



**WASH Cluster**  
Water Sanitation Hygiene

ANNUAL REPORT

2021



**GLOBAL WASH CLUSTER**  
MARCH 2022

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# 1. INTRODUCTION

The Annual Report summarises the progress made by the Global WASH Cluster (GWC) in 2021. The report compiles the key results achieved and challenges faced and also highlights updates on the major ongoing initiatives and collaborations led by the GWC. In addition, the report reflects upon how the new working arrangements are being implemented, due to Covid-19 this year. It also provides an opportunity to showcase future plans, with the core focus in 2021 on the elaboration of the GWC’s Strategic Plan 2022 - 2025. The report is divided into the following five main sections:

- Update on the governance of the GWC;
- Impacts of Covid-19 on operational support;
- Update on key achievements and main constraints in 2021;
- Update on the progress and priorities of the GWC’s Technical Working Groups (TWiGs); and
- Overview of major ongoing initiatives and collaboration with the WASH sector.

# 2. GOVERNANCE AND PARTNERSHIP

The [GWC](#) is led by UNICEF, as the Cluster Lead Agency (CLA) and is composed of 86 [full and associated members](#) working in the humanitarian WASH sector across international organisations, United Nations agencies, international non-governmental organisations, academic institutes, and donors.<sup>1</sup> The GWC’s [Cluster Advocacy and Support Team \(CAST\)](#) was established to carry out the responsibilities of the CLA, including leading the operational support for the GWC. The [Strategic Advisory Group \(SAG\)](#) is composed of nine members and provides strategic oversight and guidance to the CAST and represents the members to the GWC.<sup>2</sup> The GWC is also constituted of a [Field Support Team \(FST\)](#), that provides operational surge support through in-country deployments, remote and virtual support to national humanitarian WASH coordination platforms (NHWCP).<sup>3</sup> The GWC also consists of [Technical Working Groups \(TWiGs\)](#), which provide technical leadership in key thematic areas, such as Cash and Markets, Fecal Sludge Management (FSM), and Hygiene Promotion.

## KEY ACHIEVEMENTS

- **Partnership** – In 2021, nine new partners joined the GWC, including Alight, Arche Nova, Food for the Hungry, Global Communities, Groundwater Relief, IHIP, London School of Hygiene, and Tropical Medicine (LSHTM), Malteser International, and WeWorld. There are now 53 full and 33 associate members in the GWC. Beyond formal membership, the GWC continued to strengthen its collaboration with key stakeholders in the WASH sector, maintaining a close working relationship with the FST Consortium, Sanitation, and Water for All (SWA) and the newly established Road Map Secretariat.
- **CAST** – The recruitment of the new Deputy GWC Coordinator was successful and joined the team in June 2021. In addition, CAST hosted a deployment for a Knowledge Management and Advocacy Specialist from the Swiss Agency for Development and Cooperation (SDC) and an intern from June to December 2021.
- **SAG** – A series of meetings have been held, every two months, and have provided the opportunity to update on the progress of the GWC’s Strategic Plan 2016 – 2020, the GWC’s Annual Work Plan (AWP) 2021, and to exchange on key initiatives and collaborations. It was an opportunity to introduce new GWC SAG members to the group and to also review and approve new membership requests. The more frequent meeting schedule has further enhanced interaction between the CAST and the SAG.

<sup>1</sup>The number of full and associated members reflected in the 2019 GWC Annual Report, represented individuals and not partner organisations. The full and associated members list has been revised to include one primary and one secondary focal point for each organisation.

<sup>2</sup> This includes four international non-governmental organizations (NGOs): Action Contre la Faim (ACF), Norwegian Church Aid (NCA), Solidarités International (SI), and Welthungerhilfe (WHH); two United Nations organizations: the United Nations Children’s Fund (UNICEF) as the CLA and the United Nations High Commissioner for Refugees (UNHCR); one international organization, the International Federation of the Red Cross (IFRC); one representative of the National Cluster Coordinators: the State of Palestine; and one associated member: Red-R.

<sup>3</sup> The FST is the principal mechanism for providing direct operational support to NHWCPs. The FST consortium consists of five INGO partners led by ACF and including Oxfam, NCA, Impact, and iMMAP. The FST consists of four Cluster Coordinators, three Information Management Officers, and one Assessment Specialist. The FST is funded by USAID’s Bureau of Humanitarian Affairs (BHA) and additional resources from the Norwegian MOFA, ACF France, UNICEF, and the GWC.

Due to the launch of the next GWC's Strategic Plan 2022 - 2025, the SAG elections have been postponed until early 2022, in anticipation of changes to the membership categories, composition and Terms of Reference (ToR) of the SAG.

- **FST** – The CAST support's Action Contre la Faim (ACF), as the lead of the FST Consortium, through a partnership agreement, co-funding of the FST Manager role. This will be supported through September 2022. This agreement also supports an emergency surge line, for the deployment of human resources, given the increase in humanitarian crises and subsequent demand for field support in 2021. In addition, the CAST has co-funded the FST Structural Review, which assessed the current and future structure of the team and surge support provided. The CAST participated in the FST and Steering Committee meetings held in September and December 2021, with a focus on the key findings and recommendations from the FST Structural Review and the Funding Strategy. In December 2021, through the generous support of NORCAPS and the Norwegian Refugee Council (NRC), the CAST has successfully completed the recruitment of the People-Centered Programming (PCP) Coordinator, a role that will further complement the FST. The position is a new and innovative profile intended to enhance and strengthen the systematic inclusion of cross-cutting themes with NHWCPs, with a specific focus on gender, Gender-Based Violence (GBV) and accountability to affected populations.
- **WASH sector's Road Map 2020 - 2025** – In January 2021, the GWC led the launch of the Implementation Plan for the WASH Sector's [Road Map 2020 – 2025](#). This included the CAST leading on endorsement by 13 Emergency Directors representing key WASH agencies working in the humanitarian sector.<sup>1</sup> In March 2021, the GWC spearheaded the restructuring of the governance model for the WASH sector's Road Map 2022 – 2025 and handed over leadership to the two co-Chairs elected from Save the Children and the SDC. In July 2021, with the endorsement of the SAG, the CAST has re-focused the engagement across the different Road Map initiatives, taking into consideration the Annual Work Plan and in anticipation of the launch of the GWC's Strategic Plan 2022-2025. The CAST remains actively engaged in 14 out of the 17 initiatives, and has increased its role in participating and contributing, shifting from leading and/or co-leading. A communication was shared in August 2021 by the Road Map Secretariat to inform the broader members of this change.
- **GWC's Annual Meeting 2021** – The [25th GWC Annual Meeting](#) was hosted virtually and online from 19<sup>th</sup> – 23<sup>rd</sup> April 2021. The meeting was co-convened by the Government of the Netherlands and the Dutch Surge Support (DSS), with technical support from MWEE. The event brought together 72 WASH partners, NHWCPs, academia, and national governments from around the globe. It provided an opportunity for dynamic discussions and reflections on sectoral strategies, coordination, partnerships and leadership based on a review of progress to date, identification of gaps and priorities, and key recommendations. The [outcomes of this event](#) resulted in invaluable insights that have driven the GWC's Strategic Plan 2022 – 2025 and shaped the future of coordination. This was rolled out in conjunction with the Emergency Environmental Health Forum (EEHF) in collaboration with the LSHTM and Oxfam.
- **GWC's Satellite Events 2021** - Following the GWC's Annual Meeting, the [GWC's Satellite Events](#) were hosted virtually and online from 26<sup>th</sup> – 30<sup>th</sup> April 2021. This was a first-of-its-kind event and included 18 participatory and collaborative sessions hosted by a wide range of partners representing the humanitarian WASH sector and beyond. The sessions covered a diverse array of topics, including localisation, gender and GBV, cash and markets, accountability and quality assurance, capacity building and learning, and operational research related to humanitarian coordination in the WASH sector.
- **GWC's Strategic Plan 2022 – 2025** – The development of the GWC's Strategic Plan 2022 – 2025 was launched in June 2021, under the guidance of the CAST and the SAG. The strategy built upon the achievements, learning, and best practices from the GWC's Strategic Plan 2016 - 2020, reflecting the important shifts in the operating context, crossing-cutting, and transversal thematics.<sup>2</sup>

It has also taken into account the impact of the Covid-19 pandemic on coordination and the ‘fit-for-purpose’ of the current humanitarian architecture and cluster approach. It will also draw upon and align to other relevant strategic documents and will build upon recommendations from relevant evaluations and reviews of UNICEF as a CLA and the cluster system.<sup>3</sup> The first draft of the GWC’s Strategic Plan 2022 – 2025, including the revised governance structure and membership, was shared in December 2021 following an interactive and participatory workshop with key stakeholders that took place on the 1<sup>st</sup> and 2<sup>nd</sup> December 2021.

- **Donor Consultative Group** – In September 2021, the CAST re-launched the existing donor group by revising ToR, re-aligning the purpose, composition, and ways of working for the group.

#### MAIN CONSTRAINTS

- **CAST** – The continued heightened workload and Covid-19 has increased the team’s resilience and working modalities which have been impacted by remote working arrangements.
- **Covid-19** – The emergence of Covid-19 has continued to place a major strain on the humanitarian sector, and has impacted all aspects of the GWC’s work, including strategic priorities, field operations, and country support, information, and knowledge management, advocacy, and resource mobilisation. The delays caused by Covid-19 in achieving the GWC’s AWP 2020 have carried over into 2021, creating an additional workload for the team.

#### PRIORITIES FOR 2021

- **GWC’s Strategic Plan 2022 – 2025** – The review of the GWC’s Strategic Plan 2022 – 2025 will be carried out in the first part of 2021 through broad consultation with key stakeholders. The development of the Implementation Plan and Monitoring Framework will also be a key focus in the early part of 2022. In addition, the governance structure of the GWC including membership categories and types; engagement, responsibilities, and accountabilities of members; and the functions, roles, responsibilities, and accountabilities of the CAST, SAG and TWiGs have been reviewed and revised documents are under review for approval by the SAG and the membership. The GWC’s Strategic Plan 2022 – 2025 will be endorsed at the GWC Annual Meeting in May 2022.
- **SAG** – The new members of the GWC’s SAG will be elected in the early part of 2022 through an Expression of Interest, followed by a transparent election process by the GWC membership. This will be aligned with the revised governance structure and membership.
- **FST** – The CAST will continue to work closely with the FST consortium to provide surge support to NHCWPs to enhance and strengthen effective and accountable humanitarian coordination. This includes an increased focus on advocating for sustained investment in humanitarian coordination, to better optimise the use of and ‘fit-for-purpose’ of the FST in the future. The CAST will continue to actively engage with the FST consortium in FST meetings and other key events.
- **WASH sector’s Road Map 2020 - 2025** – The CAST will continue to maintain a close working relationship and regular collaboration with the newly established Road Map Secretariat. The CAST will continue to play an active role in leading, co-leading, participating, and contributing across different initiatives, and as a key member in the Executive Committee and Steering Committee. The CAST will also provide support to Road Map Secretariat for the Board Meeting planned for early 2022.
- **Donor Consultative Group** – The CAST will continue to work with the existing donor group to finalise and endorse the revised ToR, anticipated to be launched by January 2022. The CAST will work with the current members of the group to identify new members, including the public-private partners, and to identify opportunities for resource mobilisation to enhance and strengthen humanitarian coordination at both global and country levels.

