

# Quarterly Progress Report

## Global WASH Cluster

Q3 2017 (July – September 2017)

This report summarizes the main initiatives and progresses made by the Global WASH Cluster (GWC) during the third quarter of 2017. The results on the implementation of the [GWC Strategic Plan 2016-2020 \(GWCSP\)](#) are analyzed, with the aim – also – to prepare the mid-term review of the GWC SP implementation in the course of 2018.

The report is divided into three sections:

1. Stock taking on progresses over the reporting period;
2. Analysis of the progresses, emerging challenges and opportunities against the GWCSP;
3. Priorities by end 2017

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# 1. Governance and partnership

## Progress and main initiatives

- **SAG elections.** A new Strategic Advisory Group was elected. Based on the revised working arrangements, the SAG is now composed of 9 full members (instead of 7) and 1 associate member, which is acting as an observer. The new full members are: NCA, Solidarites International, Welthungerhilfe in addition of UNICEF, UNHCR, IFRC and ACF. Mageda Alawneh (WASH Cluster Coordinator in Gaza) represents the National Cluster Coordinators. Red-R represents the associate members. Outgoing SAG members are Oxfam and CARE. A call with the new SAG is planned for October.
- **GWC working arrangements.** The revision of the [GWC New Working Arrangements](#) has been completed. The total number of full and associated members are 43 and 29 respectively. The list is attached in Annex 1.
- **Technical Working Groups (TWiGs).**
  - **Market based and cash programming** (Accion Contra el Hambre CRS, German WASH Network, NCA, Oxfam, StC, UNHCR, UNICEF, Welthungerhilfe). The chair of the group (Oxfam) was confirmed in June and 4 new members welcomed. The group has supported initiatives around three main domains:
    - Knowledge management: under the leadership of SAVE the Children, a research initiative to develop case studies, generate evidences comparing different MBP/CBT approaches, and inform the development national strategies as well as indicators in the Sphere Handbook currently under revision;
    - Capacity building: with the support of CaLP, and in line with the GWC learning and training strategy, a training pathway on cash programming modalities in the WASH sector is under-development;
    - Advocacy: a note was jointly developed with the Shelter Cluster and presented at the last CaLP technical meeting. The paper focuses on initiatives that must be taken to better mainstream cash and market programming in both sectors.

The next TWiG meeting will be organized in Berlin from January 23<sup>rd</sup> to 25<sup>th</sup> 2018.

- **Assessment** (CDC, Impact-initiatives, NCA, OCHA, REACH, Samaritan Purse, UNHCR WHO). Setup to provide technical and strategical guidance on new initiatives on assessment taken by the GWC and support the development of the assessment tool kit, this group has been inactive this quarter due to the absence of the chair who resigned from her current position. However the assessment tool is at the final stage and should be shared soon.
- **Learning and Training** (IFRC, MSB, Kings College London, UNICEF, UNICEF SBP Training Secretariat). This working group was temporarily set up to provide advice on

the development of the learning and training strategy. It was deactivated during this quarter.

- **Humanitarian WASH Research Prioritization** (CDC, MSF, OFDA, Oxfam, StC, Tufts, WEDC). This group has been newly set up after a 2-day workshop organized by Elrha and R2hHC last June to identify a clear set of research priorities for WASH in emergencies that will serve as a road map for researchers, practitioners and donors. The ToRs of the group are under development.

## Challenges

- Except for Strategic Objective 1, for which the funding, has been secured (mostly through the FST project, but also through UNICEF) till December 2018 thanks to the support of ECHO and OFDA, the implementation of the GWC SP is underfunded: some remaining funds allowed the GWC to hire a consultant to develop the priority learning packages identified the last quarter (SO2), but the Advocacy (SO3) and the Knowledge Management (SO4) components of the GWC SP have suffered major delays due to funding gaps. The consultant developing the resource mobilization strategy of the GWC should deliver his report by end 2017;
- The active involvement of the GWC partners in the implementation of the GWC Strategic Plan remains limited to the SO1 (operational support). The mapping of partners' interest and possible commitments in the other SOs has been delayed;
- The way of working within the GWC CLA (both vertical with UNICEF regional and country offices and horizontal with the WASH Unit at Programme Division) is consolidating and a more systematic way of discussing coordination matters is still needed.

