



WASH Cluster
Water Sanitation Hygiene

Global WASH Cluster (GWC)

Strategic Plan **2022–2025**

Authors

Leading authors: Ian Gray, Harriette Purchas and Monica Ramos

Contributing authors: Julie Bara, Ross Tomlinson and Aliocha Salagnac

Citation

Global WASH Cluster, Strategic Plan 2022–2025, United Nations Children’s Fund, Geneva, 2022.

Photo credits

- © UNICEF/UNI313296/Matas (front cover)
- © UNICEF/UN0613330/Dejong (page vi)
- © UNICEF/UN0551741/Dejongh (page viii)
- © UNICEF/UN0533277/Mostafa (page 2)
- © UNICEF/UN0616848/Mugisha (page 5)
- © UNICEF/UN0583961/ (page 6)
- © UNICEF/UN0613860/Fernández (page 8)
- © UNICEF/UN0546050/Fernández (page 10)
- © UNICEF/UN0535384/Abdul (page 11)
- © UNICEF/UN0551743/Dejongh (page 14)
- © UNICEF/UN0620627/ (page 17)
- © UNICEF/UN0613328/Dejong (page 18)
- © UNICEF/UN0589088/Jariwala (back cover)

This publication was supported by the Cooperative Agreement numbers SM200381 and SM190525, funded by the Swiss Agency for Development and Cooperation (SDC) and by United Nations Children’s Fund (UNICEF) Global Humanitarian Thematic funds, SM189910. We would like to thank SDC and UNICEF for their generous contributions to the Global WASH Cluster (GWC). The contents of this publication are solely the responsibility of the authors and contributors and do not necessarily represent the official views of SDC and UNICEF.

Contents

Abbreviations	v
Acknowledgements	vii

Introduction.....	1
--------------------------	----------

GWC's Strategic Plan 2022–2025	3
Strategic purpose	3
Strategic vision and mission	4
Strategic principles	5
Strategic objectives and outcomes	6
Enabling environment.....	8

Implementation plan and monitoring framework.....	10
--	-----------

Appendices	12
Appendix 1. GWC's role and structure.....	12
Appendix 2. GWC's Strategic Plan 2022–2025 development	14
Appendix 3. GWC's Strategic Plan 2016–2020 review	15

Figures

Figure 1. GWC's Strategic Plan 2022–2025.....	3
Figure 2. 6+1 core functions	4
Figure 3. Strategic principles.....	5
Figure 4. GWC's 2022 priority countries.....	12
Figure 5. GWC's structure.....	13
Figure 6. GWC's evolution.....	15
Figure 7. Summary of GWC's Strategic Plan 2016–2020 review	16

Abbreviations

AAP	accountability to affected populations
CAST	Cluster Advocacy and Support Team
CLA	Cluster Lead Agency
FST	Field Support Team
GBV	gender-based violence
GWC	Global WASH Cluster
HPC	Humanitarian Programme Cycle
NCP	National Coordination Platforms
IASC	Inter-Agency Standing Committee
OCHA	Office for the Coordination of Humanitarian Affairs
PSEA	prevention of sexual exploitation and abuse
SAG	Strategic Advisory Group
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
UNICEF	United Nations Children's Fund
WASH	water, sanitation and hygiene



Acknowledgements

This strategy was developed by the Cluster Advocacy and Support Team (CAST) of the Global WASH Cluster (GWC), with the support of independent consultants, Ian Gray and Harriette Purchas. The strategy is a result of collaboration and contributions from GWC's members, working in the humanitarian water, sanitation and hygiene (WASH) sector across international organizations, United Nations agencies, international non-governmental organizations, academic institutes and donors, along with National Coordination Platforms (NCP).

The CAST would like to express appreciation for the efforts of the GWC's members and NCPs who contributed to this strategy. In particular, we are very

grateful for the contributions and valuable inputs from Action Contre la Faim, the European Commission's Directorate-General of European Civil Protection and Humanitarian Aid Operations, the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, Norwegian Church Aid, RedR UK, Solidarités International, the Swiss Agency for Development and Cooperation, the United Kingdom's Foreign, Commonwealth and Development Office, the United Nations High Commissioner for Refugees, the United Nations Children's Fund, the United States Agency for International Development's Bureau for Humanitarian Assistance, Welthungerhilfe and the NCPs from Afghanistan, Burkina Faso, Iraq, Nigeria, South Sudan, the State of Palestine and Ukraine.



Introduction

The escalation of humanitarian crises is at an all-time high, with 274 million people in need of humanitarian assistance and protection globally.¹ The evolving nature of crises requires the need for collective action by the broader humanitarian arena, and beyond, to adapt to the ever-increasing and challenging realities currently facing the world.

Climate-related disasters and large-scale public health emergencies and disease outbreaks, such as cholera and the COVID-19 pandemic, continue to soar, causing devastating impacts for the people most affected by and vulnerable to crises. These, coupled with complex and protracted conflicts, are also driving factors that result in the rise in the displacement of populations, particularly to urban areas, requiring conflict-sensitive and peacebuilding approaches to avoid exacerbating tensions in humanitarian settings.² To coordinate effectively and accountably, the broader humanitarian sector must put forward an inter-sectoral approach that holistically addresses humanitarian needs, involving all clusters and sectors across multiple crises.

With this backdrop, the global landscape has created an ever-complex situation for the coordination of humanitarian crises. This has resulted in a global peak of the demand for effective and accountable humanitarian coordination that is rooted in 'localization' and advocates strengthening the active participation, meaningful representation and decisive leadership of local and national actors.^{3, 4, 5} Despite this recognition, a systemic change in the humanitarian sector is required to fully meet the commitments set out by the localization agenda.