- **GWC's Annual Meeting 2022** – In early 2022, the CAST will begin planning the 26<sup>th</sup> GWC Annual Meeting anticipated to take place in May 2022, in conjunction with the EEHF and followed by the GWC Satellite Events in October 2022. The meeting will be held through a hybrid approach in Budapest, pending the evolution of the Covid-19 pandemic.

### 3. COVID-19 IMPACTS

The Covid-19 pandemic has continued to have a strong influence on most aspects of the GWC's AWP 2021, including strategic priorities, field operations, and country support, information and knowledge management, advocacy, and resource mobilisation. Whilst Covid-19 travel restrictions are still resulting in some barriers to the delivery of timely in-country operational support by the CAST and the FST, a significant increase in deployments indicates that the situation is improving for direct operational support. Both the CAST and the FST had to significantly adapt their ways of working and build a new working environment to collaborate with NHWCPs and GWC members.

#### KEY ACHIEVEMENTS

- **Operational Support** – The Global Humanitarian Response Plan (GHRP) ended in 2020 and Covid-19 responses were integrated into Humanitarian Needs Overview (HNO)/Humanitarian Response Plan (HRP) processes for 2021. The CAST and the FST provided operational support, surge support and operational guidance on the integration of Covid-19 into the Humanitarian Programme Cycle (HPC). This included key adaptations of the Coordination Toolkit (CTK), such as the HNO 2021-2022 People In Need (PIN) Guidance in English and French, and assessment and response monitoring tools for Covid-19 responses. Due to Covid-19 restrictions, the launch of the HPC and the Operational Support was carried out through a series of webinars with the NHWCPs. The webinars provide an opportunity for the CAST and the FST to exchange NHWCPs in the key stages of the 2022 HNOs and HRPs.
- **Knowledge Management and Covid-19** – In 2021, the GWC Covid-19 [knowledge management platform](#) was updated and strengthened with over 500 resources including a [global library](#) for Covid-19 & WASH guidance as well as a [country library](#) for national coordination platforms. The strategic approach was developed in collaboration with the Hygiene promotion Technical Working Group, the Covid-19 Hygiene Hub, The London School of Hygiene and Tropical Medicine, and the CAST. [The platform](#) includes contributions from 38 organisations and consists of 500 documents thematically organised by subjects and tags. Whilst the Covid-19 section is still the most visited on the GWC website, the web traffic for Covid-19 specific resources and technical guidelines in 2021 overall has shown a two-fold decline, as compared to 2020.
- Knowledge-sharing and identification of knowledge gaps were strengthened through the continued collaboration with the [Covid-19 Hygiene Hub](#). The CAST contributed to the development of the technical guidance on the impacts of Covid-19 on the programme monitoring in collaboration with the Hygiene Hub/LSTHM. The CAST successfully co-lead on the development of the [learning brief on coordinating and managing information](#) during the COVID-19 pandemic. WASH Humanitarian Responses was jointly developed in collaboration with the Covid-19 Hygiene Hub, the Global Handwashing Partnership, The RCCE Collective, and the Hand Hygiene for All Initiative.
- **Advocacy and Covid-19** – [11 Monthly Newsletters](#) have been produced and shared with over 1,700 members of the GWC's mailing list. These have provided key updates on Covid-19, including a monthly sweep of partner websites; new guidance; updates on vaccination, prevention programmes; and key public health initiatives, such as resources and training for WASH practitioners and NHWCPs to support field operations. Key communications also included promotion of key initiatives, such as the [Risk Communication and Community Engagement \(RCCE\) Collective Service](#), various Infection, Prevention Control (IPC) groups, and [Hand Hygiene For All](#).

### MAIN CONSTRAINTS

- **Operational Support** – Due to Covid-19 restrictions, deployment of in-country operational support significantly reduced the mobility of the CAST and the FST. Nevertheless, surge support through in-country deployments has increased due to the combination of vaccination and easing of travel restrictions. Freezes on recruitment, hiring, and movements have also impacted the availability of human resources for coordination functions in NHWCPs, only further compounding staffing gaps. This has required a shift to remote and virtual support to the NHWCPs for HPC Operational Support for the 2022 HNOs and HRPs. In addition, this has impacted capacity development and learning opportunities, which have been shifted from face-to-face learning to online and virtual options using a combination of self-directed sessions, webinars, and virtual group exercises.
- **Meetings and Events** – Due to Covid-19 restrictions, the hosting of key meetings, such as the GWC's Annual Meeting 2021, the GWC's Satellite Events, and the EEHF shifted to virtual formats. It has also limited opportunities to host meetings and workshops with key stakeholders, like the FST Consortium, National Cluster Coordinators (NCC), the SAG, and the Donor Consultative Group. This has also influenced the consultative process for the GWC's Strategic Plan 2022 – 2025.

### PRIORITIES FOR 2021

- **Operational Support** – The CAST and the FST will continue to operationalize and improve surge support to NHWCPs using remote and virtual options, to address Covid-19 restrictions. This includes the rollout of the HPC Operational Support to NHWCPs for the 2022 HNOs and HRPs. This includes support for assessments, targeting and PIN calculations, response planning and costing to define WASH priorities, the inclusion of cross-cutting themes, Markets Based Programming (MBP) approaches, Information Management (IM) refresher training, and response monitoring tools and systems.
- **Global Events and Trainings:** The CAST will conduct a series of events in 2022, including the Annual Meeting, the Satellite events, as well as the NCC workshop. Currently face-to-face options, hybrid and online are being considered in the planning process. The CAST will also provide 5 face to face trainings at regional or global level, if Covid-19 restrictions allow. Hybrid or virtual options will be prepared to ensure the events take place regardless of restrictions at any given time in the year. Aside from these planned residential trainings, online self-paced trainings will of course remain available on Agora.
- **Covid-19 Knowledge Management and Advocacy** – Given the recent decrease in the resources produced and overall common approaches to Covid-19 WASH responses, the GWC will also decrease its intensive involvement in Covid-19 knowledge management in order to refocus more on knowledge management for coordination. Note that the repositories above have been updated until the end of 2021; beyond that, the libraries will remain as an archive and will be further integrated into the resource center. The CAST will nevertheless continue to strengthen live knowledge exchange processes and cross-learning with NHWCPs to inform programming and policy for WASH partners. The CAST will also continue to monitor the Covid-19 situation as part of the Watchlist for 2022 and advocacy efforts with key stakeholders.

## 4. PROGRESS ON THE GWC STRATEGIC PLAN (2017-2020) IMPLEMENTATION

The progress and challenges for the Strategic Objectives achieved from January – December 2021 and an update on the key achievements and main constraints are outlined below.

### 4.1 Strategic Objective #1 - Support to national humanitarian WASH coordination platforms

The CAST, in collaboration with the FST, has provided surge support to NHCs across rapid onset emergencies, protracted crises, and deteriorating situations. This surge support has focused on crises, the HPC processes, particularly that of the 2022 HNOs and HRP through in-country deployments, remote and virtual support. This has been primarily provided to 30 priority coordination platforms on the [GWC's Watchlist 2021](#), based on an assessment and identification of needs.

#### KEY ACHIEVEMENTS

- **FST** – The partnership model for surge support to national clusters is being led by ACF as the consortium lead. ACF have started to strengthen the leadership with the appointment of a project manager and developing the surge resource development strategy. CAST and ACF have developed a partnership agreement to provide a flexible surge budget line and co-fund the FST manager role through September 2022. The FST consisted of three Cluster Coordinators, three Information Managers, and one Assessment Specialist as part of the core team with a fourth Cluster Coordinator recruited in June 2021. In addition, the FST engaged four consultants to support specific country platforms, with cluster coordinators deployed to Central African Republic (CAR) and Mozambique, an Information Manager deployed to Haiti and an Assessment Specialist deployed to Nigeria, using the emergency line (see *Figure 1*).
- **Field Support** – In 2021 the FST provided 1.317 days of in-country or virtual deployment support to twelve coordination platforms through twenty deployments. The FST has also provided 346 days of remote support to 27 coordination platforms and the GWC (see *Figure 1*).<sup>4</sup> This has included:
  - **Ethiopia** – the rapid-onset conflict coincided with a change in coordination staffing. GWC established contact with the country office to provide surge support for national and sub-national coordination, information management and assessment in early January. The FST support finally provided was for a sub-national coordinator in Tigray (90 days) and an IM deployment for Tigray and subsequently in Addis Ababa (163 days) while long term staff positions were finalized. The CO originally planned to reduce commitment to coordination at the start of the year, the GWC has advocated for strengthening and would encourage stronger commitment to sub-national coordination and IM across the country. The national coordinator should not report to the WASH programme lead to allow UNICEF to participate in coordination as a partner.
  - **Mozambique** – the ongoing protracted crises in Cabo Delgado is complicated by additional national disasters. The commitment to coordination has grown over the year based on a context specific sustainability plan. The FST has supported sub-national coordination through 2 deployments (132 days) including mentoring a long-term national staff, rebuilding of the Information Management mechanism and mentoring of national consultant (55 days), and virtual support for assessment tools redesign (59 days). This was due to non-issue of visa.

<sup>4</sup> Remote support is task-based e.g., review of documents, development of tools, etc.