## 2. Global WASH Cluster Strategy Implementation

### SO1: Operational support to national WASH coordination platforms

#### *Systematization of GWC operational support*

- The [Minimum requirements for coordination](#) have been released a new core document titled. They aim to provide a practical monitoring framework for measuring the performance against the core functions, working in conjunction with the CCPM framework. They complement the [minimum requirement for preparedness](#) developed early this year.
- **Operational Support Framework.** Over the past few years there has been a continued evolution in the way the GWC provides operational support to the country level clusters and sectoral platforms. The transition from an RRT model to a broader Field Support Team (FST) model has allowed the GWC to provide a wider range of support functions and increase the focus on capacity building and remote support. The new guidance document outlines the entire package of support provided by the GWC, ranging from in-country deployments of FST, to remote support through the Helpdesk as well as trainings that can be offered through the GWC.
- **Helpdesk.** The GWC has undertaken a soft launch of the newly established "Help Desk" Service. The [Help Desk](#) is a field support service for national WASH humanitarian coordination

platforms to access rapid support on technical WASH Coordination issues. As part of the GWC Operational Field Support Framework, the Help Desk works in sync with other field support mechanism including in-country deployments, capacity building, and early warning monitoring. A full roll-out of the service will be ongoing until the end of 2017.

- **Assessment Toolkit.** Within the new WASH Coordination Toolkit will be a dedicated folder on assessments (the Assessment Toolkit) providing a catalog of resources and guidance on conducting WASH humanitarian assessments. This has been developed through the GWC Assessment TWiG being led by the Assessment Specialist of the GWC-Field Support Team.
- **Accountability framework in Humanitarian WASH.** This [document](#) provides a synthetic view of the focus areas National Humanitarian WASH Coordination (NHWC) platforms can refer to coordinate and monitor the overall quality of the humanitarian WASH response delivered by the partners. It complements the Minimum requirements for coordination. NHWC platforms must operationalize the monitoring of the quality of the WASH response delivered by the partners. It is a priority the GWC will address in the coming months.

### *Consolidation of FST support team*

- The existing grant managed by IFRC has been extended at no cost until the end of the year. NCA will work closely with IFRC to ensure a smooth transition is in place for handover of responsibilities. NCA, as the new FST Consortium grant manager, with direct support from CAST, FST Manager and Senior FST WCC and IM successfully mobilized USD 1.3M from OFDA. A positive response from ECHO is also anticipated in Q4. The direct support has resulted in 2 results which in summary address the need for a well-managed team: 1) deployment of experts for an efficient effective support to national coordination mechanisms; 2) provision of a quality response during emergencies both through deployments and remote support.
- The SoPs for FSTs have been revised after an internal consultation process and agreed upon as the way forward.
- The recruitment process was finalized for the replacement of the Assessment expert hosted by REACH resulting in a full team of: 1 Assessment Expert; 4 WCCs; 3 IMs; 1 Senior WCC; and 1 Senior IM. An additional IM will also be recruited under the new grant who will help fill some of the imminent IM gaps. The new IM will be hosted by ACF. The FST have been collectively deployed for a total of 653 days or 130 weeks until the end of September resulting in 54% of their total deployment time being utilized. For more details see Annex 2.

### *Support to L3 activated countries (UNICEF and Humanitarian System)*

- **Yemen Support.** The GWC has convened numerous global calls with WASH partners and other key stakeholders on the cholera situation in Yemen. The focus of this advocacy was on the scale-up of the WASH response by international organizations and addressing the [bottlenecks](#) in the scale-up process. To date, there has been over 800,000 suspected cholera cases since the start of the outbreak.
- **Somalia.** The GWC continues to support the Somalia WASH Cluster through the in-country deployment of an FST Coordinator who is currently filling the role of national coordinator during a transition period.