Further to this, there is also a need to increase collaboration across humanitarian, development and peace actors. The links between preparedness, response and resilience that tie these actors together play a predominant role in addressing the rising humanitarian needs. Fostering innovation and strengthening cooperation better positions the humanitarian sector to coordinate with development and peace actors, maximizing gains to achieve the ambitious targets set by the Sustainable Development Goals (SDGs) and other frameworks that are essential to humanitarian action.⁶

The Global WASH Cluster (GWC) is best placed to address the increased demand for humanitarian water, sanitation and hygiene (WASH) coordination, caused by the evolving face of crises and the need for inclusive and equitable WASH outcomes. For the past 15 years, the GWC has driven humanitarian WASH coordination, supporting National Coordination Platforms (NCPs), across preparedness, anticipatory action, response, monitoring and transition. The GWC has fostered partnership and collaboration to effectively deliver life-saving assistance. The GWC is a convener at the global and country levels and is well positioned to strengthen collective action in the coordination of and response to the unprecedented challenges that lie ahead. At this critical junction, the GWC is renewing its focus on excellence in effective and accountable humanitarian WASH coordination for the people most affected by and vulnerable to crises and is spearheading the future of humanitarian WASH coordination.

1 Office of the Coordination of Humanitarian Affairs (OCHA). *Global Humanitarian Overview 2022*. OCHA, Geneva, 2021, <<https://gho.unocha.org/#:~:text=Global%20Humanitarian%20Overview%202022%20The%20Global%20Humanitarian%20Overview,that%20prioritize%20those%20who%20need%20help%20the%20most>>, accessed 16 December 2021.

2 International Committee of the Red Cross (ICRC), *Protracted Conflict and Humanitarian Action: Some recent ICRC experiences*, ICRC, Geneva, 2016, <www.icrc.org/sites/default/files/document/file_list/protracted_conflict_and_humanitarian_action_icrc_report_lr_29.08.16.pdf>, accessed 17 December 2021.

3 Localization is defined as an outcome where all capacities at all levels – local, national, regional, international – are harnessed and combined in a way that supports the best humanitarian outcomes for affected populations; United Nations, *Agenda for Humanity*, 2016, <<https://agendaforhumanity.org/summit.html>>, accessed 17 December 2021; Inter-Agency Standing Committee (IASC), *The Grand Bargain (Official Website)*, OCHA, Geneva, <<https://interagencystandingcommittee.org/grand-bargain>>, accessed 17 December 2021.

4 Barbelet, Veronique, *As Local as Possible, as International as Necessary: Understanding capacity and complementarity in humanitarian action*, Overseas Development Institute, London, 2018, <https://cdn.odi.org/media/documents/As_local_as_possible_as_international_as_necessary_understanding_capacity_and_comp.pdf>, accessed 17 December 2021.

5 Inter-Agency Standing Committee (IASC), *IASC Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms*, OCHA, Geneva, 2021 <interagencystandingcommittee.org/operational-response/iasc-guidance-strengthening-participation-representation-and-leadership-local-and-national-actors>, accessed 17 December 2021.

6 Division for Sustainable Development Goals (SDGs), *The 17 Goals*, United Nations Department of Economic and Social Affairs, New York, 2015, <<https://sdgs.un.org/goals>>; United Nations, *Agenda for Humanity*; United Nations Joint Steering Committee to Advance Humanitarian and Development Collaboration (JSC), *The New Way of Working*, JSC, New York, <www.un.org/jsc/content/new-way-working>, Inter-Agency Standing Committee (IASC), *The Grand Bargain (Official Website)*, accessed 17 December 2021.