- **Haiti** – following the rapid-onset earthquake the FST immediately deployed a sub-national coordinator (93 days) and sub-national Information manager (104 days) to establish and support DINEPA coordinating the response. Conversations continue with DINEPA and UNICEF on the full transition of coordination.
- **Chad** – challenges to fill the lead coordination position resulted in 2 coordination deployments to ensure continued operation and, subsequently, to design a viable Humanitarian Response Plan. The national position is now filled and the GWC will encourage a mentoring plan to support the new coordinator. Information Management remains a significant gap.
- **Madagascar** – officially declared a cluster in 2021 – the GWC continues to support and is advocating for deployments for coordination and IM to establish sustainable systems and build an enduring partnership from the outset.
- **Country Watchlist:** close communication with coordination platforms in high priority and rapidly evolving contexts continued. In Afghanistan the coordination team have managed the crises and only requested remote support. Iraq, DRC, Yemen and the Syria hubs have remained largely self-sufficient. Somalia is effectively being led by the Co-lead partner with UNICEF IM.
- **Coordination summary:** Countries supported through deployment in 2021: Central African Republic – recruitment challenge (79 day), Chad – recruitment challenge (93), Ethiopia – Tigray conflict (90 days), Haiti – earthquake (93 days), Mozambique – recruitment and sustainability (132) Lebanon – escalating crisis (59 days), Sudan – deteriorating conflict (103).
- **Information Management summary:** Countries supported through deployment in 2021: Ethiopia – Tigray and national recruitment (163 days), Fiji – cyclone (116 days) Haiti – earthquake (104 days), Mozambique – sustainability (55 days), Grenadine and St Vincent – volcano – 54 days, North East Syria – mentoring national IM (40 days).
- **Assessment summary:** Mozambique – strategy and tools (59 days), Nigeria – assessment (17 days)
- **Operational Support** – In 2021 the GWC/FST provided a series of webinars and support events for the development of the 2022 Humanitarian Response Plans. Sessions and attendance included: a ToT on Partners Briefing Package (23 from 8 coordination platforms), HNO & PIN Guidance (19), Cross-cutting themes (15), Targeting and Prioritization (9), HRP Costing (7), IM Refresher (1), Localisation (32), Market-based programming (198) and Cluster Performance Monitoring (14). A new Operational Support calendar has been developed for 2022.
- **National Cluster Coordinators (NCC) Workshop** – This was conducted as an online workshop and focused on Strategic Operation Framework (SOF) for the WASH response with 20 participants from 14 NHCs. The SOF aims to harmonise the response plan and monitoring as part of a joint framework to be agreed upon and adhered to by all WASH partners. It also provides a means to systematically communicate and advocate for the WASH response with key stakeholders, such as donors and national governments.
- **Performance Monitoring** – In December 2021, following a review of the Minimum Requirements tool GWC launched a combination of CCPM and MRI reviews with 30 coordination platforms. Results pending in Q1 2022.

### MAIN CONSTRAINTS

- **Operational Support** – Due to Covid-19 restrictions, deployment of in-country operational support significantly reduced the mobility of the CAST and the FST. Nevertheless, since mid-year, surge support through in-country deployments has increased due to the combination of vaccination and easing of travel restrictions. Recruitment processes, staff retention and staffing gaps continue to be a driving force requests for support requests.

The CAST is strongly advocating for the proper allocation of internal resources to ensure that coordination platforms are properly staffed for key emergencies, such as Ethiopia and Mozambique, as contexts that are stretched by increasing needs coupled with excessive challenges and constraints.

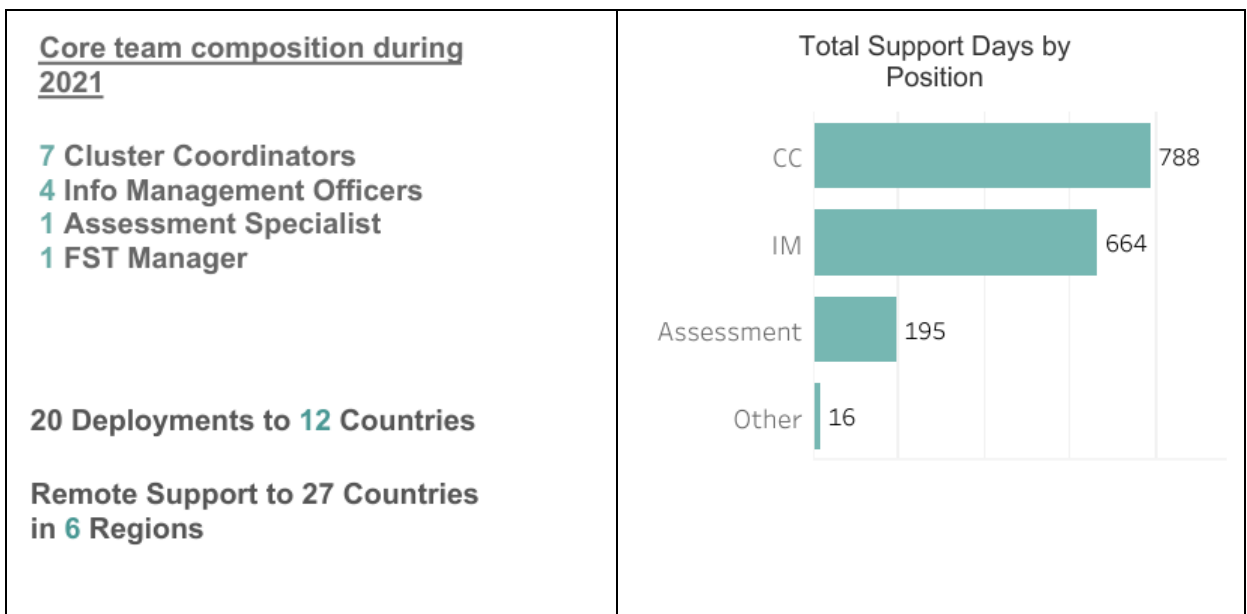
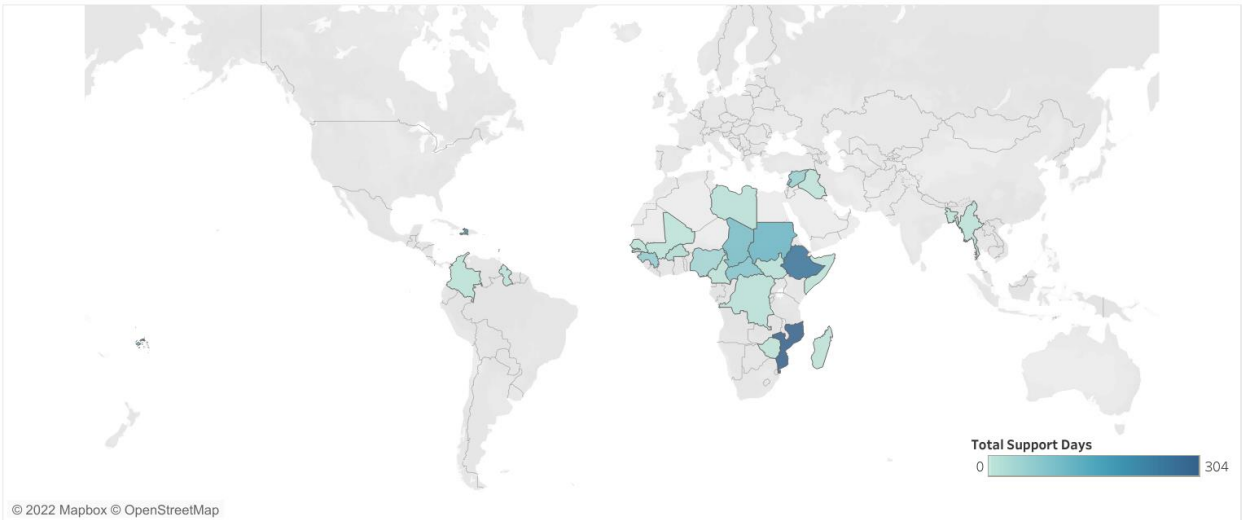
- **Recurrent Staffing Gaps** - The most significant element of coordination is the core staffing of Coordinators and Information Managers at the country level, in order for a Cluster Lead Agency (CLA) to assume its responsibility and be accountable. Organizational staffing plans is ad-hoc in the 26 – 28 countries with an activated clusters, with notable concerns related to a limited number of Fixed Term positions, especially for IM functions and frequent turn-over of for Temporary Appointments positions. This routinely results in staffing gaps of 2 to 3 months, which greatly impacts the effective leadership of the cluster and credibility of the CLA to fulfill its responsibility and be accountable. This trend has resulted in fatigue with key donors, that are reluctant to support short-term deployments by the FST or SBPs that are the result of staff gaps due to a lack of planning and/or contractual limitations.

#### PRIORITIES FOR 2021

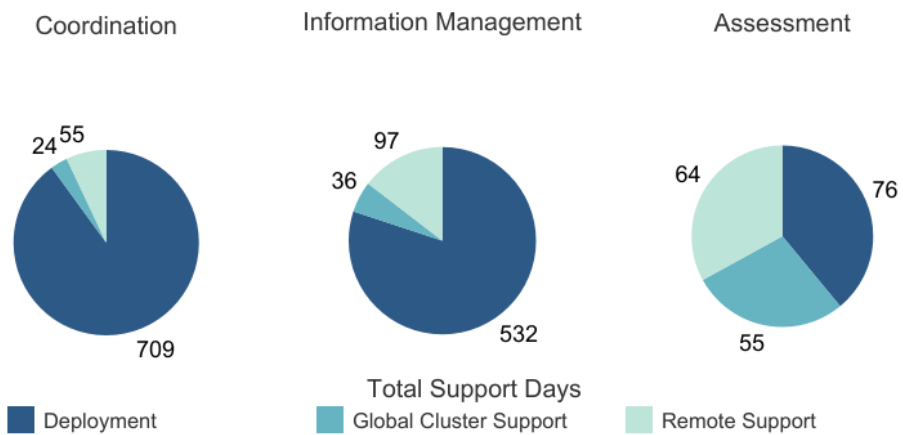
- **NHWCP** – The CAST will continue to work closely with NHWCPs to identify surge and remote support needs. To establish means for providing the necessary support through the FST, UNICEF surge and stretch, capacity development and advocacy within UNICEF and across GWC membership.
- **FST** - the FST consortium will continue to be the primary means of surge support for national coordination platforms. The FST will engage with rapid-onset, deteriorating contexts and challenged coordination platforms that can benefit through physical or virtual deployments. The FST will continue with remote task-based support, bilaterally between FST and NHWCP, and broader Operational Support through webinars and guidance sharing in critical areas.
- **HPC Operational Support** - In 2022 the CAST and the FST will implement the HPC Operational Support for HNOs and HRP through webinars and guidance on cluster performance, assessments, IM diagnostics, framework, response monitoring, visualisation of gaps, cross cutting themes, HNO planning, targeting PINs, and costing of HRP projects. Additional sessions in 2022 are advocacy, capacity mapping and emergency preparedness and contingency planning.
- **PCP Coordinator** - The PCP Coordinator is anticipated to join the FST in February 2022. The CAST will work closely with NORCAPs and NRC to promote the position to capitalize on this role as an innovative asset to the FST.
- **Performance Monitoring** – In 2022 the GWC will continue to monitor cluster status by reviewing:
  - Staffing status for core national positions.
  - Partners perceptions of cluster performance via the annual CCPM.
  - GWC’s Minimum Requirements interviews and consideration of external risk predictions, such as informed risk that are all used to produce the bi-annual Country Watchlist.