- **Iraq.** Over the last quarter the GWC has concluded a 4 month support mission to the Iraq WASH Cluster. The FST coordinator was leading the Iraq WASH Cluster during the massive Mosul response related to the offensive to retake the city.
- **Whole of Syria (WoS).** Over the last quarter GWC has supported coordination specific to North East Syria by deploying an FST WASH Coordinator, twice during the quarter with remote support in between missions. The context changed throughout the quarter due to offensives against ISIS resulting in large numbers of displaced, increase in number of IDP settings and number of WASH actors to be coordinated. It should also be noted this deployment illustrates how the FST mechanism can and should be further utilized between INGOs as in this case Oxfam GB has seconded to NRC.
- **DRC evaluation.** A joint mission from the GWC and UNICEF regional office was carried out in September to review the coordination and response capacity of UNICEF and its partners in DRC, with a specific focus on the Kasai. The outcome of the mission was a set of joint recommendations around programmatic and coordination issues which was presented to UNICEF Senior Management Teams at country, regional and headquarter levels with the aim to trigger significant and necessary changes.
- **Bangladesh.** The GWC Coordinator was deployed for two weeks to support the coordination in Cox Bazar with the influx of refugee from Myanmar which started in August 2017. The outcomes of the mission was drafting of sector WASH strategy, contribution to the overall appeal, setting coordination structure required for this context, agree way of working between UNICEF and ACF, agreement with REACH to carry out WASH infrastructure mapping in the settlements.

## SO 2. Progress on Capacity Building

After the development of the Learning and training strategy for 2017-2020 and its validation by the SAG, focus was given to the implementation of three priority initiatives: development of training packages, strengthening of partnership for capacity building and development of the WASH coordination tool kit.

### *Development of training packages*

The list of training package offer was finalized, it includes the following:

Course	Status
GWC Leadership and coordination course (L&C)	Finalized and included into AGORA's catalogue. Translation in 3 other languages on going
WASH Operational Coordination course (WOC)	Developed and included in AGORA's catalogue. Currently under revision after first pilot made in Addis. Second pilot planned in Nov in Juba
L&C/WOC Training of trainers	Concept note finalized
Role of partners in coordination	Ongoing, working closely with GCCU in order to harmonized the offer to the 4 clusters

WASH Coordination induction course	Concept note finalized, decision was done to have it as e-learning to facilitate its roll out. Currently studying possibilities of outsourcing the e-learning design based on content developed by GWC
Partner's training on priority topics	5 priority topics identified (Disease control, WASH & epidemiology, CTP, quality assurance & monitoring, assessment). Development of course on Cash based programming is planned with the collaboration of CALP. WASH & epidemiology course will be organized with CDC in Nov/dec

### *Strengthening of partnership for capacity building*

The GWC currently focuses on strengthening partnership with two specific partners:

- **UNICEF.** Work has been done to integrate GWC training package offer on AGORA, UNICEF training platform. Two residential courses (L&C and WOC) have been included into AGORA's catalogue, where training modules can be downloaded and participants to residential course can realize some pre and post training activities online. An existing e-learning course called "Introduction to WASH Coordination" has also been added to the AGORA's catalogue. Finally, the GWC inserted key modules in the UNICEF Wash in Emergency course.
- **Delft Institute for Water Education (IHE).** L&C course has been submitted for accreditation by IHE (Institute for Water Education) in Delft, to be integrated as part of their Water Leaders course.
- **Bioforce.** Some L&C course modules integrated into Bioforce new WASH in Emergency training course, which will be piloted in Dakar. Bioforce is also interested to be involved in the roll out of the L&C and WOC Training of Trainers.
- **Nutrition cluster.** The GWC supported the development of a training package for a multisectorial nutrition sensitive intervention.
- **GWC partners.** It is envisaged to mainstream a part of the "Role of partners in coordination" training package into WASH NGO's staff training strategy, so WASH practitioners deployed in the field are more aware of their responsibilities and expectation as regards to WASH coordination

### *From the Information Management Tool Kit to the WASH Coordination Toolkit*

Over the past 2 years, the GWC has been developing an [Information Management Toolkit \(IMTK\)](#) to provide a complete catalog of resources for Information Manager to use at country level coordination. This resource has been available on our [website](#) since 2016. Seeing the large demand for such resources, and in line with the newly developed learning and training strategy, the IMTK is to be expanded to include the entire spectrum of humanitarian WASH coordination. The new resource will be called the *WASH Coordination Toolkit*. Due to the deployment of the FST team in L3 emergency in Bangladesh, this has been delayed but remains a strategic priority to be completed before the end of the year, and should be available on the GWC website in early 2018. The resources will be structured around the Humanitarian Programme Cycle and the Core Functions as established in the Cluster Coordination Reference Module.