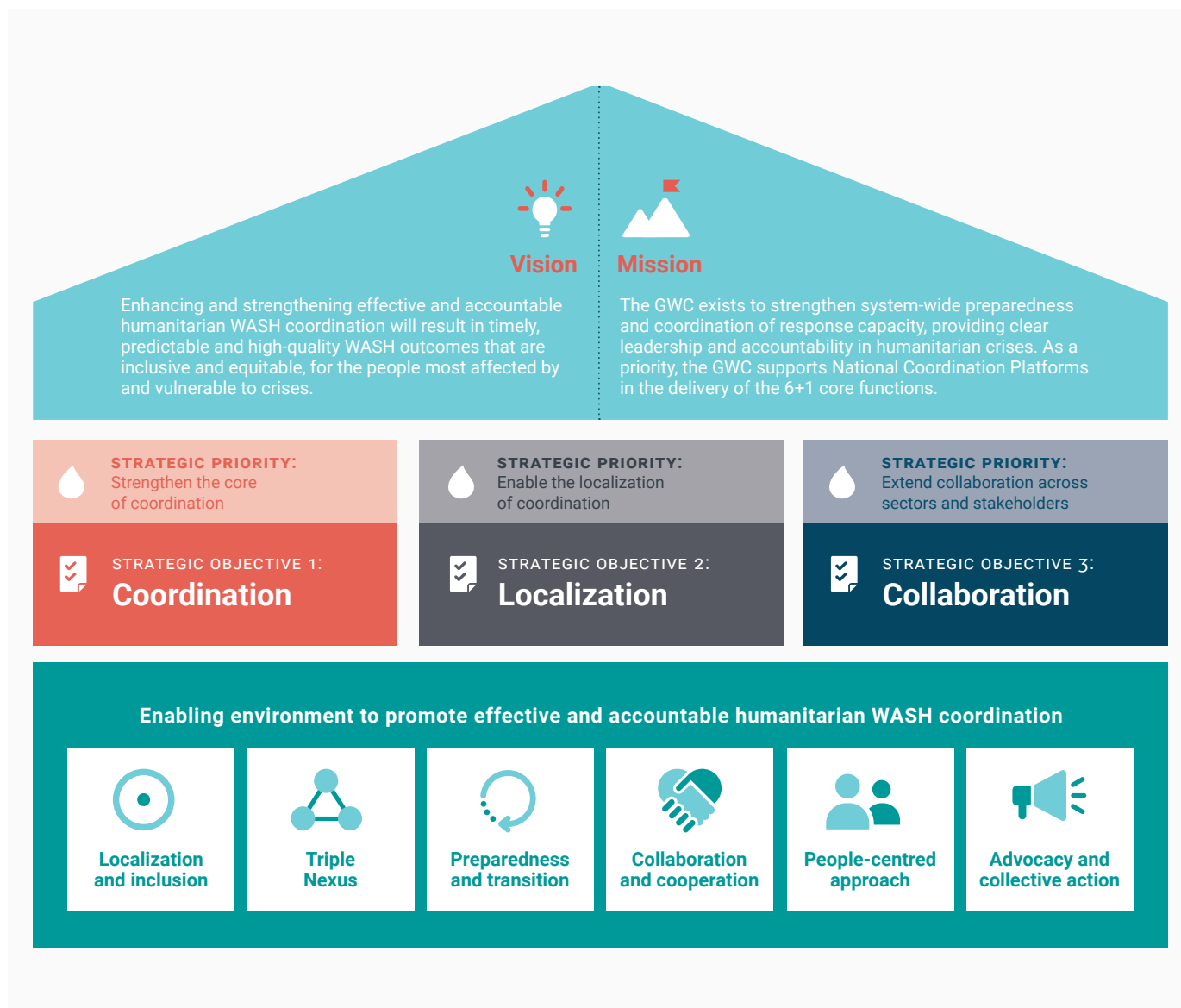
GWC's Strategic Plan 2022–2025

Strategic purpose

The GWC's Strategic Plan 2022–2025 sets out the direction for collective commitment around joint action to be achieved through a common vision, mission and objectives, supported by shared values (see *Figure 1*). The GWC is renewing its focus on excellence in effective and accountable humanitarian WASH coordination

for the people most affected by and vulnerable to crises and is spearheading the future of humanitarian WASH coordination. The strategy provides a common framework for collective action by the GWC's members to better position coordination within the humanitarian WASH sector.

Figure 1. GWC's Strategic Plan 2022–2025



Strategic vision and mission

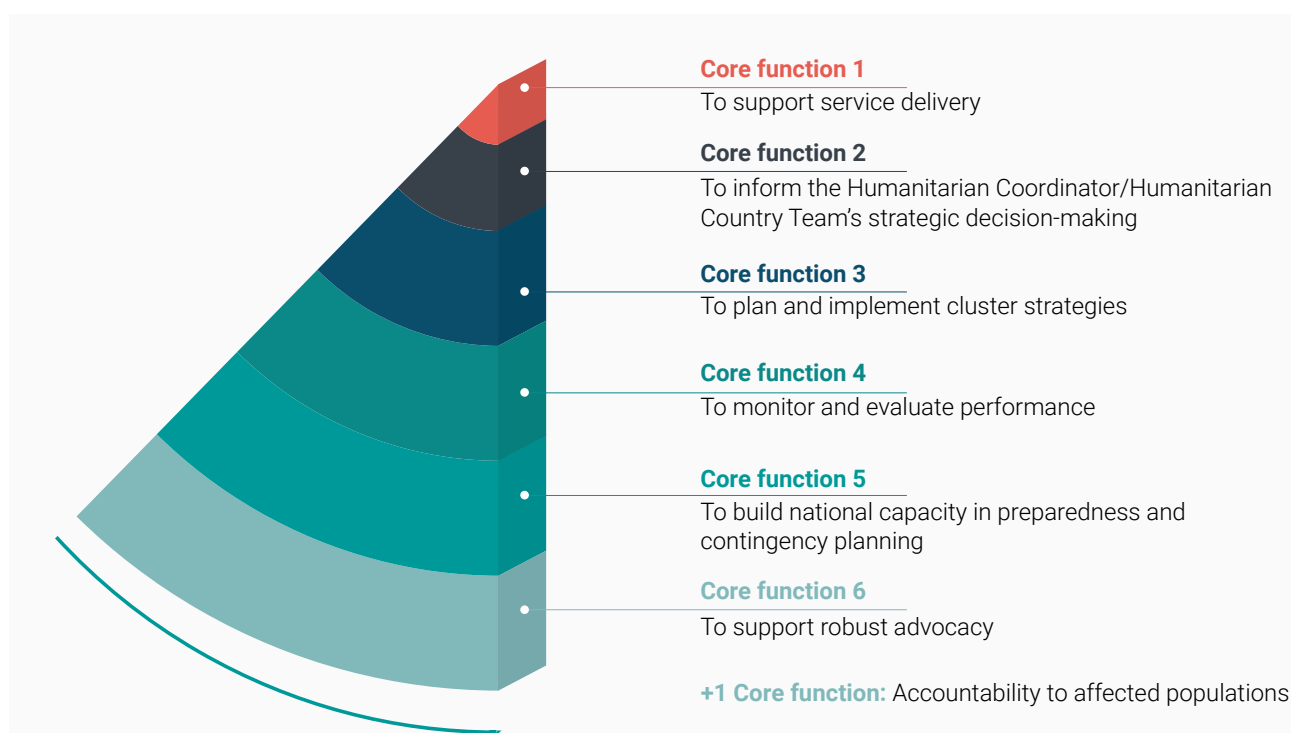
This change in strategic direction will enable the GWC to achieve its vision and mission:

 Vision	Enhancing and strengthening effective and accountable humanitarian WASH coordination will result in timely, predictable and high-quality WASH outcomes that are inclusive and equitable, for the people most affected by and vulnerable to crises.
 Mission	The GWC exists to strengthen system-wide preparedness and coordination of response capacity, providing clear leadership and accountability in humanitarian crises. As a priority, the GWC supports National Coordination Platforms in the delivery of the 6+1 core functions.⁷

Based on the evolving nature of the cluster approach, there is a recognized need, as part of the delivery of the 6+1 core functions, to increase focus on cross-cutting themes, including gender, gender-based violence (GBV),

disability inclusion, accountability to affected populations (AAP), prevention of sexual exploitation and abuse (PSEA), age, environment and climate change, cash and markets, localization and the Triple Nexus (see *Figure 2*).^{7,8,9}

Figure 2. 6+1 core functions



Source: IASC (2015)

⁷ Inter-Agency Standing Committee (IASC), *IASC Reference Module for Cluster Coordination at Country Level*, revised July 2015, OCHA, Geneva, 2015 <<https://interagencystandingcommittee.org/iasc-transformative-agenda/iasc-reference-module-cluster-coordination-country-level-revised-july-2015>>, accessed 17 December 2021.