Figure 1. FST Operational Support - January to December 2021

FST Supported Countries - Direct and Remote - 01/01/2021 to 31/12/2021



Source. Global WASH Cluster (2021)



Source. Global WASH Cluster (2022)

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

Based on the [Learning and Training Strategy](#) developed in 2017, the GWC continues to prioritize the importance of capacity building and learning. Given the strong focus of the WASH sector's Road Map 2020 - 2025 on learning and professionalisation of the broader WASH sector, the CAST is re-focusing learning opportunities on reinforcing capacities on core coordination functions.

### KEY ACHIEVEMENTS

- **IHE-Delft** – The partnership agreement with the GWC is based on three axes: 1) launch of an accredited Graduate Professional Development Programme (GPDP); 2) strengthening localisation through new partnerships with learning institutions in the Global South; 3) knowledge management through support from IHE Delft's experts to the GWC's TWiG on FSM. The program consists of four accredited modules and Modules 1 and 2 were delivered online from May to December 2021.<sup>5</sup> In addition, a feasibility study was conducted to explore a partnership with learning institutions in Burkina Faso, Jordan, Kenya, and Colombia. The modalities for transferring the learning content to these institutions have been discussed, along with how to ensure quality and accountability throughout the process. Two studies have been disseminated by IHE to support the FSM TWiG, based on a Master Thesis on FSM standards.
- **Joint Competency Framework** – The Global Cluster Coordination Unit (GCCU) has taken an important step forward in establishing a joint approach to learning that is systematically harmonised across all UNICEF-led clusters. The Learning Taskforce has worked on a set of competency frameworks and job descriptions for coordinator roles. This approach seeks to improve coherence in content development and reduce duplication of efforts for common learning needs across clusters. The Learning Taskforce has developed a self-paced online IM training based on the competency frameworks.
- **Capacity Building and Learning** – Due to the Covid-19 restrictions, capacity building, and learning opportunities, have been shifted from face-to-face learning to online and virtual options using a combination of self-directed sessions, webinars, and group exercises. In 2021, trainings have been delivered to 83 individuals engaged in capacity building and learning with the GWC. This included:
  - WASH Operational Coordination (WOC): this training provides operational tools and skills for coordination and was delivered to the Democratic Republic of Congo (DRC) in fall 2021 to 25 people.
  - Information Management: this training provides operational tools and skills for IM. It has been reviewed by the CAST and the FST for quality.
  - Assessment: this training was developed with REACH to provide operational tools and skills for needs assessment. It has been piloted with interest from 37 participants and completed by five participants. It focused on the skills, knowledge, and abilities required to perform core functions related to needs assessments.
  - Market Based Programming (MBP) for WASH: this training has been delivered in Yemen and Iraq from February to April 2021, with participation from 30 WASH and Cash and Market professionals across 24 organisations. The feedback was very positive, with 55 per cent of participants citing the training as “excellent” and 35 per cent as “good”.
  - Partner's Briefing Package (PBP) Training of Trainers (ToT): 23 NCCs, IMOs and co-leads or co-chairs participated to an on-line ToT in French and English on the 3 modules of the PBP to promote its delivery to NHWCPS' partners.

<sup>5</sup> This includes: 1) Governance in Humanitarian Contexts, 2) Public and Environmental Health in Emergencies, 3) Building Resilient Systems, and 4) Urban Water and Sanitation in Emergencies.

### MAIN CONSTRAINTS

- **Capacity Building and Learning** – The shift of face-to-face training to online and virtual options have required additional resources including the availability of training facilitators for a longer period for up to six to eight weeks; IT support; and expertise in adapting content to virtual formats. This can be a complex and costly process.

### PRIORITIES FOR 2021

- **IHE-Delft** – The project has been extended to March 31st, 2022, to allow extra time to develop the quality and assurance framework and enrol new students in the program thanks to additional scholarships supported by the GWC.
- **GCCU Training Consolidation** – The CAST will continue to work with the GCCU inter-cluster training content to be piloted in Agora. Based on the successful collaboration on the IM training, the Learning Taskforce will continue to build online content for core coordination functions based on existing face-to-face and virtual training from all clusters.
- **Capacity Building and Learning** – A capacity development and learning concept note has been developed for 2022, including generic but also more tailored delivery modalities, from face to face or online training courses to interpersonal capacity building on functional and behavioural competencies through coaching, job shadowing and mentoring. The GWC is collaborating with the WASH Talent Management Initiative to ensure Cluster Coordination is considered by mentors and mentees. Capacity development and learning needs will be assessed across priority NHCs in early 2022 to provide tailored capacity building to CCs and IMOs. All coordination training courses will be consolidated but the GWC will no longer deliver technical trainings, to refocus its capacity development mandate on core functions. This includes:
  - **WASH Operational Coordination and Leadership (WOCL):** this training is a consolidated version of the “WASH Operational Coordination training (WOC)” and the “Leadership and Coordination (L&C)” training in a 2 ½ days format. It will be delivered in a customized way to NCCs, Sub-NCCs, Co-leads and IMOs of priority countries at regional level. Trainings have been planned with WCARO, ESARO and MENARO in Q1-Q2 2022.
  - **Information Management:** this training will be updated with latest features and delivered face to face in July 2022.
  - **Assessment:** this training will be delivered face to face in Q2 2022 to NCCs, Sub-NCCs, co-lead and IM in need of capacity development on needs assessment. The online version remains available on AGORA and its usage will be monitored.
  - **GoLWiE:** this training will be revised with WASH PG and delivered in Haiti in Q2 2022.
  - **Market Based Programming for WASH:** this training will be translated to French and handed over to the broader WASH sector as the GWC will discontinue delivering technical trainings. Cash and markets issues related to coordination will be embedded in WOCL
- **WASH and Epidemiology:** this training will be rolled out in March 2022 to 30 participants, followed by a ToT with 5 trainees. The trained trainers will then deliver a pilot training to 15 participants in April 2022 to ensure the continuity of the training in the near future.

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

The GWC has provided a strong leadership role in advocating for effective and accountable humanitarian coordination of WASH responses and funding. There has been a strong focus on operational advocacy to directly support NHCs on capacity and resources gaps in the country. This has ranged from convening of webinars to highlight capacity and resources gaps for the acute humanitarian crisis, to the development of evidence-based briefing notes for funding and resource mobilisation, to the development of a call to action on the importance of proper staffing of core coordination roles.

#### KEY ACHIEVEMENTS

- **WASH sector’s Road Map 2020 – 2025** – In January 2021, the GWC led the launch of the Implementation Plan for the WASH sector’s Road Map 2020 – 2025. This included the CAST leading on endorsement by 13 Emergency Directors representing key WASH agencies working in the humanitarian sector. In March 2021, the GWC spearheaded the restructuring of the governance model for the WASH sector’s Road Map 2022 – 2025 and handed over leadership to the two co-Chairs elected from Save the Children and the SDC.
- **Positioning of the WASH sector in the Covid-19 response** – The CAST continues to be involved in advocating for the WHO/UNICEF co-led initiative, Hand Hygiene for All, with international partners, national governments, public and private sectors, and local actors.<sup>6</sup> The CAST has promoted the initiative at the country level, through the development of road maps, was an active member of the Monitoring Working Group and was also part of the Steering Committee for the Covid-19 Hygiene Hub. The learning brief on the impact of Covid-19 on coordination and information management identified key issues and gaps for NHC, mainly around the lack of inter-sectoral collaboration and representation of the WASH sector with Health, IPC and RCCE working groups. The brief also identified good practice, lessons learnt on how NHCs raised the profile of Hygiene during Covid-1 and also how remote coordination allowed more national NGOs to participate in coordination fora. The brief eventually highlighted the adapted tools and processes used by NHCs in key humanitarian contexts with regards to coordination, remote response monitoring or needs assessments.
- **Humanitarian-Development-Peace Nexus (Triple Nexus)** – Aligned with the Grand Bargain commitments on the Triple Nexus, the CAST has continued to increase the inclusion of the humanitarian agenda within the development WASH sector. Through a collaborative partnership with the GWN, WA, and UNICEF, the CAST has co-hosted advocacy events in February and August 2021 focused on the importance of the Triple Nexus and promoting the harmonisation of the ways of working between humanitarian, development and peace actors. There has also been significant work carried out to define a Theory of Change to guide the partnership. This is also one of the key initiatives that have been prioritised in the WASH sector’s Road Map 2020 –2025.
- **Inter-cluster/sector collaboration** – The CAST has continued to focus on inter-cluster/sector collaboration aimed to systematically position and promote the WASH sector. This has involved close collaboration with the Global Health Cluster (GHC), the Global Nutrition Cluster (GNC), and Global Food Security Cluster (GFSC) along with the Global Task Force on Cholera Control (GTFCC), led by WHO and the Country Support Platform (CSP), led by IFRC on key inter-sectoral issues including public health outbreaks and risk of famine, food crises, and malnutrition. This has included co-hosting key events at the GHC and GNC meeting, along with the GWC’s Satellite Events and the joint launch of the [Inter-Cluster Statement on Famine and Food Crisis](#) by the GHC, GNC, GFSC and GWC in September 2021. In addition, the CAST remains an active partner of the WASH sector’s Road Map 2020 – 2025 initiative focused on inter-sectoral collaboration.
- **Advocacy** – As part of the GWC’s Strategic Plan 2022 – 2025, increased emphasis has been placed on the need for the design of a package to support advocacy for humanitarian coordination, at global and country levels.

<sup>6</sup> The initiative focuses on supporting the most vulnerable communities with the means to protect their health and environment, particularly in light of Covid-19.

At the global level, this includes addressing the need for advocacy for effective and accountable humanitarian coordination through key events, such as [Stockholm International Water Institute's \(SIWI\) World Water Week 2021](#) and the [FST and coordination session](#).

#### MAIN CONSTRAINTS

- **Inter-cluster collaboration** – Unfortunately, the consultancy launched to support further work in this area has been delayed and will be followed up in 2022.
- **Advocacy** – There is a recognized need to increase CAST's capacity to advance advocacy for effective and accountable humanitarian coordination. While that has recently been supported by SDC through a dedicated human resource, this is an area of work that still requires additional resourcing for the GWC. This requires increased engagement with donors to support a dedicated role as part of CAST to further advance this critical component of the GWC's Strategic Plan 2022 – 2025.