### SO 3. Advocacy

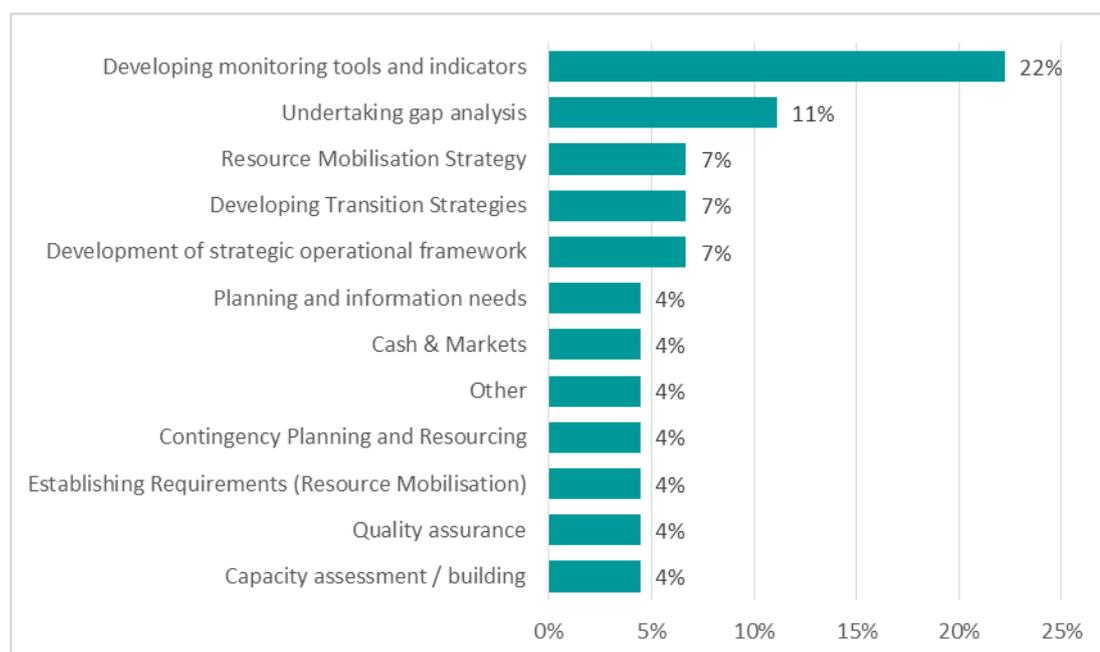
- GWC and the WASH interagency group will organize a meeting to analyze the capacity gap of the emergency WASH sector. It was identified during recent emergencies (Nigeria, Yemen, DRC, Somalia) the challenges of INGOs to scale up adequately to meet the needs of the affected population. The meeting will be held in October in MSF Brussels.
- Yemen: considering the unprecedented number of cholera cases in Yemen and the WASH capacity gaps to scale up adequately the needs of the community. The GWC in coordination with CLA carry out active advocacy to ensure that key international organisations scale up. Several calls were organized between UNICEF ED and 6-7 INGOs ED, helping to understand the challenges faced by those organization and how UNICEF can help to address some of those challenges and scale it up to higher level. After several months (mostly due visa constraint), scale up was observed.
- The elements to develop an advocacy strategy for the GWC have been put together with the support of ACF. They will be consolidated when the GWC will have available resources to carry out this task.