⁸ Cross-cutting themes focus on areas of concern in humanitarian response and address individual, group or general vulnerability issues.

⁹ The humanitarian-development-peace nexus or Triple Nexus is an approach that envisions stronger collaboration and coordination, along with interlinkages, among actors from development cooperation, humanitarian action and peacebuilding.

Strategic principles

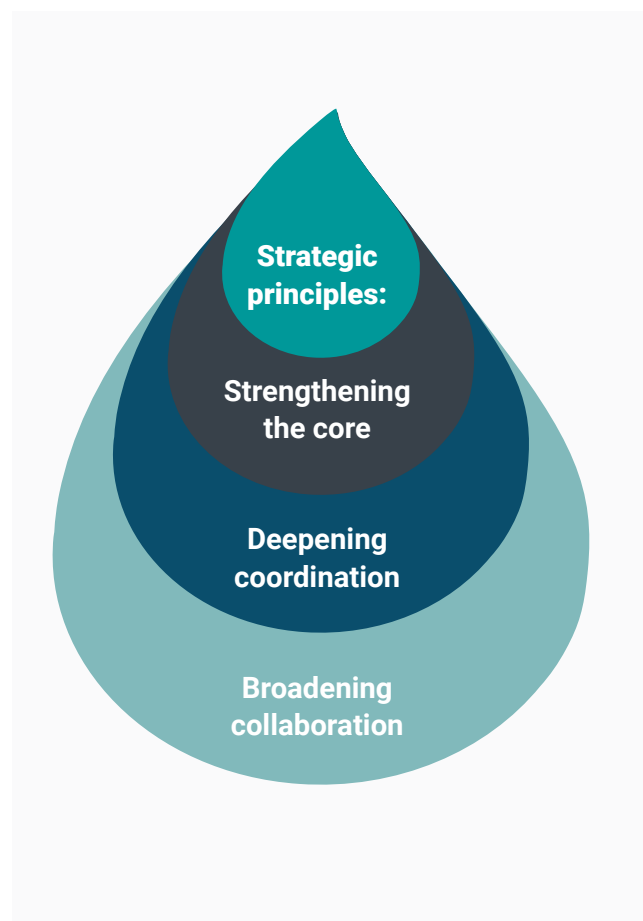
The strategic principles in the GWC's Strategic Plan 2022–2025 put forward the shared values that guide the GWC to achieve its mission and underpin collective action (see *Figure 3*).

Strengthening the core: Renewing the focus of the 6+1 core functions, to enhance and strengthen the capacity and preparedness of NCPs to lead effective and accountable humanitarian WASH coordination.¹⁰

Deepening coordination: Enabling the localization of effective and accountable humanitarian WASH coordination with NCPs to deliver at the national and subnational levels, through active participation, meaningful representation, and decisive leadership in driving humanitarian WASH outcomes through the inclusion of local and national actors.

Broadening collaboration: Increasing collaboration, synergy and complementarity across the broader humanitarian WASH sector, and sectors and clusters, from a diverse range of stakeholders – from local to national actors, to public and private partners and civil society – to ensure effective and accountable coordination of humanitarian crises and to foster innovation.

Figure 3. Strategic principles



10 Inter-Agency Standing Committee (IASC), *IASC Reference Module for Cluster Coordination at Country Level*.

Strategic objectives and outcomes

The GWC's Strategic Plan 2022–2025 will focus on three strategic objectives and seven outcomes to support the delivery of the strategy.

Strategic objective 1:

Coordination

Core: Strengthen the core of coordination

The GWC will recalibrate its focus to support NCPs for the delivery of 6+1 core functions.¹¹ In an environment of increasingly complex emergencies, there is a greater need than ever for effective and accountable humanitarian WASH coordination. The GWC will strengthen the core functions of coordination through the following actions.

1.1 Operational support

Effective and accountable humanitarian WASH coordination is delivered and systematically supported, monitored and evaluated to ensure timely, predictable, high-quality WASH outcomes. NCPs will be supported through guidance and operational and surge support across the phases of the humanitarian programme cycle (HPC).¹²

1.2 Capacity and learning

Tailored approaches to capacity development and learning support the NCPs in the delivery of effective and accountable humanitarian WASH coordination. This is carried out throughout the phases of the HPC, including preparedness, anticipatory action, response, monitoring and transition.

1.3 Knowledge, evidence and advocacy

Knowledge and practice of effective and accountable coordination of timely, predictable, and high-quality WASH outcomes are strengthened across the phases of the HPC. The process fully embeds cross-cutting themes to ensure inclusive and equitable WASH outcomes and is defined through the application of evidence-based lessons learned, best practices and effective advocacy.

¹¹ Inter-Agency Standing Committee (IASC), *IASC Reference Module for Cluster Coordination at Country Level*.

¹² The HPC is a coordinated series of actions undertaken to help prepare for, manage and deliver humanitarian response. It consists of five elements coordinated in a seamless manner, with one step logically building on the previous and leading to the next. It includes needs assessments and analysis; strategic response planning; resource mobilization; implementation and monitoring; operational review and evaluation. The key resources associated with the HPC are the humanitarian needs overview, humanitarian response plans, and cluster coordination performance monitoring. Office of the Coordination of Humanitarian Affairs (OCHA), *Humanitarian Programme Cycle 2022*, OCHA, Geneva, <www.humanitarianresponse.info/en/programme-cycle/space>, accessed 17 December 2021.

Strategic objective 2:**Localization***Deeper: Enable the localization of coordination*

The GWC is committed to effective and accountable humanitarian WASH coordination and the need for active participation, meaningful representation, and decisive leadership by local and national actors. This includes improving preparedness, anticipatory action, response, monitoring and transition phases, by supporting local and national actors, with a diverse range of stakeholders - from public and private partners and civil society. The GWC will drive forward the localization agenda through the following actions.