#### PRIORITIES FOR 2021

- **WASH sector's Road Map 2020 - 2025** – The CAST will continue to maintain a close working relationship and regular collaboration with the newly established Road Map Secretariat. The CAST will continue to play an active role in leading, co-leading, participating, and contributing across different initiatives, and as a key member in the Executive Committee and Steering Committee. The CAST will also provide support to the Road Map Secretariat for the Board Meeting planned for early 2022.
- **Humanitarian-Development-Peace Nexus (Triple Nexus)** – The CAST will continue work in close collaboration with GWN, SWA, and UNICEF to create the shared vision, and to develop the Joint Operational Framework (JOF) with key stakeholders from the WASH sector. The GWC will support future advocacy events on the Triple Nexus, through a series of regional events planned in 2022 and at key forums like SIWI's World Water Week 2022.
- **Inter-cluster/sector collaboration** – The CAST will re-launch the consultancy aimed at producing a JOF and evidence-based advocacy briefing notes focused on the importance of inter-sector/cluster collaboration. The CAST will also work closely with other key clusters, such as Health, Nutrition, and Food Security to co-convene advocacy events on topics related to public health outbreaks, risk of famine, food crises, and malnutrition to further promote collaboration across clusters and sectors. The CAST also remains an active partner of the WASH sector's Road Map 2020 – 2025 initiative focused on inter-sectoral collaboration.
- **Advocacy** – The CAST will continue to place a priority on developing a systematic framework to advocate for effective and accountable humanitarian coordination at global and country levels. This will continue to build upon the achievements already made at the global levels and an innovative toolkit and information products will be designed that can be adapted by NHCs in different contexts. At country level, an advocacy toolkit is expected to be produced to support national coordination platforms with advocacy efforts. This requires a dedicated human resource, and further engagement with donors for investment, in order to fully achieve the expectations on advocacy efforts that have been identified as part of the development of the GWC's Strategic Plan 2022 – 2025.

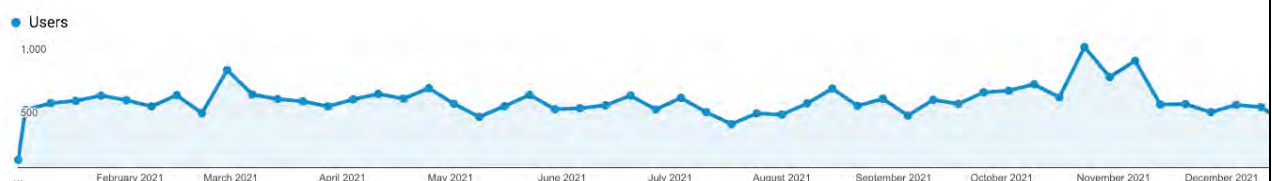
#### 4.4 Strategic Objective # 4 – Provide humanitarian WASH actors a timely access to appropriate and accurate knowledge on coordination and response

The GWC continues to commit to a strategic approach to knowledge management and advocacy to directly support NHCs. The GWC has reviewed the knowledge management processes to strengthen information sharing, streamline communications with key stakeholders and ensure key GWC and KM platforms are strengthened to generate lessons learned for NHCs and GWC partners.

## KEY ACHIEVEMENTS

- Realtime Assessment of WASH Coordination** – In cooperation with Tufts University, the CAST has published a real-time assessment of the effectiveness of humanitarian coordination in Bangladesh (Cox’s Bazar), the Democratic Republic of the Congo (DRC), and Yemen. The study aimed to better understand the value of humanitarian coordination in the humanitarian response and to validate 2019’s Theory of Change. This had led to the Core Function review tool, known as the Minimum Requirements. The revision aims to ensure that the tool used by the GWC is ‘fit for purpose’ and complementary to the CCPM from the HPC.
- Knowledge Management and Covid-19** – The strong collaboration with the Hygiene Hub has continued this year through joint communication and knowledge management plans, as well as the dissemination of joint learning briefs and webinars on the monitoring of Covid-19 prevention programmes. Communication and knowledge exchange strategies were strengthened, and common messages were articulated to promote the Helpdesk and to raise the profile of hygiene with key stakeholders, at global and country levels. The GWC and CAST successfully co-lead the development of the [learning brief on coordinating and managing information](#) during the COVID-19 pandemic in collaboration with the Covid-19 Hygiene Hub, the Global Handwashing Partnership, The RCCE Collective, and the Hand Hygiene for All Initiative.
- Coordination Toolkit** – The [CTK](#) provides guidance, tools, and field examples on the core coordination functions for humanitarian coordination for the WASH sector. More than 2,000 users visited the CTK between January and December 2021. These users searched and downloaded key resources on needs assessment, core WASH indicators, visual and reporting templates guidance on quality assurance. The CTK is continuously updated by the CAST, with support from the FSTs and NHCs.
- GWC Website and Resource Centre** – In 2021, more than 23,000 users accessed the GWC website with 67’000 pageviews (see *Figure 2*). – the main sections visited are the Covid-19 resources, the Resource Center and the Coordination Toolkit. More than 5,000 unique users visited the [GWC’s Resource Centre](#) between January and December 2021. These users searched and downloaded evidence-based technical WASH publications and documents containing key information to support WASH responses. The top downloads included technical guidance and research on drinking water security, MBP, cholera outbreaks areas targeted interventions, and gender in WASH.

**Figure 2. GWC Website Traffic – January to December 2021**



Source. Global WASH Cluster (2022)

- Communications** – Using analytics and key informant interviews, a review of the current GWC’s communication practices and knowledge management was finalized in late 2021. As such, the CAST has [streamlined communications](#) in 2021, this includes publishing and sharing 11 [Monthly Newsletters](#) with over 1,700 members of the GWC’s mailing list. The CAST has also increased its engagement on social media with campaigns on [Twitter](#), a dedicated [LinkedIn group](#) to expand the professional network for coordination-related positions and opportunities, and has a dedicated [Youtube channel](#). The systematic approach to social media engagement by the CAST has resulted in expanding the GWC’s Twitter “followers” by 25 per cent, to over 1,700 followers since September 2021, and has increased engagement in social media on average of 2,000 profile visits per month. Social media engagement has also been used to focus on key advocacy events, such as the GWC’s Annual Meeting and SIWI’s World Water Week 2021.

- **Ongoing learning and evidence initiatives** – The CAST has been working on mapping localisation with support from the GGCU's Localisation Specialist to generate evidence and learning on how to strengthen the participation and leadership of local and national actors in humanitarian coordination. In addition, the CAST has been working in close collaboration with the GCCU's GBV Specialist on GBV risk mitigation through real-time monitoring of access and barriers to WASH services to better understand the risks faced by women and girls.

### MAIN CONSTRAINTS

- **Realtime Assessment of WASH Coordination** – Due to Covid-19 restrictions, the planned fieldwork and travel were cancelled which delayed the production of the final reports, as all data collection was shifted virtually. In addition, this also caused a delay in the rollout of the Core Function review, known as the Minimum Requirements.
- **Knowledge Management and Covid-19** – Since January 2021, there has been a considerable decrease in the dissemination of Covid-19 related strategies, technical guidance, training, webinars, and events in the WAS sector. This led the CAST to shift the focus from information gathering and sharing to the development of joint lessons learned with the Hygiene Hub on the impact of Covid-19 on humanitarian coordination, which has incurred delays as all consultations have been conducted remotely.

### PRIORITIES FOR 2021

- **Minimum Requirements for WASH Coordination** – The CAST, with support from the FST has undertaken a review of the minimum requirements for coordination for the 30 NHWCP platforms. The review has used the tools adapted by Tufts University for the Minimum Requirements in 2021. The review has been rolled out in a complementary manner with the CCPM that NHWCPs implement with partners and the report will be available in early 2022.
- **Knowledge Management for Coordination** – Covid-19 KM activities have been quite intensive for the CAST, who has been downgrading these activities in late 2021 to focus on operational KM coordination activities, the coordination toolkit and advocacy for NHWCPs in 2022. The GWC will continue maintaining its resource center in 2022, whilst also engaging on the WASH Hub (a new broad WASH sector KM platform) initiative with the roadmap.
- **Communications** – The CAST will implement key strategic communication activities in 2022 and revise the GWC website, social media, online communications, and knowledge management processes (internal and external). The new GWC website will be launched in March 2022.
- **Other learning and evidence** – The localisation agenda will move forward through a diverse range of channels, including the development of a survey to NHWCPs and the GWC's to map localisation initiatives; the revision of the Government-Led training, known as GoLWiE; the mainstreaming of localisation in key technical guidance and toolkits; and the scaling up and localisation of the capacity building and learning. The GBV risk mitigation will continue to be focused on by the CAST, including the launch of the PCP Coordinator role, hosted by NORCAPS and NRC; the roll-out of technical support to NHWCPs on mainstreaming of gender and GBV in the 2022 HNOs and HRP; the integration of gender and GBV in training; the launch of operational research on Women, Women Rights Organizations (WROs) focused on increasing participation and engagement in humanitarian coordination; the support to the NHWCP in South Sudan to pilot women's participation project in partnership with the International Organization for Migration (IOM); and the launch of a mentorship programme for core coordination functions.

## 5. PROGRESS OF TECHNICAL WORKING GROUPS

There are three GWC's TWiGs that focus on key areas of operations of Cash and Markets, FSM, and Hygiene Promotion.<sup>7</sup>

### 5.1 Cash and Markets

The [Cash and Markets TWiG](#) aims to strengthen the understanding of and engagement of WASH practitioners on MBP, as well as to explore and build evidence on MBP for the WASH sector. The TWiG has played a major role over the past four years in mainstreaming MBP into the WASH sector. The TWiG is led by the German Toilet Organization (GTO).

TWiG members: ACF (Spain/France), CaLP, CARE, CRS, Cash and Voucher Assistance Consultant, GTO, CAST, ICRC, IFRC, Oxfam, NCA, NRC, Response International, Save the Children, SI, UK Red Cross, UNICEF, World Vision International (WVI).

#### KEY ACHIEVEMENTS

- Operational Support** – The revision of the guidance on MBP for humanitarian WASH practitioners has been finalised, through a consultancy support by Oxfam and the German WASH Network (GWN). It focused on strengthening the chapters on Assessment, Monitoring and Coordination and cross-cutting issues, including localisation, gender, and GBV. The TWiG also conducted a mapping exercise to identify priorities with operational support and capacity building as areas of highest priorities, along with the creation of an inventory of lessons learned, the MBP 4 WASH repository, and a Helpdesk.
- Capacity Building** – This training has been shifted from face-to-face learning to online and virtual options using a combination of self-directed sessions, webinars, and group exercises. The training has been delivered in Yemen and Iraq from February to April 2021, with participation from 30 WASH and Cash and Market professionals across 24 organisations. Since 2020, 71 participants across 43 organisations have been trained, including course delivery in Somalia, Latin America, and the Caribbean region and Cameroon in English, French and Spanish. This training was revised in late 2021 to build on lessons learnt from the 2020-2021 pilots and the revised MBP for WASH guidance.
- Knowledge Management** – The review of lessons learned on Cash and MBP for the WASH sector was completed and the online GWC Resource Centre repository was updated with new resources. In addition, the Evidence Building for Cash and Markets for WASH in Emergencies report is under finalisation, including the Summary Report available in Arabic, English, French, and Spanish. The TWiG mapped out options to develop an external MBP 4 WASH repository and a Helpdesk in order to prepare for a transition from GWC to a Community of Practice supported by the Road Map WASH Hub.

