack of) are also major bottlenecks.[43] Despite the existence of several global frameworks and strategic partnerships aimed at enhancing preparedness, surge and resilience through 'localisation', including the SDGs, the commitments of the Grand Bargain, as part of the Agenda for Humanity, and the NWOW initiative, this still remains a major challenge for the WASH sector.[44]

To date, there is a varying range of preparedness and surge mechanisms available across different stakeholders, at global, regional and country levels. The Field Support Team (FST) of the GWC ensures global and joint surge capacities for cluster coordination and information management within the sector (see *Box 3*).[45] There have also been significant efforts made by key agencies involved in humanitarian WASH, such as CARE, ICRC, IFRC, MSF, Oxfam GB, SCUK, Solidarités International (SI), UNHCR, UNICEF, Welthungerhilfe (WHH) and WVI, to engage in global standby mechanisms and to maintain surge capacity from internal and external rosters, volunteers and strategic partnerships, along with regional and country-level resources (see *Appendix 2*).[46] This includes most having a handful of dedicated WASH core staff on standby and ready to deploy within 24 to 72 hours, for an average of one to three months – with surge capacity being available for up to six months.[47] In addition, contingency or emergency stocks can also be rapidly mobilized to support this surge capacity. There are also country-level initiatives led by UN agencies, such as the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and UNICEF, that support Rapid Response Mechanisms (RRM) and/or

Emergency Preparedness and Response (EP&R) which play an important role in providing surge and preparedness capacities in acute and complex emergencies and humanitarian crises.[48] There is an ongoing collaboration between the GWC, REACH and UNICEF to develop a WASH Severity Index (WSI), based on a set of tools and protocols, to classify the severity of WASH needs and vulnerabilities and support preparedness.[49]

Yet, despite these collective efforts, there is still a need to increase the level of capacity within the sector to support predictable humanitarian WASH responses. By pre-positioning the right resources, globally and locally, to address identified public health and environmental risks, the WASH sector can achieve greater efficiency, transparency and accountability. This requires investing in rapidly deployable human resources and expanding surge capacity that draws upon a diverse range of stakeholders including national governments, local actors or the private sector, at global and local levels.[50]

Box 3.
Global WASH Cluster: Field Support Team

The FST of the Global WASH Cluster is a consortium of partners from IMMAP, IMPACT, Norwegian Church Aid (NCA), Action Contre la Faim (ACF), Oxfam GB and SI closely collaborating with UNICEF. The nine-person FST, with expertise in coordination, information management, assessments and preparedness, managed by the GWC CAST and hosted by one of the consortium members, provides remote or deployable support to National WASH Coordination Platforms, and aims to enhance national capacity to coordinate humanitarian preparedness and response. The FST members spend 60 per cent of their time deployed, 20 per cent providing remote support, and 20 per cent dedicated to their host agency.[51] Since its establishment in 2010, the FST has provided technical support to coordination mechanisms through 567 deployments in 76 countries and in six global or regional locations; thus demonstrating a response rate of 76 per cent, on average, through the rapid deployment of crucial human resources.[52]

Humanitarian-development nexus

The volume, cost and length of humanitarian assistance over the past 10 years has grown dramatically, mainly due to the protracted nature of crises and scant development where vulnerability is the highest. For example, inter-agency humanitarian appeals now last an average of seven years, and the size of appeals has increased by nearly 400 per cent in the last decade.[53] This trend has given new urgency to the convergence of humanitarian and development efforts across a continuum/contiguum, as a key element of the humanitarian agenda. This aligns the ambitious targets set by the SDGs, the commitments of the Grand Bargain, as part of the Agenda for Humanity, and NWOW initiative, not only to meet developmental goals, "but to reduce risk, vulnerability and overall levels of needs".[54]

This convergence is particularly relevant for fragile states, which face significant humanitarian risks, and which are in a constant state of unpredictable emergency response, hampering the potential for durable and sustainable solutions. The 'siloed' approach needs to be addressed as it currently results in vastly different operational responses, despite similar programming principles by the humanitarian and development WASH sectors. This is also noted in funding allocations, which restrict the humanitarian WASH sector from providing cost-effective, longer-term WASH solutions earlier on in an emergency. This results in missed opportunities for financial gains, particularly when humanitarian crises evolve into recovery and beyond, or reach a level of complex or protracted emergency, which requires a shift from the traditional 'business-as-usual' approach.[55]

This requires an operational model that quickly transitions the WASH sector from emergency life-saving interventions towards maximizing gains to achieve the ambitious targets set by the SDGs for the sector.[56] Engagement by the development WASH sector early on in humanitarian crises and emergencies further complements the actions taken by the humanitarian WASH sector and contributes to longer-term, durable and sustainable solutions. This can be achieved by strengthening the leadership and capacity of national systems (not replacing them), anticipating crises by investing in data and risk analysis and integrating early action to prevent and mitigate risks in the development sector.[57] Embedding a risk-informed approach in the WASH sector can strength-

en preparedness, response and resilience and achieve collective outcomes and comparative advantages over multi-year timeframes through reinforced cooperation with national governments, local actors and the private sector (see *Box 4*). There are still several challenges to be addressed including institutional, governance and structural barriers, however, the common vision is to save lives and leave no one behind.[58]

Box 4.
WASH Resilience: Humanitarian and development cooperation in fragile states

