



Global Water Sanitation and Hygiene (WASH) Cluster Strategic Plan 2016 to 2020

Prepared on behalf of the Global WASH Cluster by
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ABBREVIATIONS AND ACRONYMS

CAST	Cluster Advocacy and Support Team
CLA	Cluster Lead Agency
CC	Cluster Coordinator
CCRM	Cluster Coordination Reference Model
FST	Field Support Team
GWC	Global WASH Cluster
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
IASC	Inter-Agency Standing Committee
IM	Information Management
L2	Level 2 system-wide emergency
L3	Level 3 system-wide emergency
SAG	Strategic Advisory Group
TA	Transformative Agenda
ToR	Terms of Reference
UNICEF	United Nations Children’s Fund
WASH	Water, Sanitation and Hygiene

1. INTRODUCTION

Access to water, sanitation, and hygiene promotion (WASH) are crucial to human dignity, are vital elements of preventive and public health and can contribute significantly to saving lives, and reducing morbidity. Disruption to WASH services can be acute as a result of disasters and crises, the impact of which affects women, men, boys and girls and can have more adverse negative effects on vulnerable groups in a given context.

For example, women and girls can be placed at higher risk through their gender assigned role of caregivers and water collectors or socially marginalised groups, including the disabled, elderly, those affected by HIV/AIDS and ethnic minorities are also likely to encounter additional challenges. Moreover lack of equitable access to WASH facilities can lead to loss of productivity and forms a major barrier to development efforts and sustainable growth both post disaster and during recovery. WASH responses are critical in humanitarian emergencies and remain a priority throughout humanitarian crises where WASH does not stand alone, but can contribute to health, nutrition, livelihoods, education and protection outcomes.

The Inter-Agency Standing committee (IASC) cluster system was initiated in 2005 as part of the humanitarian reform to improve the predictability and effectiveness of humanitarian assistance in response to emergencies. In 2011, the IASC Transformative Agenda (TA)¹ was established to build and improve on how the humanitarian system operates. It provides clear guidelines for collective action in humanitarian emergencies with a range of protocols on leadership, preparedness, accountability, and effectiveness.

The Global WASH Cluster (GWC) has the primary mandate of *“strengthening system-wide preparedness and coordination of technical capacity to respond predictably to humanitarian emergencies, and provide clear leadership and accountability in the main areas of humanitarian response.”*² As priority, the GWC exists to support the achievement of the six core coordination functions at country level as described in the TA³, that support the effective and predictable delivery of appropriate WASH for those affected by an emergency.

The GWC is led by UNICEF as CLA and made up of 32 member agencies at Global level, UNICEF and the GWC membership have designated The CAST to manage GWC with a Strategic advisory Group (SAG)⁴. The Global WASH Cluster refers to all the members and stakeholders involved, therefore the GWC Strategic Plan is for all its members who are expected to contribute to the achievement of the plan and its objectives through participative engagement and partnership with The CAST and GWC members at global and country level.

Overall, the GWC is committed to (1) supporting agencies providing WASH services to those affected by emergencies, (2) ensuring the quality and coherence of the assistance, and (3) ensuring that the assistance is provided in a manner that is equitable, culturally acceptable and protects the dignity of

¹ <https://interagencystandingcommittee.org/iasc-transformative-agenda>

² https://www.humanitarianresponse.info/en/system/files/documents/files/cluster_coordination_reference_module_2015_final.pdf

³ Now 6+1 core functions

⁴ See Ways of Working of GWC for details on functions: GWC members, SAG, CAST.

the populations affected by crises. This GWC 2016-20 strategic plan describes how the GWC intends to deliver on these commitments.

2. RATIONALE FOR THE GWC STRATEGIC PLAN 2016-2020

This section explains the thinking behind the focus of the 2016-20 GWC Strategic Plan. It includes the main factors that were taken into consideration during its development. These are the lessons learnt during the implementation of the previous plan, how the operating environment has changed, the CLA theory of change and the expectations of the GWC stakeholders going forward.

2.1 2011-15 STRATEGIC PLAN LESSONS LEARNT⁵

The GWC's maturity since the humanitarian reform resulted in comparatively strategic thinking behind the previous 2011-15 strategic plan, which facilitated coherence with the IASC principles and standards. This helped align global thinking and the work of national clusters, particularly where there was strong engagement between the national platforms and the GWC. However, a top-down development process resulted in a weakness in capturing of and tailoring to national needs, whilst limited dissemination to the field and/or communication about its purpose resulted in a lack of familiarity with the plan at national level. The strategy's detachment from operational tasks exacerbated the perception that there was limited value in being aware of it.