#### MAIN CONSTRAINTS

- Operational Support** – Due to uncertainties related to funding constraints, there have been delays in the implementation of activities in the TWiG's work plan, such as the repository and helpdesk.

#### PRIORITIES FOR 2021

- Operational Support** – The revision of the guidance on MBP for humanitarian WASH practitioners will be finalised and will focus on strengthening the chapters on Assessment, Monitoring, and Coordination with the lens on cross-cutting issues, such as localisation, gender, and GBV.
- Capacity Building** – The first pilot of the online training has been revised by Save the Children, based on the updated MBP guidance and lessons learned from the five online courses already delivered.

<sup>7</sup> The GWC has phased out the Quality Assurance and Operational Research TWiGs as of 2020, as both are included in the WASH sector's Road Map 2020 – 2025.

The training revision was supported by WASH and Cash "Subject Matter Experts". It will be rolled out in January- February 2022. A Training of Trainers (ToT) will follow in early March 2022. In addition, the training course will be translated into French, as kindly requested by Bioforce to integrate it as part of their 2022 academic curriculum.

- **Knowledge Management** – The TWiG and the WASH Hub will coordinate to agree on a repository and helpdesk platform for the community of practice to keep supporting Cash and Market for WASH beyond the GWC umbrella.

## 5.2 Faecal Sludge Management

The [FSM TWiG](#) supports the GWC partners agreement to improve sector approaches, tools, and capacities to tackle FSM in emergency responses over a five-year plan. This focuses on improving knowledge management and sharing to strengthen technical expertise in this area. The TWiG is led by the Netherlands Red Cross/DSS and chaired by Oxfam and SI.

TWiG members: ACF, Bremen Overseas Research and Development (BORDA), Eawag, GTO, GWC, IFRC, IHE Delft, IOM, MSF (Médecins sans frontières)-the Netherlands, Netherlands Red Cross (NLRC), Oxfam GB, SI, UNHABITAT, UNHCR, UNICEF, the Foreign, Commonwealth & Development Office (FCDO), and Waste Netherlands.

### KEY ACHIEVEMENTS

- **Operational Support** – The FSM standards have been validated by the TWiG members and shared with partners. The TWiG has provided direct support to NHCWPs with sanitation/FSM challenges in Ethiopia, Mozambique, and Sudan. The TWiG has followed up on the work plan developed in 2020, with each of the seven workstreams lead by contributing agencies. There has also been a monthly TWiG Management meeting and two general FSM TWiG meetings held in 2021. The NLRC was re-elected as chair of the TWiG for another 12 months in November 2021.
- **Knowledge Management** – The TWiG's management team has led the in-depth [FSM Gap analysis](#), targeting WASH practitioners in the field with FSM experience. The gap analysis aims to ensure that the TWiG's operational support aligns with the needs and priorities of the field. In addition, the [Octopus Platform](#) has been translated into Drupal 8 to help with the integration into the GWC website. The FSM TWiG participated in the GWC's Satellite Events and hosted a Spotlight Session at the FSM 6, presenting the FSM standards and guiding a discussion on the position of the standards in relation to governmental law and regulations and sanitation standards for emergencies. The TWiG also supported the development of a Sanitation terminology factsheet. In addition, a proposal has been awarded by the Bill and Melinda Gates Foundation (BMGF) to fund the Humanitarian Sanitation Hub, as part of an FSM TWiG initiative that is also linked to the WASH sector's Road Map 2020 – 2025.

### MAIN CONSTRAINTS

- **Operational Support** – While some of the workstreams have been very active, others have not demonstrated significant progress, due to a lack of leadership by the contributing agencies. Due to Covid-19, there is less capacity to roll out FSM activities due to the extra workload on the TWiG members.

### PRIORITIES FOR 2021

- **Operational Support** – the TWiG will advocate for the integration of the FSM standards to the SPHERE Handbook or other meaningful references.
- **Knowledge Management** – The Humanitarian Sanitation Hub will be launched, as well as a more formalised Helpdesk support, as planned in the BMGF proposal.

## 5.3 Hygiene Promotion

The [Hygiene Promotion TWiG](#) was re-activated in April 2020 to respond to the Covid-19 pandemic and to strengthen the coordination of hygiene promotion with NHCWPs, by building capacity and increasing knowledge exchange with WASH partners. The TWiG is led on a rotating basis by different partners. The Hygiene Promotion TWiG is chaired by members on a rotating basis. TWiG members: ACF, Save the Children, OXFAM, RANAS, GTO, GWC, IFRC, Oxfam, SI, UNICEF, LSHTM, CRS, International Medical Corps (IMC), WVI, International Rescue Committee (IRC), Handicap International, UNHCR, United Nations Fund for Population Activities (UNFPA), Menstrual Hygiene Management (MHM) focal point (UNFPA).

### KEY ACHIEVEMENTS

- **Operational Support** – While the TWiG has decided to continue to support coordination on Covid-19, the pandemic has highlighted historical shortfalls in hygiene promotion. This has resulted in the TWiG broadening the ToR to address strategic and operational issues related to hygiene promotion in the humanitarian WASH sector. The TWiG has also hosted a series of discussions and consultations on the future direction including disseminating a survey to NHCWPs on preferred communication channels and convening a session at the GWC’s Satellite Event. The TWiG revised the ToR focused on strengthening the coordination of hygiene promotion in humanitarian crises and Covid-19 prevention in these settings. The TWiG’s governance structure has been formalised with the election of a chair and co-chair for the management of the group. The work plan has been revised, with a focus on operational support, capacity building, knowledge management, and advocacy.
- **Knowledge Management** - The TWiG developed a repository of hygiene promotion-related training. The TWiG has also developed a summary document of approaches for remote communication with communities during Covid-19, published on the Hygiene Hub. The TWiG has supported the revision of the Hygiene Promotion Compendium, under development by the GWN.

### MAIN CONSTRAINTS

- **Operational Support** – Despite efforts to strengthen the link with other global initiatives and key sectors, like Health, challenges remain and require increased engagement. Noting the emergence of a high number of initiatives due to the Covid-19 pandemic, it has become increasingly challenging to ensure all the necessary linkages.

### PRIORITIES FOR 2021

- **Operational Support** – The TWiG will implement the workplan developed in late 2021, focusing on operational support, capacity building, knowledge management and advocacy. The TWiG contributed to the development of the HP Compendium led by the German Toilet Organisation.
- **Knowledge Management** – The TWiG will continue to add training and additional resources to the WASH repository, linking with the WASH Hub initiative for a future transition to the WASH Sector.

## 6. MAJOR ONGOING WASH INITIATIVES

### 6.1 WASH sector’s Road Map

In 2020, the WASH sector’s Road Map 2020 - 2025 and its Implementation Plan were launched and articulate an innovative approach aimed at enhancing the capacity of the WASH sector to deliver a predictable, quality humanitarian response through strengthened collective commitments and strategic partnerships. This change agenda puts forward the urgent action required to bolster the sector and pinpoints the paramount importance of the capacity and resources needed to deliver quality WASH responses.

### KEY ACHIEVEMENTS

- **Governance** – In March 2021, the GWC spearheaded the restructuring of the governance model for the WASH sector’s Road Map 2022 – 2025 and handed over leadership to the two co-Chairs elected from Save the Children and the SDC. The Road Map Secretariat has been established, through the support of SDC. In July 2021, with the endorsement of the SAG, the CAST has re-focused the engagement across the different Road Map initiatives, taking into consideration the Annual Work Plan and in anticipation of the launch of the GWC’s Strategic Plan 2022-2025. The CAST remains actively engaged in 14 out of the 17 initiatives, and has increased its role in participating and contributing, shifting from leading and/or co-leading. A communication was shared in August 2021 by the Road Map Secretariat to inform the broader members of this change.
- **Advocacy** – The CAST has continued to support advocacy for the WASH sector’s Road Map 2020 – 2025 in key events showcasing this in the 25<sup>th</sup> GWC Annual Meeting, the GWC’s Satellite Events, and the GHC and GNC meetings.

### MAIN CONSTRAINTS

- **Governance** – With the Covid-19 restrictions, there has not yet been an opportunity for the Road Map Secretariat to convene in-person meetings with key stakeholders, as all consultations have been conducted remotely.

### PRIORITIES FOR 2021

- **Governance** – The CAST will continue to promote and engage in the WASH sector’s Road Map 2020 – 2025 and the rollout of the Implementation Plan. The CAST will continue to play an active role in leading, co-leading, participating, and contributing across different initiatives, and as a key member in the Executive Committee and Steering Committee. The CAST will also provide support to the Road Map Secretariat for the Board Meeting planned for early 2022.
- **Advocacy** – The CAST will continue to collaborate with the Road Map Secretariat on key advocacy events, as appropriate.
- **Resource Mobilisation** - The estimated cost of the Implementation Plan over five-years is US\$ 15.5 million. For 2021, requested funding is US\$ 3.8 million, with US\$ 2.2 million secured or 61 percent, or 75 percent for the eight priority initiatives. The CAST will co-convene a launch event with the Steering Committee targeting the GWC’s Donor Consultative Group to advocate for and to support resource mobilization efforts.

## 6.2 WASH Severity Classification

The GWC, in partnership with UNICEF and REACH, is spearheading the development of the WASH Severity Classification (WSC). It is an operational tool that uses a five-phase approach to quantify the number of people in need with the ability to classify the severity and drivers of WASH needs and vulnerabilities.<sup>8</sup> The WSC is a “game-changing” approach that aims to provide the WASH sector with the agility to predict and respond to WASH crises, through robust needs monitoring and early warning systems. By identifying a range of risks and vulnerabilities, the WSC will maximize results, drive decision-making for investment and mitigate emerging crises.

<sup>8</sup> This multi-dimensional approach centres on an integrated analysis of key data, including WASH access and usage, behaviours and practices, quality and reliability, disease prevalence and mortality, and malnutrition. It also has the potential to address a diverse typology of crises, from public health emergencies, such as COVID-19, to natural disasters, like droughts and floods.