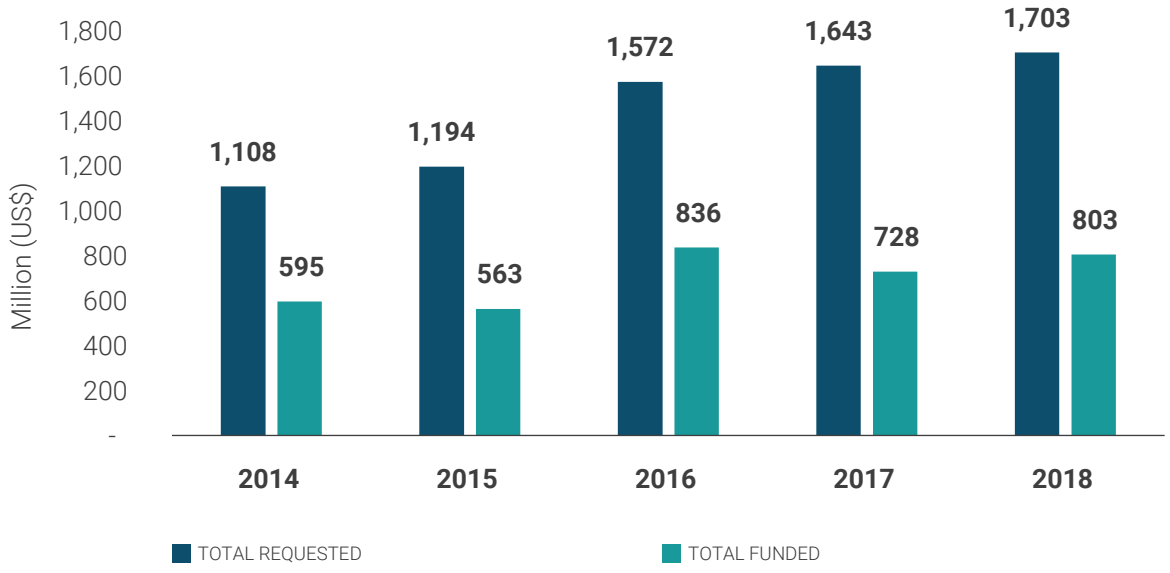
Despite adhering to the same programming principles, development and humanitarian stakeholders in the WASH sector often work in parallel.[59] Their different ways of working put emphasis on different outcomes and timeframes for their interventions.[60] This requires convergence between the humanitarian-development divide, particularly for fragile countries facing acute and complex emergencies and humanitarian crises.[61] An analysis of the Fragile States Index 2019 shows that 19 of the 25 most fragile countries and 18 of the 25 most disaster-prone countries are also Sanitation and Water for All (SWA) partners.[62] The GWC CAST, UNICEF and the German WASH Network are advocating for a risk-informed approach and strengthening resilience to be embedded into the new SWA framework for fragile states, increasing the focus on crises and disasters. During a recent workshop, hosted by the German WASH Network, humanitarian and developmental WASH partners identified tangible actions to accelerate cooperation in fragile states with SWA.[63] The recommendations include establishing country focal points in pilot countries to strengthen dialogue and set strategic priorities, integrating a set of humanitarian development WASH interventions and indicators, agreeing upon a common accountability framework, encouraging humanitarian and development commitments by countries and partners, identifying a WASH champion for the sector, actively engaging and participating at GWC and SWA events and meetings, and increasing joint advocacy and communication efforts through published papers, webinars, and online resources (e.g., the SWA Tools Portal). These initiatives will be taken forward by GWC and SWA under a Technical Working Group to be established for the humanitarian-development nexus.

Funding

Investments in the WASH sector are investments in public and environmental health. Despite this, the humanitarian WASH response has faced significant funding shortages over the past decade, while needs have rapidly expanded due to the evolving nature of humanitarian crises. Not only does the changing nature of emergencies come with increased complexity, but crises are also lasting longer which, in turn, results in an elevated level of financial resources and costs to respond. Since 2008, humanitarian requirements have increased threefold, from US$8 billion in 2008 to US$26 billion in 2017. In 2018, 60 per cent of all humanitarian funding available was allocated to 10 countries, many representing protracted crises. There has also been a geographic shift in funding allocation, with significant increases in the Middle East (i.e., Iraq, the Syrian Arab Republic and Yemen) and dramatic decreases in sub-Saharan Africa.[64]

Since 2009, less than 4 per cent of all reported funding registered in the humanitarian Financial Tracking System (FTS) has been dedicated to the humanitarian WASH response. Despite increased needs, the trend for funding allocated to the humanitarian WASH sector from 2014 to 2018 for Humanitarian Response Plans (HRPs) and non-HRPs, has remained stagnant, and has not exceeded more than 54 per cent, on average (see *Figure 1*).[65]

Figure 1.
Evolution of WASH Funding, HRPs and non-HRPs 2014–2018

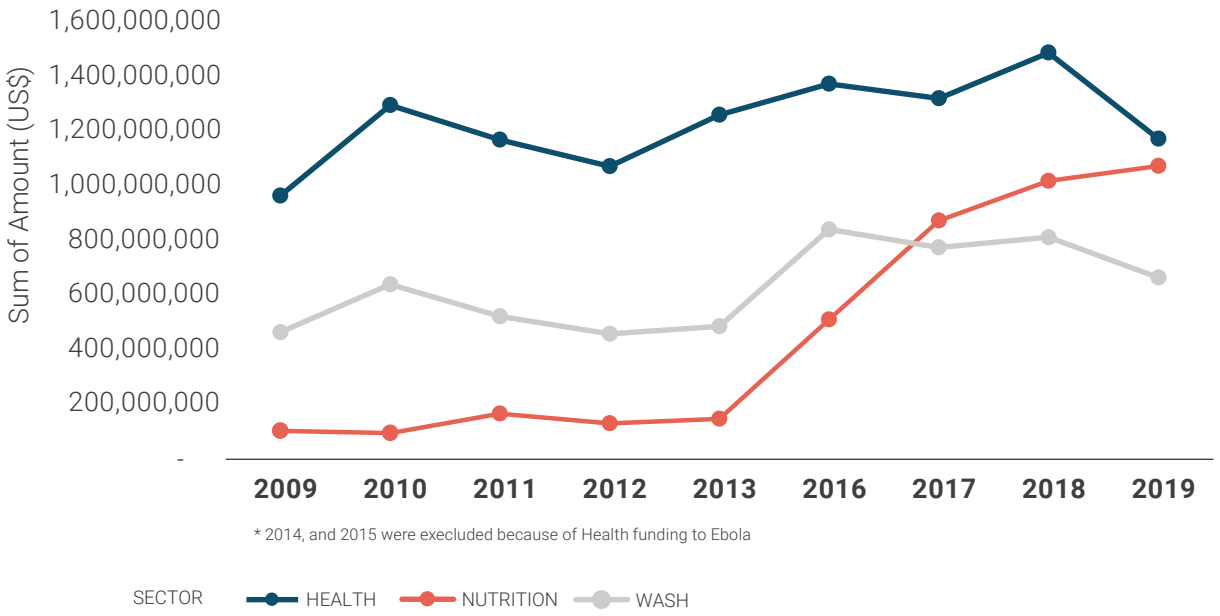


Source: Based on OCHA Financial Tracking System (FTS), 2019, analysis provided by the Global WASH Cluster