### SO 4. Knowledge management

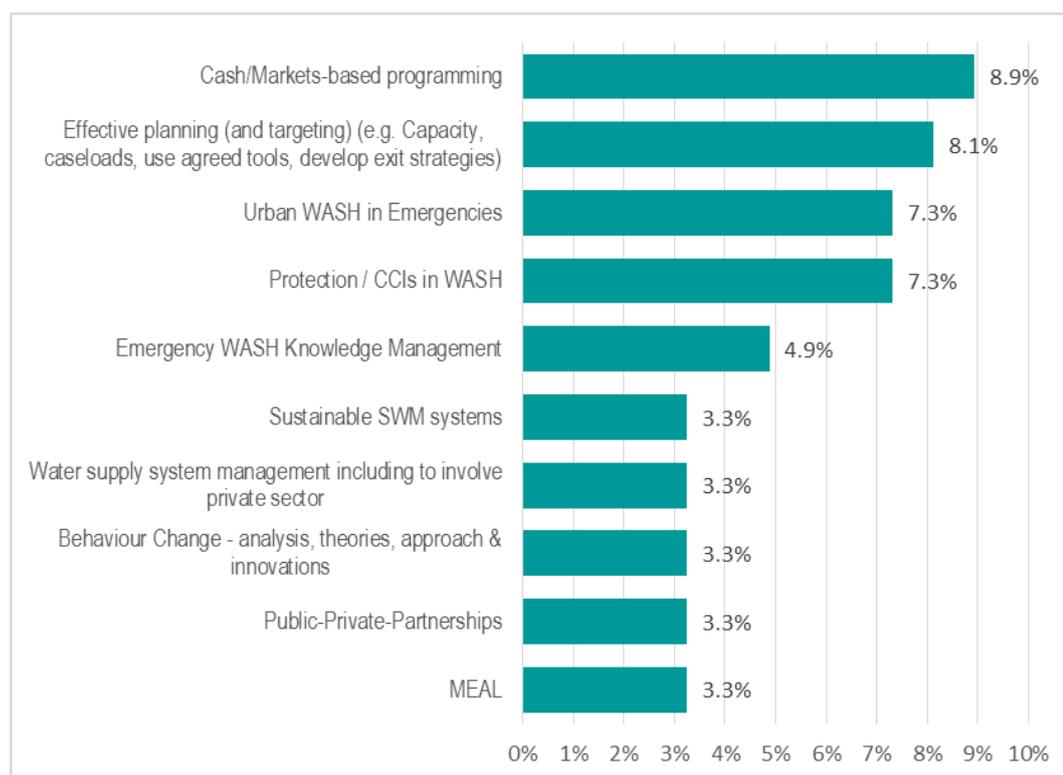
#### *Perception of the priority needs on knowledge by GWC partners*

- In May, a joint GWC/CDC/WHO survey was launched to determine the priorities topics the GWC partners should generate knowledge both for coordination and response. The detailed results of this survey were shared with the partners in July. The findings on priority themes considered by the GWC partners are summarized hereunder.

#### On coordination



## On technical issues



### *UNICEF Knowledge Management System*

- UNICEF WASH Programme Division has developed a thorough knowledge management system for its WASH staff (using sharepoint). For the time being, this system remains internal to UNICEF, but discussions are ongoing to explore the possibility to (partly) open it to the partners. Thus, in a close collaboration between UNICEF WASH PD and GWC, humanitarian action and coordination have been set up as two repository topics in this system, with the perspective to gather knowledge and share it further.

### **3. Consideration on challenges and way forward**

Limited resources are available for the implementation of the GWC SP. The partners, similarly as for the implementation of the past strategy, have considered the achievement of the strategic objective on operational support (SO 1) as a priority over the other objectives (immediate priorities overcoming on longer-term priorities). CAST, starting from this year, has however put a significant effort to address priority outputs of the strategic objective on capacity building (SO 2) commencing by developing a series of training packages that will be offered to the partners over time.

With limited resources, limited but strong and strategic initiatives have been taken on advocacy (SO 3) and knowledge management (SO 4). These two strategic pillars, as for the previous GWC SP for 2011-2015 remain under-resourced. CAST will take corrective actions, as much as possible, to balance the efforts in the implementation of the GWC SP.

The table hereunder presents a few considerations on the status, key challenges and way forward for each of the strategic objectives in view of preparing the Mid-Term Review exercise that will take place next year.