2.1 Active participation, meaningful representation, and decisive leadership of local and national actors

Support to NCPs to create an enabling environment for the inclusion of local and national actors in effective and accountable humanitarian WASH coordination, by enhancing capacity and fostering accountability. This will increase active participation, meaningful representation and decisive leadership in driving humanitarian WASH outcomes.

2.2 Joint advocacy for localization and inclusion

Joint advocacy efforts are carried out across all sectors and clusters to create enabling environments in humanitarian WASH coordination for the inclusion of local and national actors. This includes key areas such as resourcing, transition and accountability, supporting the commitments set out by the localization agenda.

Strategic objective 3:**Collaboration***Broader: Extend collaboration across sectors and stakeholders*

Complex humanitarian crises require collaboration, synergy and complementarity with key sectoral strategies and frameworks to ensure a joint approach to collective action. At all levels, creating cooperation across the humanitarian, development and peace sectors and with a diverse range of stakeholders – from local and national actors to public and private partners and civil society – is critical to ensure effective and accountable coordination of humanitarian crises and to foster innovation. The GWC will broaden collaboration through the following actions.

3.1 Strengthened collaboration within the WASH sector

Strengthened collaboration with key humanitarian stakeholders in the WASH sector fosters innovation and strengthens cooperation for humanitarian WASH coordination. This includes cooperation across the humanitarian, development and peace actors and with a diverse range of stakeholders, from local and national actors to public and private partners and civil society.

3.2 Enhanced collaboration beyond the WASH sector

Enhanced collaboration with a diverse range of stakeholders – from local to national actors, to public and private partners and civil society – better positions the WASH sector and the humanitarian sector to coordinate with development and peace actors, and with all clusters and sectors across multiple crises. This increases efficiencies, maximizing gains to achieve the ambitious targets set by the SDGs and the other frameworks that are essential to humanitarian action.¹³

¹³ Division for Sustainable Development Goals (SDGs), The 17 Goals, Agenda for Humanity; The New Way of Working, Inter-Agency Standing Committee (IASC), The Grand Bargain (Official Website).

Enabling environment

To achieve the ambitious aims and targets set out by the GWC's Strategic Plan 2022–2025 requires an enabling environment that promotes effective and accountable humanitarian WASH coordination.



Localization and inclusion

There is a need for an increase in the localization of humanitarian WASH coordination and the inclusion of local and national actors. This is particularly needed in the preparedness, anticipatory action, response, monitoring and transition phases of the HPC.



Triple Nexus

Increased collaboration across the humanitarian, development and peace actors, known as the Triple Nexus, is crucial. This cooperation requires enhanced partnership, with a diverse range of stakeholders – from local and national actors, to public and private partners and civil society – for the coordination of humanitarian responses.



Preparedness and transition

The phases of preparedness, anticipatory action, response, monitoring and transition need greater attention to ensure well-structured plans are in place. A call to action advocating for a system-wide change of the cluster approach is necessary.



Collaboration and cooperation

The emergence of sectoral leadership is driving increased opportunities for collaboration and cooperation across the humanitarian, development and peace sectors – and with a diverse range of stakeholders, from local and national actors, to public and private partners and civil society.¹⁴



People-centred approach

The drive towards a people-centred approach requires a transformative shift to the quality and accountability of the aid delivered and needs to address cross-cutting issues such as gender, GBV, disability inclusion, AAP, PSEA, age, environment and climate change, cash and markets, and localization.



Advocacy and collective action

An increase in humanitarian crises drives the need for well-defined advocacy to achieve collective action for sustained investment in humanitarian WASH coordination, through dedicated human resources and funding, to holistically address humanitarian needs, for all clusters and sectors across multiple crises.

¹⁴ This includes the launch of the Humanitarian WASH Sector Road Map 2020–2025 in January 2020.



Implementation plan and monitoring framework



The implementation of the strategy will be a joint effort, including shared responsibility and accountability across the GWC's members and NCPs. To achieve the ambitious aims set out by the strategy, the GWC's members and NCPs are encouraged to actively engage and participate in the implementation and monitoring of the GWC's Strategic Plan 2022–2025. The [implementation plan and monitoring framework](#) defines the outcomes, outputs and indicators to measure the progress of the GWC's Strategic Plan 2022–2025.

The GWC, with its members and NCPs, under the strategic oversight and guidance of the Strategic Advisory Group (SAG), will be responsible for monitoring and reporting annually on the progress of the implementation of the strategy, during the GWC's annual meetings. In addition, a midterm review to take stock of the implementation and progress of the GWC's Strategic Plan 2022–2025 will be carried out and based on context-related shifts in the humanitarian landscape, it could result in a revision of the strategy.



Appendices

Appendix 1.