In addition, the overall imbalance in the trends of funding allocations to the humanitarian WASH sector is apparent in the variations by key WASH donors, such as the Directorate General of European Civil Protection and Humanitarian Aid Operations (DG ECHO) and the United States Agency for International Development Office of Foreign Assistance (USAID/OFDA). Based on donor reporting from 2011 to 2018, there has been a gradual decrease in funding allocations to the humanitarian WASH sector by DG ECHO, from 27 per cent to 15 per cent of the annual budget, and a steady increase by USAID/OFDA, from 13 per cent to 18 per cent of the annual budget (including HRPs, non-HRPs and other funding).[66]

Over the past 10 years, WASH remains one of the least funded sectors despite being fundamental to obtaining better quality health outcomes. The trend in funding allocations has remained stagnant, with the gap of unmet needs steadily increasing for the sector, compared to the health and nutrition sectors (see *Figure 2*).[67] This trend is also impacting the development WASH sector, which shows a steady decline from 6.2 per cent to 3.8 per cent for the WASH sector from 2012 to 2015, while funding allocations have increased to the health sector.[68] The lack of investment in the WASH sector from development donors, can only further aggravate the impact of emergencies and other compounding factors, such as migration, urbanization and climate change.

Figure 2.
Funding trends for humanitarian health, nutrition and WASH sectors, 2009–2019



Source: Based on OCHA Financial Tracking System (FTS), 2019, analysis provided by the Global WASH Cluster

While the unpredictability of the trend in funding allocations greatly impacts the capacity of the WASH sector to respond to humanitarian emergencies, also cited are issues with the lack of flexible and multi-year funding options to address the evolution of humanitarian crises.[69] The availability of unearmarked or unrestricted funding allows for rapid response, flexible programming and is key to timely and predictable responses by the WASH sector. There are a few examples of this, including the UN's Central Emergency Response Fund (CERF), IFRC's Disaster Relief Emergency Fund (DREF), ICRC, MSF and the Start Network.[70] Nevertheless, this is not enough to meet the required funding needs of the WASH sector in emergencies.

New, innovative and alternative funding and financing opportunities and mechanisms for sector-financing and investments is needed for the WASH sector. This includes the use of emerging models or blended approaches, which strategically combine and optimize aid, public and private funds. Examples from multilateral development banks, such as the World Bank, demonstrate that leveraging their contributions to stimulate public and private funds and advocating for the alignment of government policies and investment practices can result in WASH investments among a diverse range of stakeholders (such as domestic funds, international sources and end users).[71] This can address the inefficiency created within the WASH sector, due to the humanitarian-development divide, and lay the foundation for an effective combination of policy reform and a shift in current practices to improve sector-financing models.[72] This can also reduce missed opportunities and improve the cost-effectiveness of WASH interventions, reducing risks and vulnerabilities (see *Box 5*).[73]

Box 5.

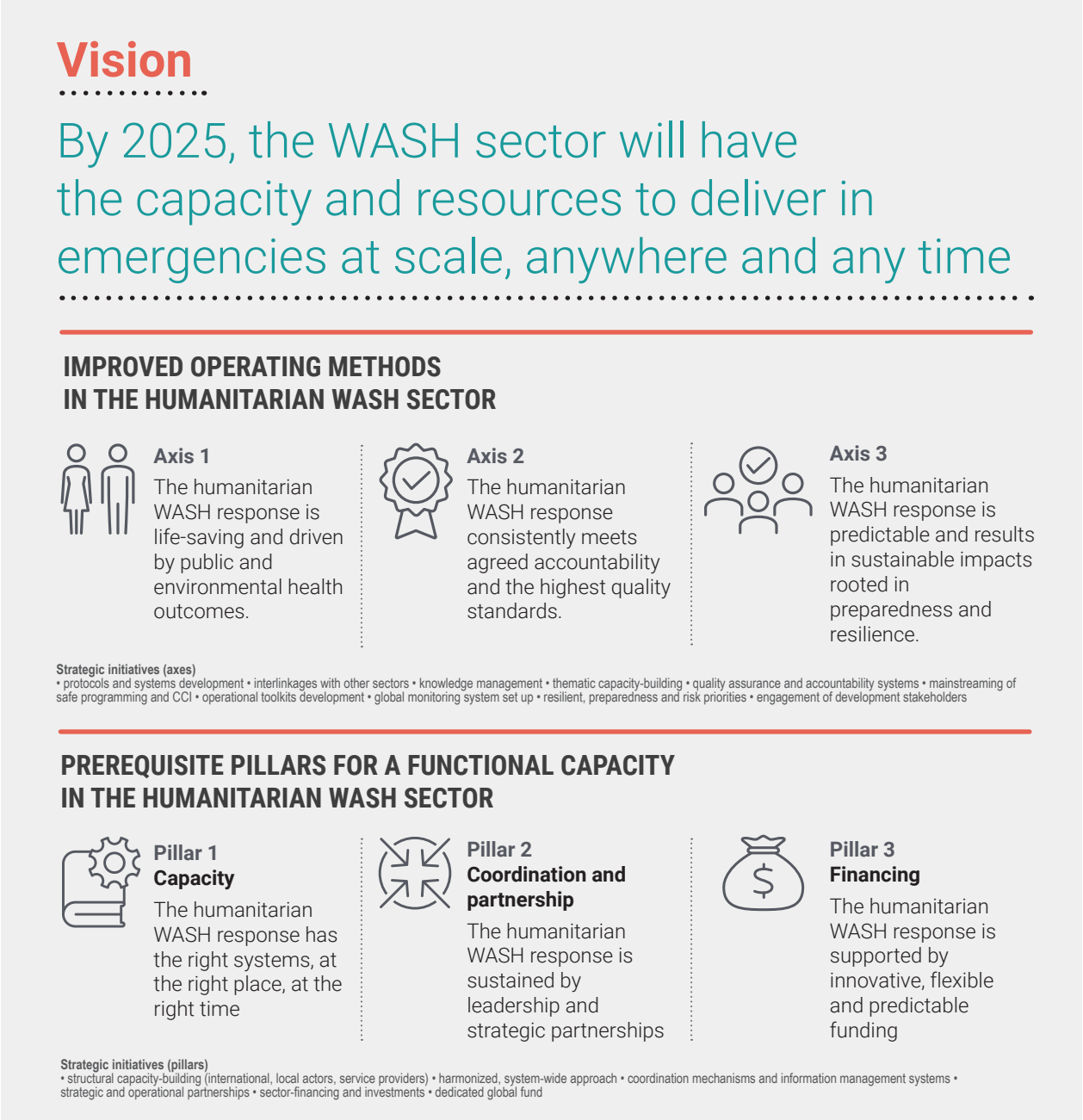
WASH Return on Investment: Cost benefit analysis