SO	Main achievements	Key challenges	Way forward
G*	<ul style="list-style-type: none"> <li>▪ New working arrangements developed, new SAG established under a renewed format</li> <li>▪ GWCS developed with a detailed result monitoring framework</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity and sustainability of the GWC coordination Unit (predictability of funding of key staff and activities)</li> <li>▪ Involvement of the GWC partners in the implementation and the monitoring of the GWC SP (mutual accountability)</li> <li>▪ Absence of global monitoring on humanitarian WASH on core domains (preparedness, capacity, accountability and funding)</li> <li>▪ Low operational and technical capacity in the WASH sector on humanitarian WASH</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of partners interest to contribute to the SO of the GWC SP</li> <li>▪ Set-up of a GWC donor group</li> <li>▪ Advocacy and resource mobilisation strategy (external and internal to UNICEF)</li> <li>▪ Launch of a global initiatives around capacity development and monitoring for humanitarian WASH.</li> </ul>
1	<ul style="list-style-type: none"> <li>▪ Core tools defined: 1) Accountability of Humanitarian WASH framework, 2) Minimum requirements on coordination, 3) Minimum requirements on preparedness, 4) Information management toolkit</li> <li>▪ Mechanisms of operational support to HWC platforms set up (including helpdesk and remote support) with a better predictability (support functions, timeliness) and a service which quality is mainly recognized as instrumental by partners and countries</li> <li>▪ Funding for the FST secured till end of 2018. Two FST positions (senior coordination and information management) mainstreamed within UNICEF</li> <li>▪ Instrumental partnership on assessment established with key partners bringing added value to the cluster (REACH)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 80% of GWC resources absorbed by the operational support preventing from allocating significant resources on other strategic priorities</li> <li>▪ Medium-term sustainability of the FST architecture and model</li> <li>▪ Vertical and operational coordination with CLA needs to be improved</li> <li>▪ Limited intersectorial coordination with other Global clusters to launch joint initiatives and WASH intercluster matrices not sufficiently known in the humanitarian communities</li> <li>▪ Quality of humanitarian WASH response not systematically addressed yet</li> <li>▪ Global Guidance on WASH cluster coordination outdated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mainstreaming of key “technical coordination” function (IM, Assessment) in internal partners’ capacity</li> <li>▪ Reflexion around the optimal size of the FST and the operational support systems</li> <li>▪ Establishment of joint initiatives with the with the Health and Nutrition clusters in priority on AWD/cholera and WASH and nutrition respectively</li> <li>▪ Development of the WASH coordination tool kit</li> <li>▪ Set-up, piloting and dissemination of a framework to monitor the quality of humanitarian WASH responses</li> </ul>

2	<ul style="list-style-type: none"> <li>▪ Development of a learning and training strategy to support capacity building in humanitarian WASH coordination and in key technical issues</li> <li>▪ A series of multilingual training packages either identified or established (for the priority ones) and included in UNICEF capacity building system</li> <li>▪ Core coordination elements on coordination or leadership mainstreamed in various trainings of key partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of financial and human resources to implement the trainings</li> <li>▪ Identification of well-established academic institutions at regional level to mainstream core training elements</li> <li>▪ Focus of capacity building system of WASH partners mainly on technical or managerial topics, with little consideration for coordination or leadership constraints</li> <li>▪ Lack of Humanitarian WASH capacity in general (see G*)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of a strategy to improve the consideration on coordination jobs into the UNICEF internal career development pathways</li> <li>▪ Development of ToT for key training packages and mainstreaming of the training offer into UNICEF system supported by a road map</li> <li>▪ Mainstreaming of core training packages on coordination and leadership into capacity building strategy of GWC partners</li> <li>▪ Development of specific technical training packages on core issues (cash and market, WASH and epidemiology)</li> <li>▪ Scanning of regional institutions having WASH possibilities</li> </ul>
3	<ul style="list-style-type: none"> <li>▪ Initiatives to advocate for WASH and coordination in specific contexts</li> <li>▪ Ongoing internal advocacy within UNICEF</li> <li>▪ Initiative taken with the IAWG to raise the profile of WASH sector globally</li> </ul>	<ul style="list-style-type: none"> <li>▪ Significant lack of resources preventing a systematic approach of advocacy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Follow-up of global initiatives</li> <li>▪ Resource mobilisation and consolidation of advocacy strategy</li> </ul>
4	<ul style="list-style-type: none"> <li>▪ KM system developed</li> <li>▪ WASH Humanitarian action and coordination mainstream in the CLA internal KM system</li> <li>▪ Setup of a collective initiative on humanitarian WASH and operational research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Significant lack of resource preventing a systemic approach of advocacy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of partnerships with key institutions and donors to manage knowledge in the WASH sector and generate knowledge specifically on coordination by end of 2017.</li> <li>▪ Identification of funding opportunities for further development of the KM strategy.</li> <li>▪ Outsourcing</li> </ul>

\*Governance

## **Annexes**

1. Detailed monitoring framework
2. FST monitoring dashboard 2017
3. GWC Members List