GWC's role and structure

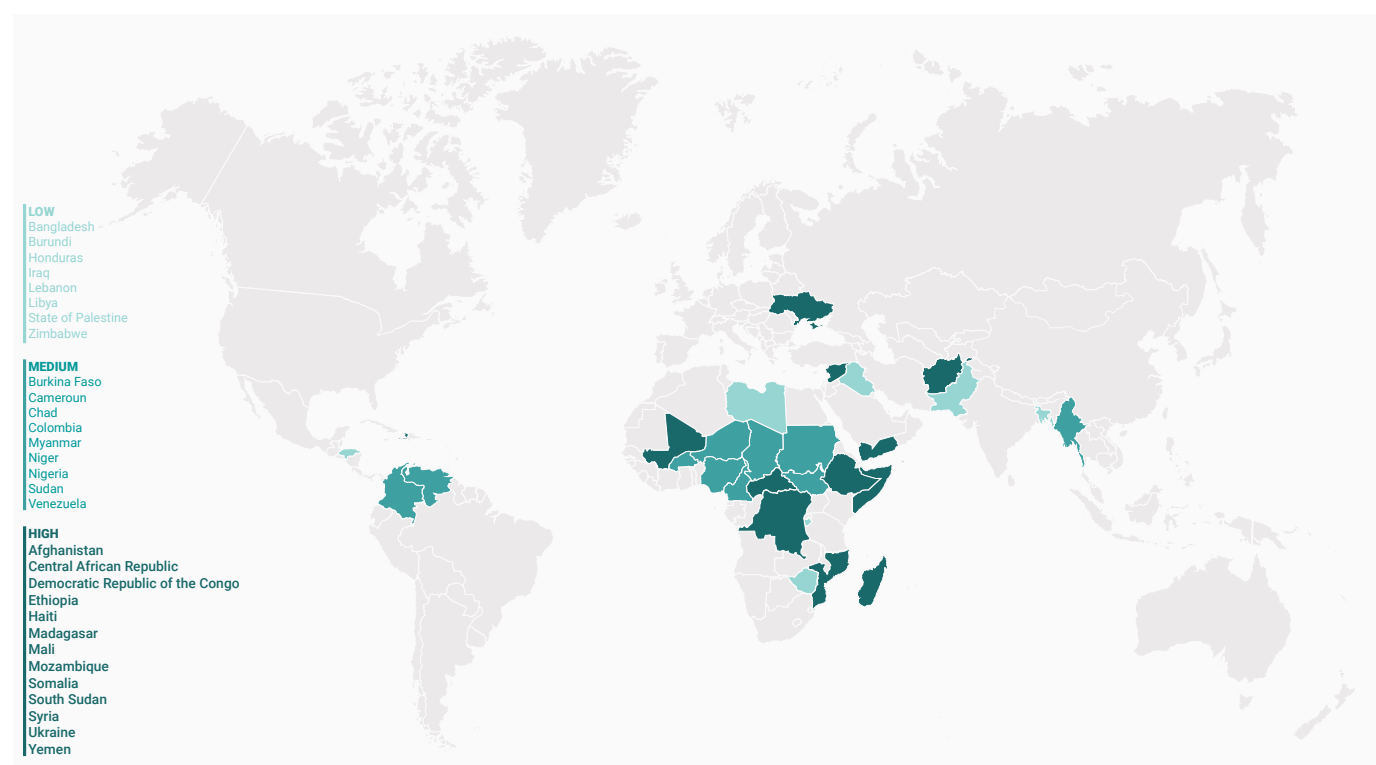
GWC's role

The Global WASH Cluster (GWC) is one of the 11 humanitarian clusters established in 2006 and has since been operated by the [Inter-Agency Standing Committee \(IASC\)](#), following the Humanitarian Reform and further defined by the Transformative Agenda. At the global level, the GWC supports the cluster approach by strengthening system-wide preparedness and coordination of response capacity in humanitarian crises and providing clear leadership and accountability.¹⁵ At the country level, the GWC supports National Coordination Platforms (NCPs) to strengthen partnerships, and the predictability and accountability of humanitarian action, by improving prioritization and clearly defining the roles and responsibilities of humanitarian organizations. As a priority,

the GWC supports NCPs on the delivery of the 6+1 core functions, which guide cluster coordination, as outlined in the IASC's Reference Module for Cluster Coordination.¹⁶

Since 2006, the GWC has been directly supporting cluster coordination and inter-cluster collaboration in more than 32 countries. The establishment of clusters is a decision made in the country, based on an analysis of humanitarian needs and coordination capacity on the ground, in consultation with national partners. As a result, the GWC updates its priority countries biannually, considering existing country capacities, to determine the level of support provided by the GWC (see *Figure 4*).

Figure 4. GWC's 2022 priority countries



¹⁵ Inter-Agency Standing Committee (IASC), *IASC Reference Module for Cluster Coordination at Country Level*.

¹⁶ Ibid.

GWC's structure

The GWC is led by the United Nations Children's Fund (UNICEF) as the Cluster Lead Agency (CLA) and has two [membership categories](#), including 87 members and two standing observers, working in the humanitarian water, sanitation and hygiene (WASH) sector across international organizations, United Nations agencies, international non-governmental organizations, academic institutes and donors (see *Figure 5*).¹⁷

The GWC's [Cluster Advocacy and Support Team \(CAST\)](#) was established to carry out the responsibilities of the CLA, including driving the GWC's Strategic Plan and leading operational support. It fosters, develops and maintains partnerships to strengthen humanitarian WASH coordination and provides guidance and operational and surge support to NCPs.

The GWC's [Strategic Advisory Group \(SAG\)](#) is composed of 12 members and provides strategic oversight and guidance to the CAST and represents the members of the GWC. Under the [terms of reference](#), the SAG has a two-year mandate and includes representatives from the GWC's members and national coordination platforms.

The GWC includes a [Field Support Team \(FST\)](#) that provides operational and surge support through in-country deployments, remote and virtual support to NCPs.

The GWC consists of [Working Groups](#) that provide leadership in key technical and thematic areas, such as cash and markets, faecal sludge management, and hygiene promotion, and potentially topics such as localization, advocacy, environment and climate change, and the Triple Nexus.

Figure 5. GWC's structure



¹⁵ Revised membership categories and governance structure were put into place to enable the active participation, meaningful representation, and decisive leadership of NCPs, local and national actors.

Appendix 2.

GWC's Strategic Plan 2022–2025 development



The groundwork for the development of the GWC's Strategic Plan 2022–2025 was launched at the [25th GWC annual meeting](#) in 2021, which provided the opportunity for dynamic discussions reflecting on sectoral strategies, coordination, partnerships and leadership. The review of the Strategic Plan 2016–2020, which highlighted progress to date and identified gaps, priorities and key recommendations, provided valuable insights to drive the Strategic Plan and to shape the future of humanitarian WASH coordination. This also included the revision of the membership categories and governance structure to promote and enable the active participation, meaningful representation and decisive leadership of NCPs, local and national actors.