The WASH Return on Investment (ROI) tool, developed by UNICEF pinpoints when longer-term infrastructure development is more cost-effective than short-term emergency WASH interventions. This is conducted early on in the emergency response and is particularly useful in protracted and complex crises. It allows countries to make an informed choice between short-term solutions that carry high operation and maintenance (O & M) costs, such as water trucking, and more durable and sustainable solutions, such as water system rehabilitation. Furthermore, the tool enables countries to select the most environmentally sound solutions, using appropriate technology, based on a carbon offset calculation per solution. It also provides a calculator to determine the financial sustainability of a service based on an estimated consumer tariff. The tool is already gaining traction among early adopters and is in use in a number of emergency contexts including north-east Nigeria and Somalia.[74]

OUR VISION

By 2025, the WASH sector will have the capacity and resources to deliver in emergencies at scale, anywhere and at any time. This vision is based on three strategic axes and three prerequisite pillars and requires strengthened collective commitments and strategic engagement by all stakeholders in the WASH sector (see *Figure 3*).

Figure 3.
Vision, axes and pillars to deliver humanitarian WASH at scale, anywhere and any time



Source: Infographic developed by CAST, Global WASH Cluster, 2019

STRATEGIC AXES AND PILLARS

Axis 1:
The humanitarian WASH response is life-saving and is driven by public and environmental health outcomes

The ability of the WASH sector to deliver an effective humanitarian response that addresses the life-saving needs of the affected population, at scale and with impact, is a key driver to achieving better public health outcomes through environmental health interventions in emergencies. The WASH sector is a critical requirement for other sectoral interventions in emergencies, including health, nutrition, protection, shelter and education. WASH also addresses key humanitarian principles and cross-cutting themes that play a vital role in human rights, protection, safety and dignity, gender and age sensitivity and inclusive programming. Despite recognition of the core contributions and inter-dependency of WASH interventions, the sector is not given the support required to deliver at scale and achieve this ambitious and complex target.

As such, **we will embed humanitarian WASH as an integral part of public and environmental health priorities,** while maintaining a life-saving mandate and mainstreaming cross-cutting themes. We will:

- roll out and document the systematic use of epidemiological and environmental data, as available, as a driver to target emergency responses by the WASH sector [75]
- create a protocol for the systematic design and documentation of humanitarian WASH responses based on the health outcomes, including the impact on lives saved and the reduction of the burden of disease
- develop agreements reinforcing and outlining the linkages between WASH and health outcomes in emergencies [76]
- expand the capacity of the sector to systematically tackle environmental health risks and impact, including the hierarchical linkages between WASH, public health outcomes and environmental health interventions.

Axis 2:
The humanitarian WASH response consistently meets agreed accountability and highest quality standards

The establishment and systematic use of a Quality Assurance and Accountability System (QAAS) across all national-level coordination platforms is required for the humanitarian WASH response to be enhanced globally. This harmonized approach improves participation, ownership and accountability among all stakeholders, and addresses the current limitations of existing response monitoring. This innovative tool strengthens collective monitoring by measuring the quality of the humanitarian WASH response and increasing accountability of the WASH sector to deliver in emergencies.[77] At national level, the active management of a QAAS identifies when agreed standards are not met, and empowers timely decision-making that prompts corrective actions. Furthermore, this approach acts as a vital step in meeting humanitarian charters and core principles, including the Core Humanitarian Standard (CHS) and the commitments of the Grand Bargain, as part of the Agenda for Humanity, along with other frameworks that underpin humanitarian action.[78]

As such, **we will shape the capacity of the WASH sector to deliver accountability and high-quality responses in emergencies, while maintaining public and environmental health as core objectives.** We will:

- develop and roll out a system to mainstream quality assurance and accountability in all humanitarian WASH response with national governments and local actors, based on core humanitarian standards [79]
- establish a framework to support the mainstreaming of safe programming and cross-cutting issues for the humanitarian WASH response, while maintaining public and environmental health as core objectives
- create a set of operational toolkits and frameworks to support coordination and programming on quality assurance and accountability

- set up a global monitoring system to measure compliance with the roll out of QAAS across countries by the global and national coordination mechanisms, including dissemination through an online dashboard.[80]

Axis 3:
The humanitarian WASH response is predictable and results in sustainable impacts rooted in preparedness and resilience

Ending need by reducing risks and vulnerability is now recognized as a shared vision across the humanitarian-development nexus.[81] This is a fundamental principle rooted in and aligned to the ambitious targets set by the SDGs, the commitments of the Grand Bargain, as part of the Agenda for Humanity, and NWOW initiative.[82]

While these initiatives guide the implementation and monitoring of this principle, there are still challenges when implementing the humanitarian-development nexus, including the timeframe, plus institutional and financial complexities. Despite this, the WASH sector should harness the momentum created by the humanitarian-development nexus to reduce risk and vulnerability, increase resilience and advocate for sustained development, particularly for those affected by crises. Transcending the humanitarian-development divide should not jeopardize the humanitarian imperative and core principles when responding to emergencies and should leave no one behind.