The 2011-15 plan was considered most relevant in guiding the operational support to newly established national WASH clusters, particularly in the areas of coordination (including information management (IM) in large scale emergencies. However, early successes in supporting emergency preparedness flagged during the latter half of the plans' implementation highlighted the need to reprioritize and restructure country support.

The absence of a robust monitoring and evaluation framework for GWC activities negatively impacted the GWC's ability to recalibrate plans based on evidence-based learning. The lack of progression around proposed advocacy and knowledge management outcomes was an area of concern, whilst transition and deactivation from the cluster approach to other models of coordination did not receive sufficient attention. This was partly attributable to the GWC having to support backstopping activities over strategic priorities due to resource constraints.

2.2 CHANGES IN THE GLOBAL ENVIRONMENT AND EFFECTS ON THE GWC

The operating context for the GWC has changed markedly in the last 10 years. Whilst single-event, natural mega-disasters remain a constant, there has been a proliferation of complex and protracted emergencies. This has had significant effects on how the humanitarian system operates; the number of people requiring international humanitarian assistance has nearly doubled in the past 10 years and the

⁵ Information presented in this section is primarily based on the findings of the research conducted by Avenir Analytics (see section 3.2); specific literature is referenced.

length of time they require support has extended. As a result, the relative amount of funding and capacity of the sector has decreased significantly⁶.

In addition to protracted crises, evolving scenarios such as increased migration, urbanisation, and climate change have diversified the range of needs and made the delivery of assistance increasingly challenging and expensive. Humanitarian and development activities are becoming more intertwined and national governments, and in some cases non-state actors, have a stronger capacity to design and coordinate the delivery of assistance. This is partly in reaction to changes in modes of delivery and partly because of capacity development efforts over the years by the international community⁷.

As a result there has been a shift in the focus of the GWC support which will continue into the coming strategy. The types of support requested over past 8 yrs has evolved from establishing cluster mechanisms at country level and raising awareness of the importance of coordinated response to refining and improving quality of coordination for response, renewing joint commitments and accountability in coordination and a strong focus on supporting Government coordination and / or transitioning to Government led coordination modules.

The projected requests for GWC support will require a prioritization of countries based on specific criteria and a tailoring of services to offer. The realities of new working environments, specifically access limitations, will require the GWC to increase flexibility by understanding and working with different groups (including political and private sector actors) and strengthening local level coordination with national actors. In addition, the GWC will need to work more strategically and operationally with other sector to improve programming and coordination effectiveness and quality. The GWC will also need to examine its role with respect to bridging humanitarian and development work and renew its focus on capacity building, specifically focusing on National Government and local actor capacity to lead coordination. Advocacy will become increasingly important - not just for cluster funding but recognising that emergencies are increasingly political in nature.⁸

2.3 THEORY OF CHANGE

Based on the evolving nature of the role of Global clusters as described above there is a positive re-emphasis that focuses on a people centred approach, quality of response and improved coherence at inter-sectoral level for joint outcomes.

In 2015 the UNICEF lead clusters and Areas of Responsibility (AoRs) jointly defined the following activities as central to improving quality and coverage of collective responses and ensuring accountability to affected populations through a coordinated approach:

- Improve delivery of core functions by maintaining surge capacity, promoting consistent regional level support to field based clusters, ensuring that clusters are adequately staffed and resourced, and working to embed the core function into existing processes and resource pools.

⁶ Development Initiatives, Global Humanitarian Assistance Report, 2015; OCHA, World Humanitarian Data and Trends, 2015.

⁷ Including ALNAP, State of the Humanitarian System, 2015.

⁸ Including ALNAP, State of the Humanitarian System, 2015.

- Adhere to sectoral standards such as Sphere, its companions (such as the WASH Minimum Commitments), and the Core Humanitarian Standard (CHS).
- Facilitate a timely and effective transition of clusters to national actors, improve support to preparedness to minimise the need for external support (or cluster activation), strengthen the continuum with sector coordination, and enhance linkages with development.
- Refine / develop, implement and promote practical methodologies to ensure accountability to affected populations.
- Implement sectoral interventions based on joint strategic planning with other clusters where programmatic synergies are likely to increase coverage, and undertake cross-cluster monitoring and evaluation.
- Work with donors and cluster members to build on and strengthen good practice in assessment, response planning and response monitoring through clusters.
- Leverage global level commitments from cluster partners to increase quality of response and scale-up where required.
- Delineate respective responsibilities (including CLA, SAG, CAST and GWC members) and understand and take action on non-compliance.