The GWC's Strategic Plan 2022–2025 was developed through a participatory process, engaging a wide range of key stakeholders from the WASH sector and beyond.¹⁸ Through a series of document reviews, consultations, workshops and surveys, they have provided a broad range of contributions to the strategy.¹⁹

The GWC's Strategic Plan 2022–2025 aligns with UNICEF's [Strategic Plan 2022–2025](#), as the CLA, along with other key sectoral strategies and frameworks, such as the [Humanitarian WASH Road Map 2020–2025](#) and the [Sanitation and Water for All's Framework](#).

¹⁸ This included CAST, SAG, FST, Working Groups, GWC members, NCPs leads, co-leads and members, Inter-Agency WASH Group, Road Map Steering Committee, donors, other clusters (UNICEF and non-UNICEF) and cross-cutting experts.

¹⁹ This included the review of over 30 key documents and a consultation with over 120 stakeholders through 24 key informant interviews with 67 individuals (37 per cent female and 67 per cent male); eight focus group discussions with 24 individuals (56 per cent representing national coordination platforms); and an online survey with 36 responses (17 per cent response rate, with 25 per cent of this representing national coordination platforms). In addition, there were three participatory workshops, with a total of over 200 participants globally.

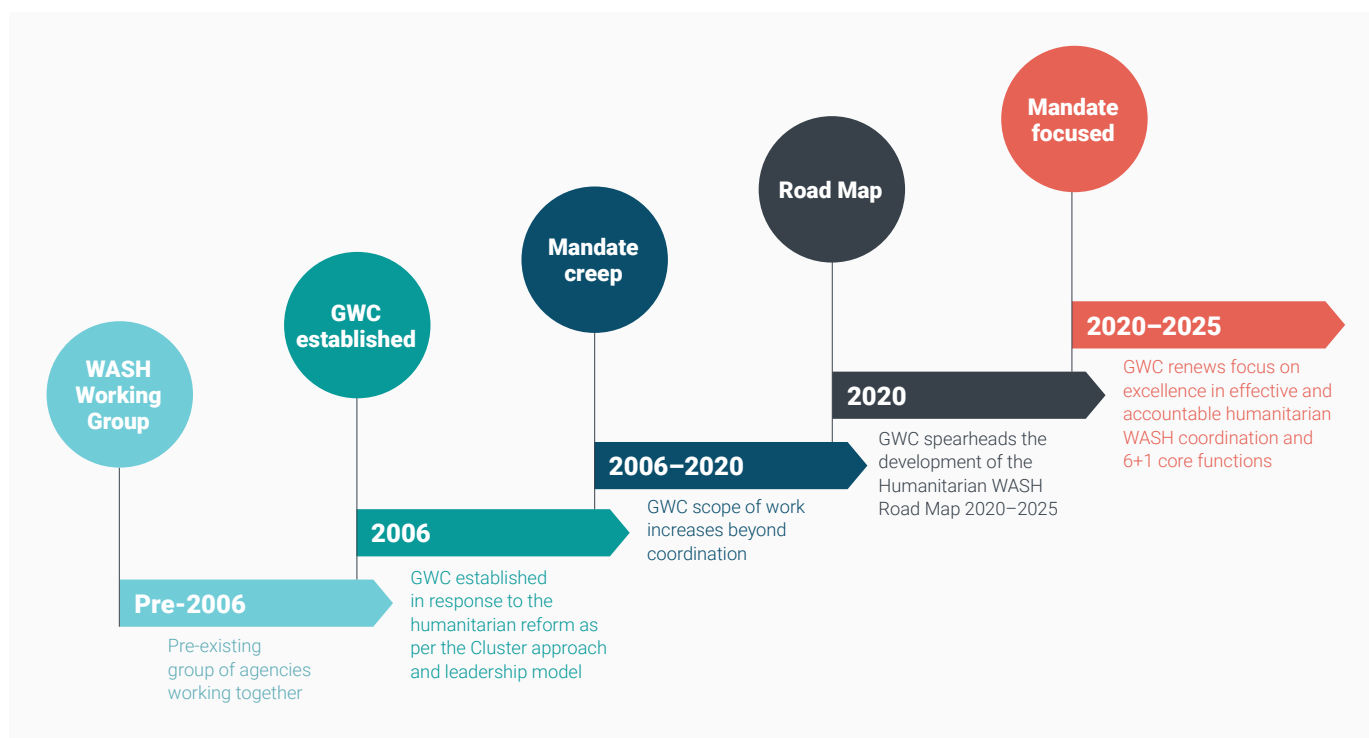
Appendix 3.

GWC's Strategic Plan 2016–2020 review

Since 2006, the GWC's scope of work has increased beyond coordination, with the GWC acting as the main driver for a broad range of initiatives in the humanitarian

WASH sector. This has led to mission creep, with the GWC remit expanding to leadership on a diverse range of priority issues for the WASH sector (see *Figure 6*).

Figure 6. GWC's evolution



The review conducted of the GWC's Strategic Plan 2016–2020 demonstrated the need to renew the focus of the GWC to provide excellence in effective and accountable humanitarian WASH coordination for the people most affected by and vulnerable to crises. The review demonstrated that significant progress had been accomplished and it provided valuable insights on the

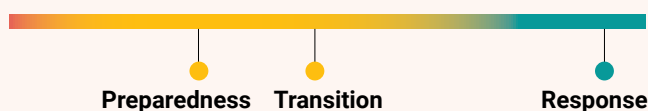
major achievements and areas for improvement. The review also highlighted strong support for the GWC to continue to build on the four strategic objectives of operational support, capacity development, advocacy and knowledge management in the next strategic cycle (see *Figure 7*).

Figure 7. Summary of GWC's Strategic Plan 2016–2020 review

Strategic objective 1: Operational support

Provide timely operational support to national and sub-national humanitarian WASH coordination platforms to meet the 6+1 core cluster functions and improve humanitarian WASH service delivery.