As such, **we will link humanitarian and development WASH programming through new and innovative approaches aimed at overcoming the 'siloed' and 'business-as-usual'** approach. We will:

- advocate for engagement by development donors to strengthen a resilient and risk-informed WASH sector (allowing for quick transition and linking humanitarian and development)
- explore, expand and develop diverse operational models that support sustainable investments and strategic partnerships to reinforce a resilient, prepared and risk-informed WASH sector
- strengthen engagement and commitment across development and humanitarian WASH by all stakeholders to reinforce a resilient, prepared and risk-informed WASH sector.

Pillar 1 – Capacity:
The humanitarian WASH response has the right systems, at the right place, at the right time

An effective humanitarian WASH response requires the right systems, at the right place, at the right time. This can be accomplished only through capacity development and the professionalization of the sector. The accreditation and certification of WASH professionals will increase consistency, quality and accountability of the humanitarian WASH response. This can be achieved by creating local and global pathways for formal and informal learning opportunities and career development for WASH professionals, across different levels and a diverse range of competencies and skill sets. This requires the integration of diversity and inclusion, across cultures and gender, as well as people living with disabilities. A shift in the traditional approach for capacity development towards competency-based learning and a broader talent and people-management approach will further enhance capacity and diversity in the humanitarian WASH sector.

As such, **we will increase humanitarian capacity in the WASH sector to enable a more predictable, effective and elevated level of quality programming and coordination**. We will:

- develop a harmonized, system-wide approach for capacity development in humanitarian WASH (such as the WASH severity index, QAAS, competency framework, consolidation of tools and guidance) [83]

- proactively enhance the capacity of WASH professionals to lead and systematically address and tackle public and environmental health risks as part of humanitarian WASH responses
- consolidate a predictable pool of competent and skilled WASH professionals that can be mobilized to respond in emergencies (such as surge, talent pools, rosters)
- embed surge capacity as a key aspect in preparedness and response planning at global and institutional levels (including with national governments, local actors and service providers)
- strengthen the capacity of national governments to prepare for, lead and coordinate a more predictable, effective and high-quality humanitarian WASH response.

Pillar 2 – Coordination and partnership: The humanitarian WASH response is sustained by effective leadership and strategic partnerships

Effective leadership and coordination support the humanitarian WASH response in difficult environments and help address poor-quality programming. Coordination mechanisms, such as the cluster approach, ensure adherence to the quality and coherence of the assistance. They also ensure that assistance is provided in a manner that is equitable, culturally acceptable, and avoids doing harm by promoting the safety and dignity of the populations affected by crises. Coordination mechanisms provide leadership to high-quality and accountable response strategies that are people-centred. These also ensure that the responses to priority needs are appropriate and timely using the agreed standard to mitigate public and environmental health risks. Coordination also supports new and enhanced strategic partnerships among diverse stakeholders across preparedness, response and resilience within the humanitarian development continuum/contiguum.

As such, **we will establish strategic partnerships and reinforce effective leadership and coordination mechanisms to further enhance the WASH sector to respond to humanitarian emergencies**. We will:

- establish new and enhanced strategic partnerships among diverse stakeholders across the humanitarian-development nexus in fragile states, as a priority
- reinforce coordination mechanisms and information management systems among partners within the WASH sector and with other sectors
- develop operational partnerships at regional and country levels focusing on specific initiatives (such as preparedness, Ebola, cholera response as priorities)
- elaborate new and enhanced partnerships with academic institutions to support capacity development in operational research and knowledge management.

Pillar 3 – Financing: The humanitarian WASH response is supported by innovative, predictable, and flexible multi-year funding

To bridge the financing gap in humanitarian WASH, there is a proven need to invest in the sector across the continuum/contiguum of the humanitarian-development nexus. A paradigm shift from the traditional ways of funding humanitarian WASH interventions is needed across the humanitarian-development divide. The current 'siloed' and 'business-as-usual' approach for the financing of the WASH sector is inadequate to reach the needs and expectations of the affected population and requires advocacy with humanitarian donors to reduce barriers to promoting durable and sustainable solutions, particularly in fragile states. This transformation requires the creation of innovative financing modalities that dissolve the distinction between funding for emergency and development WASH and harnesses strategic partnerships. This brings greater potential to capitalize on domestic funding sources and to engage with local stakeholders. The promotion of innovative, predictable and flexible multi-year funding of the WASH sector across the humanitarian-development nexus provides an opportunity to meet

urgent needs, reduce risk and vulnerability and increase resilience. Effective and strategic advocacy, resulting in the policy reform of current practices in sector-financing and investments, is key to both humanitarian and development sectors. This allows the WASH sector to quickly move from emergency life-saving interventions towards maximizing gains to achieve the ambitious targets set by the SDGs for the sector, while promoting greater efficiency, effectiveness, transparency and accountability.[84]

As such, **we will identify and advocate for innovative and alternative funding opportunities and financing mechanisms (including multi-year) to support the WASH sector to respond to emergencies,** while reducing risks and vulnerabilities and increasing resilience. We will:

- diversify and increase funding opportunities to attract political commitments and engagement by new and existing donors for the humanitarian WASH response [85]
- strengthen sector-financing and investments by development WASH stakeholders (including the private sector) in humanitarian WASH to reinforce resilient, prepared and risk-informed WASH service delivery
- advocate for the establishment of a global fund dedicated to sector-financing and investments for the humanitarian WASH response (e.g., organizing a global pledging event).