### KEY ACHIEVEMENTS

- **WSC Roll Out** – The WSC has been scaled up for the rollout in 20 HRP countries. Since March 2021, a total of three “full” implementations have taken place in [South Sudan](#), [Niger](#) and [Iraq](#). The remaining 17 countries for the “light” implementations have all been launched and are under completion.<sup>9</sup>
- **Feasibility study** – The study and final report is under completion and aims to define the future hosting arrangements, governance structure, and options for the operational model for the WSC. As part of this study, over 70 key informants from across the humanitarian sector were consulted including national governments, local actors, international organizations, UN agencies, academic institutions, and donor agencies.
- **Academic review** – The academic review has been completed for the WSC by Tufts University. The desk review of the WSC protocols, including the methodology, tools, and analysis process was conducted, along with a case study on the roll out of the WSC in South Sudan. The review assessed the existing approaches to early warning and forecasting analysis, in order to strengthen this aspect of the WSC. The findings of the review, along with the lessons learned gathered during the rollout will inform the future development of the WSC.

### MAIN CONSTRAINTS

- **WSC Roll Out** – With the Covid-19 restrictions, the development of the WSC and rollout has been shifted to a hybrid approach of in-country and remote support. This has been led by the WSC Development Team, with engagement from NHCs and oversight from the Steering Committee and Technical Advisory Group, along with the GWC and UNICEF. This has resulted in a shift from five to three “full” implementations, as the hybrid approach has proven to take more time to roll out than initially expected.

### PRIORITIES FOR 2021

- **WSC Roll Out** – The WSC will complete the “light” implementations in Afghanistan, Bangladesh (Cox’s Bazar), Burkina Faso, CAR, the DRC, Ethiopia, Honduras, Libya, Madagascar, Mali, Mozambique, NE Nigeria, Somalia, Syria, Sudan, Venezuela, and Yemen by February 2022.
- **Feasibility study** – The study will be completed by February 2022, and the future hosting arrangements, governance structure, and options for the operational model for the WSC will be established throughout 2022.
- **Academic review** – In the early part of 2022, a panel of experts will carry out a structured review of the findings and recommendations from the academic review to determine the next steps for the future development of the WSC. This review will focus on the technical integrity and soundness of the WSC.

## 6.3 WASH Gap Analysis

In 2013, the Humanitarian Innovation Fund (HIF) and the Enhanced Learning and Research for Humanitarian Assistance (Elrha) published the first [WASH Gap Analysis](#).<sup>10</sup> As a follow-up to this, the CAST, Elrha, and Oxfam, with the support of Cranfield University and Tufts University, collaborated on an [update](#) to identify the priority gaps in humanitarian WASH responses, and influence funding decisions for the WASH sector. A Review Group was established with over 20 members from some of the largest operational agencies and funders involved in WASH research and innovation.

<sup>9</sup> A “full” implementation consists of the WSC analysis being conducted with all relevant partners through data collection and analysis as part of the joint analysis workshop, with verification of findings at the country level. A “light” implementation consists of the WSC analysis being conducted by a pool of global analysts, with verification of findings at the country level.

<sup>10</sup> The report identified the major challenges that require innovative solutions in humanitarian WASH and set out the key priorities for a range of WASH technical areas. Since, the HIF has invested significantly in funding and supporting innovation and research for the WASH sector, highlighting gaps in evidence, exploring the problems, and funding potential solutions.

### KEY ACHIEVEMENTS

- **2021 WASH Gap Analysis** – Based on the desk review, literature review, and data collection, the report of the 2021 WASH Gap Analysis was developed. This was based on a series of consultative meetings to discuss key findings and recommendations, including convening a session at the GWC’s Satellite Event. In addition, a cover note has been produced by the GWC, Elhra/HIF, and Oxfam, extracting important aspects from the report. In October 2021, the [WASH Gap Analysis](#) was launched and disseminated broadly. This is the most comprehensive global data collection of its kind. More than 1,700 people affected by crisis along with 700 in-country and global WASH practitioners have contributed views and experiences to this gap analysis, providing an important evidence base from which to set priorities for future WASH research, innovation, coordination and delivery.

### MAIN CONSTRAINTS

- **2021 WASH Gap Analysis** – Due to the Covid-19 restrictions, [data collection and group discussions](#) with WASH practitioners and the affected population were modified and carried out remotely. Despite this, the WASH Gap Analysis team successfully completed consultations with over 1,700 individuals globally.

### PRIORITIES FOR 2021

- **2021 WASH Gap Analysis** – The key findings and recommendations from the 2021 WASH Gap Analysis will be taken into consideration as part of the development of the GWC’s Strategic Plan 2020 – 2025 and disseminated broadly with national coordination platforms.

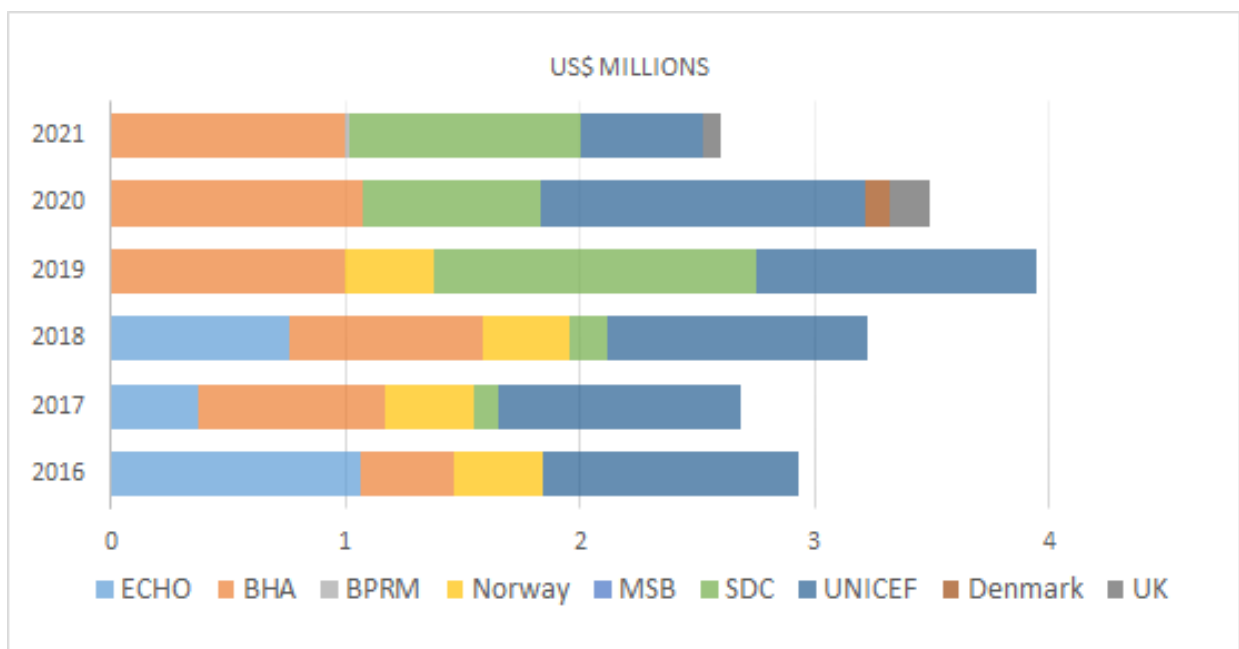


## 7. Financial Analysis of the 2016-2020 GWC Strategic Plan Implementation

### Funding

The GWC received US\$ 2.6 million as funding to implement the GWC’s Strategic Plan and activities this year, including the support provided to the FST.<sup>11</sup> These funds were decreased from last year, where US\$ 3.4 million was supported and have remained relatively stable, on average of \$3.2 million, over the period of 2016 - 2021 (see Figure 5).<sup>12</sup> The GWC remains dependent on a handful of main donors and as a result, the CAST works proactively to diversify funding sources. While donors allocate substantial funding to UNICEF for the WASH sector, internally the allocation of these funds to support the GWC is limited. The CAST will continue its efforts to increase investment in the donor base for the GWC, including key traditional donors and more broadly with the public private sector and foundations.

**Figure 5. Funding Trends for GWC from 2016 – 2021**



Source. Global WASH Cluster (2021)

### Allocation and Expenditures

The trend and breakdown of the allocations and expenditures for the GWC’s strategic priorities have remained steady over the period of 2016 – 2021 (see Table 2 and Figure 6). This has included, on average, key expenditures to operational support (57 per cent), CAST (28 per cent), capacity building (8 per cent), knowledge management (3 per cent), advocacy (1 per cent) and other (1 per cent) over this period.

**Table 2. Expenditures for GWC’s Strategic Plan**

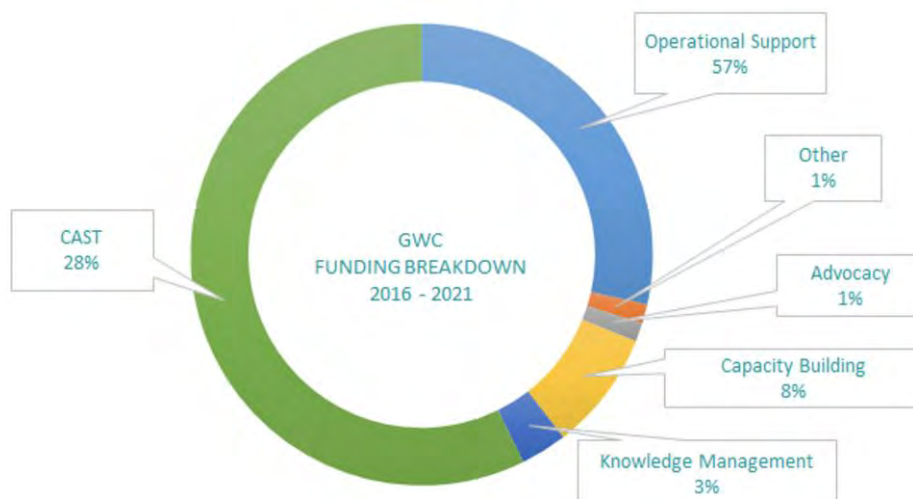
	2016		2017		2018		2019		2020		2021	
CAST	600,976	21%	598,162	22%	891,314	28%	828,285	32%	321,871	23%	717,033	45%
Other	91,335	3%	1,624	0%	184	0%	15,198	1%	31,858	2%	30,524	2%
Advocacy							121,010	5%	26,265	2%	22,504	1%
Capacity Building	398,484	14%	248,614	9%	30,000	1%	82,148	3%	221,464	16%	110,663	7%
Knowledge Management					65,570	2%	50,000	2%	169,495	12%	46,122	3%
Operational Support	1,836,770	63%	1,841,375	68%	2,242,489	69%	1,474,114	57%	599,438	43%	670,584	42%
<b>TOTAL</b>	<b>2,927,566</b>	<b>100%</b>	<b>2,689,776</b>	<b>100%</b>	<b>3,229,188</b>	<b>100%</b>	<b>2,570,755</b>	<b>100%</b>	<b>1,380,390</b>	<b>100%</b>	<b>1,597,429</b>	<b>100%</b>

Source. Global WASH Cluster (2022)

<sup>11</sup> This includes the allocation of \$1 million from BHA to the FST Consortium, led by ACF.