2020 outcomes status:



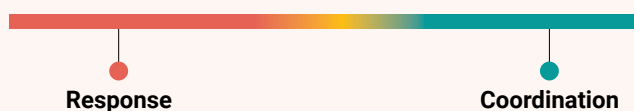
2021 status: Partially met

The GWC is broadly providing good operational support to NCPs. It is seen as a well-functioning cluster by other global clusters. Though progress has been made on quality and accountability, there are ongoing concerns regarding scale-up. Large gaps remain in terms of preparedness and transition.

Strategic objective 2: Capacity building

Ensure that key WASH stakeholders (sub-national, national and global) have the capacity to coordinate and deliver an appropriate and timely response in emergency.

2020 outcomes status:



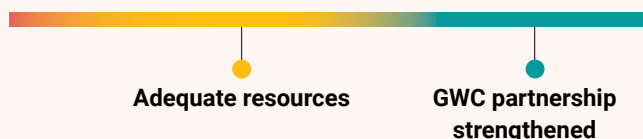
2021 status: Significantly met

There has been an increase in training materials and efforts, but this needs to be translated into more contextual and localized capacity development that also includes local and national actors, where appropriate.

Strategic objective 3: Advocacy

Influence and advocate for an effective humanitarian WASH coordination response and funding.

2020 outcomes status:



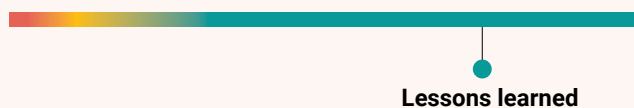
2021 status: Partially met

The advocacy role of the GWC was unclear to a number of stakeholders and appears to have been ad hoc. There has not been a global advocacy strategy, and in most contexts, neither has there been a national-level advocacy strategy. The development of the Humanitarian WASH Sector Road Map 2020–2025 has strengthened opportunities for advocacy.

Strategic objective 4: Knowledge management

Provide humanitarian WASH actors with timely access to appropriate and accurate knowledge on coordination and response.

2020 outcomes status:



2021 status: Significantly met

There has been a lot done in this area, but it was the area least expanded upon during the consultation process.

Key findings

Main achievements

Led strong cluster coordination and inter-sectoral collaboration in 25 to 30 countries with activated clusters and made significant progress in strengthening support to NCPs to fulfil the 6+1 core functions.

Strengthened collaborations with other clusters such as the Health Cluster on disease outbreaks such as COVID-19, cholera and Ebola, the Shelter Cluster on cash and markets and the Nutrition Cluster linking WASH and nutrition. In addition, the GWC is building strategic partnerships and collaborations with the Global Task Force on Cholera Control, and Sanitation and Water for All.

Launched a WASH donor group to explore the key priorities of humanitarian WASH coordination and to create synergy with global initiatives in the WASH sector.

Established a learning and training strategy, setting the priorities for humanitarian WASH coordination, and defining training pathways and required competencies. The training materials will be made available online to increase accessibility to NCPs.²⁰

Improved access to online WASH resources and repositories to reinforce the capacities of NCPs and the broader WASH sector, including the development and promotion of the [Coordination Toolkit](#), the [Resource Centre](#) and the [COVID-19 HygieneHub](#).

Continued to provide support to the coordination of the Working Groups in the thematic areas of cash and markets, faecal sludge management and hygiene promotion, along with the transition of the operational research and quality assurance systems Working Groups. This has supported the harmonization of guidance and tools and the systematic collection and dissemination of lessons learned.

Spearheaded ‘game-changing’ initiatives, such as:

- Accountability and Quality Assurance, which supports the development of tools and approaches to set up accountability and quality assurance systems that connect across sectors and cross-cutting issues such as gender, gender-based violence (GBV), disability inclusion and accountability to affected populations (AAP).
- Humanitarian WASH Gap Analysis 2021, which compiles substantial insights into the priority needs and preferences of people affected by crises across multiple contexts.²¹
- Humanitarian WASH Sector Road Map 2020-2025, which articulates the ambitious targets for the capacity and resources to deliver in emergencies at large scale, anywhere and at any time across the broader WASH sector, which extends beyond the mandate of the GWC.²²

²⁰ This includes the WASH operational coordination training, leadership and coordination training for national and subnational stakeholders, and market-based programming in emergency WASH.

²¹ Lantagne, D., Yates, T., Ngasala, T. et al, *Gaps in WASH in Humanitarian Response: 2021 Update*, Elrha, London, 2021, <<https://washcluster.net/WASH-Gap-Analysis-Project>>, accessed 17 December 2021.

²² Global WASH Cluster (GWC), *Delivering Humanitarian WASH at Scale, Anywhere and Any Time: Road Map for 2020–2025*, UNICEF, Geneva, 2020, <https://washcluster.net/sites/default/files/inline-files/RoadMap_2020-2025.pdf>, accessed 17 December 2021.



Key findings

Areas for improvement

Continue to drive towards a people-centred approach, with a transformative shift from measuring the quantity of aid delivered to the quality of aid delivered.

Continue to advocate and promote embedding cross-cutting issues, in particular gender, GBV, disability inclusion, AAP, prevention of sexual exploitation and abuse (PSEA), age, environment and climate change, in targeting the people most affected by and vulnerable to crises, in response planning and monitoring.

Broaden diverse approaches and audiences to capacity development and learning that are more contextual and localized and include local and national actors.

Continue to strengthen collaboration and coordination with other clusters and areas of responsibility, such as child protection, education, food security, health and shelter, capitalizing on the opportunity of being part of the same CLA, and by taking a more strategic approach on inter-cluster themes at global and national levels.

Large gaps remain in terms of preparedness, anticipatory action and transition of the wider cluster approach and humanitarian coordination to leadership by local and national actors. While the deactivation of a cluster is an IASC decision, the GWC can influence this and should provide support on guidance for transition for NCPs.

Recognized need for well-defined global and national advocacy strategies and toolkits for humanitarian WASH coordination to support NCPs.





WASH Cluster
Water Sanitation Hygiene

Cluster Advocacy and Support Team

Global WASH Cluster
UNICEF

Route des Morillons 4
CH-1202 Geneva
Switzerland

washcluster.net