FUNDAMENTALS

In light of the evolving nature of the basic principles of humanitarian interventions, the WASH sector must ensure that the four fundamentals which guide humanitarian action are well defined to save lives, alleviate suffering and preserve human dignity.[86] To achieve the key principles of humanitarian action in the *Road Map 2020–2025*, it is integral that the WASH sector ensures that human rights, protection, safety and dignity, accountability and inclusion, gender equality are mainstreaming into all responses. It must also build upon the global frameworks and strategic partnerships aimed at quickly transitioning from emergency life-saving interventions towards maximizing gains to achieve the ambitious targets set by the SDGs for the sector and other frameworks that underpin humanitarian action.[87] It is key that the WASH sector addresses climate change adaptation and puts forward environmentally sound, durable and sustainable solutions, using appropriate technology when responding to emergencies.[88] Application of these fundamentals will further reinforce the capacity of the WASH sector to effectively prepare, lead and coordinate predictable and high-quality responses (see *Appendix 3*).

ROLLING OUT THE ROAD MAP

The implementation of the *Road Map 2020–2025* will be rolled out across the three strategic axes, supported by the three prerequisite pillars. The strategic axes outline the ways of working and are dependent on the prerequisite pillars. These prerequisite pillars are the resources required to achieve the strategic axes. For each one of the three strategic axes and three prerequisite pillars, a set of strategic initiatives has been identified.

These strategic initiatives form the basis of the definition of the implementation plan. Each of these will be formed into modular, project-based, costed actions to be taken forward by the GWC partners. These will focus on improving the ways of working by the WASH sector and focus on key areas identified for capacity development, globally, institutionally and locally, to achieve the vision of the *Road Map 2020–2025*.[89]

MONITORING FRAMEWORK

The implementation of the *Road Map 2020–2025* will be monitored and evaluated as part of the GWC annual meetings. A midterm review of the *Road Map 2020–2025* is planned for 2023. A limited set of key indicators will be used to monitor the three strategic axes and three prerequisite pillars. The detailed monitoring framework for 2020–2025 is presented in *Appendix 4*.

Axis 1	• Number of humanitarian WASH responses in countries that demonstrate adherence to a global system that guides partners to implement WASH interventions, based on epidemiological and environmental data
Axis 2	• Number of humanitarian WASH responses in countries that demonstrate compliance with the global monitoring system set up for quality assurance and accountability[90]
Axis 3	• Number of responses in fragile states that demonstrate systematic use of a consolidated accountability framework between WASH humanitarian and development actors to monitor resilient and risk-informed WASH service delivery [91]
Pillar 1	• Number of humanitarian WASH responses that provide a predictable response and scale-up (as required) based on preparedness planning and national capacity strengthening • Number of agencies that can demonstrate the use of the harmonized, system-wide approach for capacity development in the humanitarian WASH sector
Pillar 2	• Number of national WASH cluster/sector humanitarian WASH coordination platforms complying with the GWC minimum requirements for coordination • Number of new or enhanced strategic, operational and/or academic partnerships that have been successfully formalized, at global, regional and country levels
Pillar 3	• Number of operational models established that demonstrate increased sustainable investment for WASH service delivery through one-basket, multi-year funding opportunities • Number of donors that demonstrate new or refined pledging commitments and/or contributions to a global fund dedicated to sector-financing and investments for the humanitarian WASH response

APPENDIX 1.
KEY RECOMMENDATIONS FROM HIGH-LEVEL MEETING

The high-level meeting with 15 Emergency Directors of organizations active in humanitarian WASH, during the twenty-fourth Global WASH Cluster meeting, held in June 2019, made several recommendations. [92]

Recommendation #1: Reposition WASH as a core sector for survival and protection. Get our fundamentals right!

- The WASH response must be prioritized using a public health risk-based approach (considering epidemiological data).
- Consistently advocate internally and externally at the global and national levels for better linkage of the health, nutrition, shelter and other sectors with the WASH sector.

Recommendation #2: Quality WASH responses should be timely and efficient and reach the most inaccessible and difficult places. Get our capacity right!

- **In agencies:** Expand and strengthen core WASH technical, managerial and coordination capacity. Invest in establishing rapid deployment capacity, maintaining or expanding generic and flexible surge WASH teams; and expand WASH rosters (including with the private sector) to ensure a minimum level of predictable global WASH response.
- **For the WASH sector:** Launch capacity-building initiatives to reliably and predictably strengthen leadership and coordination, decision-making, strategic planning and WASH services, especially in challenging contexts; and further, develop the capacity of WASH coordination mechanisms to rapidly support operations in difficult environments.

Recommendation #3. WASH responses are predictable and effective when robust protocols are in place. Give priority to preparedness and surge at all levels for WASH and keep it simple!

- Systematically develop and test risk-based preparedness/contingency plans (wherever possible aligned with governmental plans) and surge capacity.
- Foster strategic partnerships with local organizations and the private sector.
- Constantly advocate mobilizing funding for preparedness from governments and donors.

Recommendation #4. The predictability of the WASH response depends on the timeliness and flexibility of financial resources. Bridging between development financing and humanitarian response!

- Continue to advocate to get **multi-year funding** for the humanitarian (WASH) response and coordination as well as **more flexible funding** from donor agencies requesting them to stop distinguishing between emergency and development for fragile States, using financing on preparedness.
- Work on **new financing models** for the humanitarian WASH response, allowing development of a phasing approach to address sustainability and quality concerns.
- In partnership with financial development institutions and global development platforms, hold a **global pledging conference** on emergency WASH funding (linked to SDGs and fragile States funding mechanisms and to attract and recommit new and existing donors and partners towards WASH emergency response).

Recommendation #5: Build synergies between acute humanitarian situations, protracted contexts and development. Initiate a paradigm shift in the way of working in the WASH sector!

- **Strengthen partnerships:** Encourage dialogue between the WASH humanitarian and development global coordination platforms (e.g. SWA – GWC) and boost the development of humanitarian, development and private sector alliances.
- **Ensure a sustainable impact from the beginning and ensure the risk of negative effects is reduced** (environment, social and economic).