<sup>12</sup> This includes the support provided to the FST.

**Figure 6. Funding Breakdown for GWC from 2016 – 2021**



Source. Global WASH Cluster (2022)

With a funding need estimated at US\$ 2.7 million for 2021, without the contribution of the FST, there has been a funding gap of 60 per cent to implement the GWC’s strategic priorities. Despite the significant funding gap experienced by the GWC, most of the budget has still been allocated to Operational Support, which has continued to decrease throughout the years. In addition, Capacity Building and Knowledge Management continue to lack funding allocations in these areas, which has been chronic throughout the years. Overall, low funding allocations continue to limit the CAST’s ability to provide equitable support to progress all areas in the GWC’s strategic priorities, particularly for advocacy. This continues to be under funded, despite requiring dedicated resources, both human and financial.

## 8. Funding Trends of WASH Operational Responses in Priority Countries

### Funding Sources

The top ten donor agencies funded the humanitarian WASH sector in 2021 with a total of US\$ 486.3 million (see Table 3). This includes funding US\$ 393 million for HRPs and US\$ 93.3 million for non-HRPs.

**Table 3. Top donor agencies funding to the Humanitarian WASH Sector in 2021**

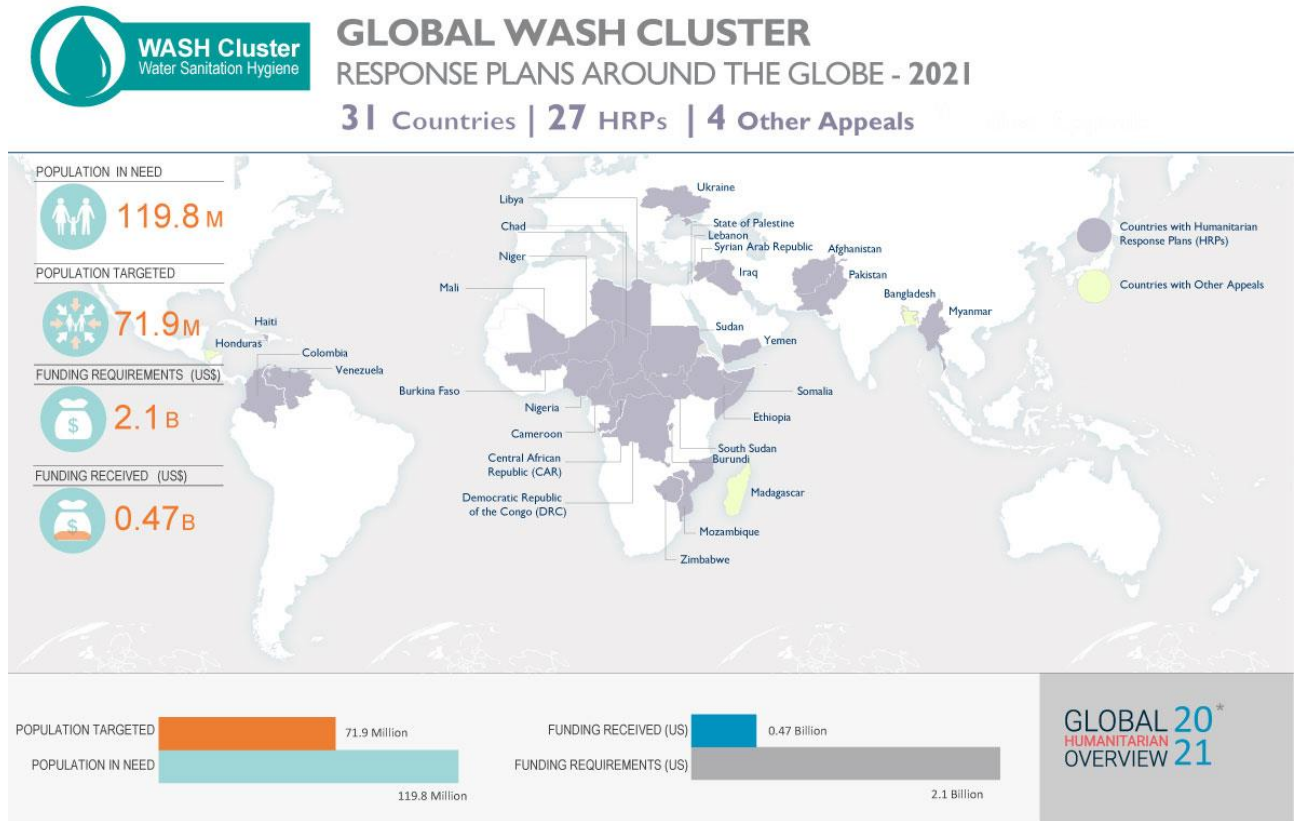
Donor Agencies	HRPs (US\$)	Non-HRPs (US\$)	Total Amount (US\$)
United States of America, Government of	132,567,389	7,114,957	139,682,346
Central Emergency Response Fund	68,126,966	5,060,818	73,187,784
Germany, Government of	34,222,038	30,721,165	64,943,203
United Nations Children's Fund	38,919,374	12,841,789	51,761,163
European Commission's Humanitarian Aid and Civil Protection Department	43,293,335	2,459,394	45,752,729
Japan, Government of	13,378,735	25,996,090	39,374,825
Yemen Humanitarian Fund	20,166,545	-	20,166,545
Syria Cross-border Humanitarian Fund	18,971,008	-	18,971,008
Italy, Government of	17,201,835	-	17,201,835
Switzerland, Government of	6,171,830	9,113,219	15,285,049

Source. OCHA Financial Tracking System (FTS) (2022)

### Overall Funding Situation of Humanitarian WASH Responses

In 2021, the GWC’s Global Response Dashboard tracked data across the 31 HRP countries, indicating the global population with WASH needs as 119.8 million people. Of those identified in the HNO, the WASH sector targeted 71.9 million people. Of the \$2.1 billion requested in the HRPs, only 22.6 per cent was funded, or US\$ 479 million (see Fig. 7).

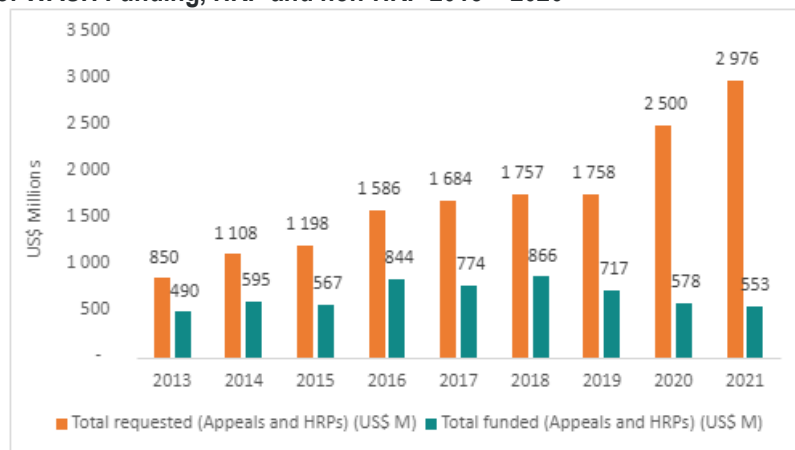
Figure 7. Global Response Dashboard 2021



Source. Global WASH Cluster (2021)

Globally, WASH funding has remained consistent compared to 2020 in terms of the percentage of total humanitarian funding dedicated to the sector. Despite increased needs, the trend for funding allocated to humanitarian WASH sector from 2013 to 2021 for HRPs and non-HRPs, has remained stagnant and has not exceeded more than 43 per cent, on average. Notably, there has been a significant decrease in funding allocations in 2020 and 2021, of 23 percent and 19 per cent, respectively (see Figure 8).

Figure 8. Evolution of WASH Funding, HRP and non-HRP 2013 – 2020



Source. Global WASH Cluster (2022)

## Funding for WASH Operational Responses in Priority Countries

The funding for the humanitarian WASH sector in 10 priority countries has continued to vary widely over the period of 2017 to 2021. The priority countries that continue to experience trends of decreased funding of HRP and non-HRP are Chad, DRC, Mozambique and Yemen, when comparing funding figures from 2020 to 2021. The priority countries that experienced trends of increased funding of HRP and non-HRP were Afghanistan, CAR, Ethiopia, Iraq, Somalia and Syria. (see full figure [here](#)).

## 9. CONCLUSION

Despite the challenges faced in 2021, the GWC continues to focus efforts on enhancing and strengthening effective and accountable humanitarian coordination for timely, predictable, and high-quality WASH responses. During the previous strategic cycle, the GWC has demonstrated innovation in the way that it has transitioned from a coordination platform, focused on operational support, to driving sector strategy and policy, able to influence decision-makers, as a ‘thought-leader’ for the WASH sector. This has been achieved through effective leadership and collaboration with key stakeholders by the CAST, despite the limited capacity and resources of the team.

The support to NHCs has resulted in improved identification of humanitarian needs and targeting of the affected population, leading to an improved response plan for the WASH sector, aligned with the HPC in 30 priority countries. The FST has contributed to this by providing surge support, in-country, virtual and remote through key activities like deployments, capacity building and mentoring, and hosting webinars. With the shift of remote learning opportunities, the GWC has continued to build the capacity of the core functions of coordination, information management, and assessment, along with thematic areas related to MBP approaches and WASH and Epidemiology. Investments in formal learning opportunities were also achieved, with the launch of the online courses for Humanitarian WASH as part of the IHE-Delft’s GDPD. Knowledge management to promote learning and information sharing was further enhanced, using key resources such as Monthly Newsletters and CTK. There has also been an increased focus on broadening the scope of sectoral coordination and a shift towards innovative approaches that support effective leadership and strengthen inter-cluster/sectoral collaboration by the CAST with key stakeholders to better position the GWC and the WASH sector.

Taking into consideration the learning from the previous strategic cycle, the GWC’s Strategic Plan 2022-2025 articulates a system reset to focus on the core mandate of enhancing effective and accountable coordination by strengthening the core coordination functions, deepening coordination through localisation and broadening collaboration within and beyond the WASH sector across a diverse range of stakeholders. This change in strategic direction will enable the GWC to achieve its vision and mission and focuses on three Strategic Objectives and seven Outcomes to support the delivery of the objectives. The GWC’s Strategic Plan 2022-2025 renewed focus to provide excellence in humanitarian coordination aims to shape the future of humanitarian coordination and ensure that the GWC continues to spearhead coordination of WASH outcomes for those most affected by crises.



**WASH Cluster**  
Water Sanitation Hygiene



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