APPENDIX 2.
PREPAREDNESS AND SURGE CAPACITY IN THE WASH SECTOR

Agency	WASH surge - core staff	WASH surge mechanisms - other	Equipment and materials	Funding	Preparedness activities
CARE	Four headquarter (HQ) level staff (including Senior Team Lead), known as WASH RRT. Standby, deployed within 24 hours, up to three months	Global roster: 70%–80% external, 20% internal staff	No	US$1 million–US$2 million, under Emergency Response Fund (ERP)	Emergency and contingency planning. No funds, equipment or materials available
ICRC	One HQ level staff. Standby, deployed within 48 hours, up to four months	Rapid Response Teams (roster-based system), deployed within five days, available for four to six weeks	Emergency stocks available for both internal and external use (e.g., service providers)	Large, unearmarked funds that allow staff to deploy and respond. No standard allocation	Emergency and contingency planning. Funds, equipment and materials available
IFRC	Through the Rapid Response Team pool and Emergency Response Units. Surge pool includes staff members and volunteers. One HQ and four regional IFRC staff available for short-term deployments		Emergency stocks available in multiple countries. Equipment packages designed for various population sizes (2,000; 5,000; 15,000; 20,000 and 40,000 people)	For small-scale operations or startup funding for larger operations, generally, CHF300,000 per response available under DREF. The total amount available is CHF10 million–CHF15 million	Emergency and contingency planning. Simulation exercise with equipment, supplies and funding available
MSF	25 HQ level staff. Standby, deployed within 24 hours, for two weeks–one month	Nine flying positions. Deployed within 24 hours, up to three months (or longer). The pool of staff in the field that can be mobilized (regional and country levels)	Emergency stocks available	Up to 30% of a total budget of US$30 million available	Investment in logistics is a strong point and supports with preparedness
Oxfam GB	Seven HQ level staff (Emergency WASH Advisers). Standby – all available for rapid deployment	32 WASH Humanitarian Support Personnel and Rapid Response Team. Standby – all available for rapid deployment	Emergency stocks available in emergency supply centre in the United Kingdom. £1.2 million worth of WASH stock	£4.5 million of Oxfam GB catastrophe fund available for immediate response. Framework agreements established with other donors	Emergency and contingency planning. Funds, equipment and materials available
SCUK	Four to five HQ level staff. Standby	Three regional staff, six deployable staff (including one within the Emergency Health Unit). Internal roster with national staff	Emergency stocks available in warehouses in Dubai, Panama, Philippines and Malaysia that can be used regionally	Three mechanisms: Central Seed Funds; Central Emergency Fund (CEF); and appeals by different members. No standard amount allocated	Emergency and contingency planning. Funds, equipment and materials available
SI	One HQ level staff. Standby, deployed within 48 hours, up to two months, 70% of the year	Internal roster	Emergency stocks available in warehouses in Paris HQ and Dubai	€150,000 – emergency fund available for immediate response	Emergency and contingency planning. Funds, equipment and materials available
UNHCR	Two HQ level staff. Standby, deployed within 24 hours, for up to three months	Internal re-deployment of national staff. External recruitment. Standby partners. United Nations Volunteers. WASH FST. Retirees	Global Stock Management provides Core Relief Items for up to 600,000 people (including vehicles and security equipment for operations, and other materials)	US$25 million Emergency Fund	Emergency and contingency planning. Funds, equipment and materials available
UNICEF	Two HQ level staff. Standby, deployable within 24 hours, for up to three months	Internal re-deployment of national staff. RRM with pools of staff. Retirees. United Nations Volunteers. Standby partners	Emergency stocks available in warehouses in Copenhagen for 250,000 people. 24 WASH items included	Available under Emergency Programme Fund (EPF). The total amount available is US$75 million	Emergency and contingency planning. Funds, equipment and materials available
WHH	Two HQ level staff (complemented by 1 HQ Log). Standby, deployable within 24 hours, for up to three months	Internal pool of international and national staff, Emergency Support Pool. Standby, deployable within 24 hours, for up to three months	Emergency stocks available in warehouses in Dubai	€1.2 million – Emergency Fund available for immediate response	Emergency and contingency planning. Funds, equipment and materials available. Funding is handled by HQ (non-WHH countries) and country offices (WHH countries)
WVI	One HQ level staff. Standby, deployable for up to three months, 50% of the year	Internal roster with national staff. Standby, deployable within 24 hours, for up to three months	Emergency stocks available in warehouses in Dubai	Funding available. No standard amount allocated	Emergency and contingency planning. Equipment and materials are available. Funding is handled by country offices

APPENDIX 3.
FUNDAMENTALS FOR THE WASH SECTOR

Safeguarding: protection, safety and dignity, accountability and inclusion and gender equality[93]

- Prioritize safety and dignity, avoid causing harm and avoid unintended negative consequences when delivering services and assistance.
- Provide meaningful access to services and assistance that meets the needs of all members of the affected population and promote inclusive programming that is user-friendly, culturally and gender-appropriate, accessible to people with disabilities and designed to mitigate social and gender-based tensions.
- Accountability to Affected Population (AAP), adhering to international standards, through active and inclusive participation by all members of the affected population in the project design, and implementation, transparency and measurement of the quality of the interventions using feedback and complaints mechanisms.
- Promote gender equality among all members of the affected population and advocate for equal rights and inclusive participation by males and females, while recognizing differential needs, capabilities, constraints and opportunities.
- Protect from, and respond to, sexual exploitation, abuse and harassment.
- Reinforce the centrality of protection in humanitarian action and increase respect for International Humanitarian Law (IHL), to alleviate suffering, particularly in protracted crises.
- Support new and innovative approaches to displacement that meet immediate humanitarian needs, reduce vulnerability and improve the resilience, self-reliance and protection of refugees and internally displaced persons.
- Improve the global response to refugees, by promoting and supporting safe, dignified, durable and sustainable solutions for IDPs and refugees.

Humanitarian-development nexus: Agenda for Humanity, SDGs, environment, climate change adaptation and appropriate technology[94]

- Reinforce linkages between humanitarian and development actors to maximize gains towards achieving the ambitious targets set by the SDGs, and the commitments of the Grand Bargain, as part of the Agenda for Humanity.
- Call for a human rights-based approach to delivering services and assistance that leaves no one behind and transcends the humanitarian-development divide.
- Accelerate climate change adaptation in delivering services and assistance, ensuring that the shocks do not disproportionally impact affected populations.
- Embed water scarcity and responsible water resource management into project design and implementation, particularly in protracted crises.
- Integrate environmentally sound, durable and sustainable solutions, using appropriate technology, promoting renewable energy and reducing the impact of climate change for affected populations.

Coordination: operational principles of the GWC

- Emphasize that international technical standards and humanitarian principles are guaranteed in national WASH coordination platforms.
- Strengthen capacity development of national WASH coordination platforms in preparedness, response and resilience.
- Advocate for WASH coordination platforms in emergencies that promote a transition to national leadership.

APPENDIX 4.
MONITORING FRAMEWORK

Target	Indicators	Mean of Verification	Baseline (2021)	2023	2025
Axis 1	Number of humanitarian WASH responses in countries that demonstrate adherence to a global system that guides partners to implement WASH interventions based on epidemiological and environmental data	Reports from agencies and sector Response plans/strategies from agencies and sector External reviews and evaluations from agencies and sector			
Axis 2	Number of humanitarian WASH responses in countries that demonstrate compliance with the global monitoring system set up for quality assurance and accountability[95]	Reports from agencies and sector (based on the QAAS) External reviews and evaluations from agencies and sector			
Axis 3	Number of responses in fragile states that demonstrate systematic use of a consolidated accountability framework between WASH humanitarian and development actors to monitor resilient and risk-informed WASH service delivery[96]	Reports from agencies and sector Response plans/strategies from agencies and sector External reviews and evaluations from agencies and sector			
Pillar 1	Number of humanitarian WASH responses that provide a predictable response and scale-up (as required) based on preparedness planning and national capacity strengthening	Reports from agencies and sector Preparedness plans/strategies from agencies and sector External reviews and evaluations from agencies and sector			
	Number of agencies that can demonstrate the use of the harmonized, system-wide approach for capacity-development in the humanitarian WASH sector	Reports from agencies and sector Capacity development plans/strategies from agencies and sector External reviews and evaluations from agencies and sector			
Pillar 2	Number of national WASH cluster/sector humanitarian WASH coordination platforms complying with the GWC minimum requirements for coordination	Reports from GWC and national WASH cluster or sector humanitarian WASH coordination platforms External reviews and evaluations from sector			
	Number of new or enhanced strategic, operational and/or academic partnerships that have been successfully formalized, at global, regional and country levels	Partnerships agreements from agencies and sector External reviews and evaluations from agencies and sector			
Pillar 3	Number of operational models established that demonstrate increased sustainable investment for WASH service delivery through one-basket, multi-year funding opportunities	Reports from agencies and sector, OCHA FTS and donors External reviews and evaluations from sector			
	Number of donors that demonstrate new or refined pledging commitments and/or contributions to a global fund dedicated to sector-financing and investments for the humanitarian WASH response	Reports from agencies and sector, OCHA FTS and donors External reviews and evaluations from sector			

ENDNOTES

1 Office for the Coordination of Humanitarian Affairs, 'Humanitarian Response', <www.humanitarianresponse.info/en/coordination>, accessed 23 December 2019.

2 United Nations, World Humanitarian Data and Trends 2018, <http://interactive.unocha.org/publication/datatrends2018>, accessed 20 December 2019.

3 Global WASH Cluster, Global WASH Cluster Strategic Plan, 2016–2019, <http://washcluster.net/wp-content/uploads/sites/5/2013/09/GWCSP-Narrative-2016-2020-VF1.pdf>, accessed 10 December 2019.

4 Groupe URD, *The Capacity of the WASH Sector to Respond to Difficult Humanitarian Situations: An Analysis*, 2019, <www.urd.org/en/project/global-study-on-the-capacity-of-the-wash-sector-to-respond-to-emergencies/>, accessed 10 December 2019.

5 Note that this does not include figures from all agencies in responding in the WASH sectors and focuses solely on global appeals (for emergency responses, people targeted and funding figures); Office for the Coordination of Humanitarian Affairs, 'Financial Tracking Service', 2019, <https://fts.unocha.org/>.

6 Healy, Sean and Sandrine Tiller, 'Where is everyone? Responding to emergencies in the most difficult places', 2014, <www.msf.org/msf-report-where-everyone>, accessed 10 December 2019.

7 De Castellarnau, Monica, and Valerie Stoianova, *Bridging the emergency gap: Reflections and a call for action after a two-year exploration of emergency response in acute conflicts*, Emergency Gap Project, Médecins Sans Frontières, Barcelona, 2018, p. 30 <www.alnap.org/help-library/bridging-the-emergency-gap-reflections-and-a-call-for-action-after-a-two-year>, accessed 10 December 2019.

8 The external drivers were identified as forces beyond the control of the humanitarian sector, creating an environment that is unfavorable to humanitarian action, including politicization, instrumentalization and obstruction of aid for political purposes. The internal drivers identified a "funding gap" between the resources available against the cost required to meet the needs of people.

9 This meeting was held in October 2017 at MSF in Brussels. The GWC is a partnership of 77 organizations, which aims to improve the coordination and the humanitarian response in the WASH sector. The IAWG is a group of the largest 12 WASH agencies, which meet annually to discuss technical issues and to organize the Emergency Environmental Health Forum.

10 International Committee of the Red Cross, *Urban services during protracted armed conflict: a call for a better approach to assisting affected people*, ICRC, Geneva, 2015, <www.icrc.org/sites/default/files/topic/file_plus_list/4249_urban_services_during_protracted_armed_conflict.pdf>, accessed 20 December 2019.

11 *The Capacity of the WASH Sector*, <www.urd.org/en/project/global-study-on-the-capacity-of-the-wash-sector-to-respond-to-emergencies/>.

12 The constraining factors include: security and access, logistics and aid bureaucracy, insufficient and inflexible funding, and significant human resource issues.

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Water Sanitation Hygiene

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