2.4 GWC STAKEHOLDERS EXPECTATIONS OF GWC STRATEGIC PLAN⁹

Based on the consultation there was strong consensus that coordination (including IM) support for national emergency WASH platforms should stay central to the GWC's role - including surge capacity (particularly for L3/L2 emergencies) and capacity building (including targeted support for clusters where performance monitoring highlights weaknesses). Global coordination and dissemination of knowledge, technical standards and standard operating procedures (SOPs) were also considered core to the role, while there was a recognition that these tools frequently needed to be improved. There is a strong recognition of the need to strengthen preparedness actions and to contextualise global support, particularly in complex environments.

In addition, it was felt that the GWC needs to strengthen engagement with other actors - including government, local actors and other relevant sectors - at strategic, operational and technical levels. Moreover, the GWC should provide greater support in transitioning from a cluster mechanism to other models of coordination, including provision of tools and / or tailored support to facilitate these processes. There is also a perceived need to better monitor the quality of support delivered by the GWC with corrective actions implemented where necessary. Other respondents stressed that knowledge sharing/management between GWC and the field should be strengthened and that the GWC should position itself more in thought leadership¹⁰.

However, there was also recognition of the dangers of the GWC overreaching and that in order to be effective, it would be necessary to be strategic and flexible while ensuring the scope is clearly defined. For example, distinguishing between cluster and sectoral coordination, ensuring that the GWC's activities are aligned and form stronger links with the CLA.

⁹ From research conducted by Avenir Analytics (interviews and survey).

¹⁰ One whose views on a subject are taken to be authoritative and influential (Oxford English Dictionary)

2.5 FOCUS OF THIS 2016-20 STRATEGIC PLAN

The core of the GWC Strategic Plan for 2016-20 reflects the synthesis of GWC commitments under the TA, lessons learnt from the previous plan, external drivers, cross-cluster thinking and GWC stakeholders' aspirations. The strategic objectives should meet the needs of the sector with deliverables that can be prioritised. Therefore, the GWC will focus its support on three areas:

1. Providing operational support to national platforms to deliver their core functions during preparedness, response, and transition.
2. Working at global and national level to capacity build WASH stakeholders' coordination capacity.
3. Advocating with all relevant stakeholders to ensure that Humanitarian WASH coordination is prioritised during emergencies.

3. DESCRIPTION OF THE STRATEGIC PLAN AND HOW IT IS USED

3.1 PURPOSE OF THE PLAN

The purpose of this plan is to guide the GWC's actions over the next five years in strategic and operational planning, innovation, communications and fundraising. More specifically:

- The Strategic Advisory Group (SAG) will use the plan to evaluate how the GWC is progressing in terms of achieving its stated aims and recommend any changes or corrective actions.
- The Cluster Advocacy and Support Team (CAST) will use the plan to guide the generation of an annual operational plan, of which progress will be monitored and shared systematically with the GWC membership.
- Donors will use the plan to guide funding decisions and allocations.
- Members will commit to the plan and use it as a tool for partnership and to guide their actions in regard to GWC engagement.

3.2 HOW THE PLAN WAS CREATED

The 2016-20 GWC Strategic Plan was developed through an extensive consultative process undertaken during early 2016 with a wide range of stakeholders based on three main information sources (detailed below): on-line survey, key informant interviews and document review. The research focused on stakeholders' perceptions of the previous strategic plan, emerging issues in the sector, and the role, support and internal ways of working of the GWC. These findings were analysed and triangulated across stakeholder groups to identify lessons learnt, issues to be addressed and considerations to be taken into account in this strategic plan. This was used to prepare a briefing note that informed a two-day meeting with the SAG to define the structure and content of this plan (May 2016, Geneva) and a workshop with national WASH sector / cluster coordinators to validate outputs.

Key informant interviews

The purpose of the interviews was to gather in-depth, first-hand perspectives during one hour-long semi-structured interviews using a combination of Likert scale and open-ended questions. Interviewees were selected by CAST and the SAG from eight 'analysis groups' defined during the inception phase, to represent the range of stakeholders and perspectives.

Online Survey (English and French)

All members of the GWC mailing list, with the exception of those identified for interview, were invited to complete an online survey to capture views of a wider range of stakeholders. The survey had similar questions to the interviews.

Data was collected from 34 of 37 people invited for interview, and 74 survey respondents from 240 requests (31%) broken down as follows:

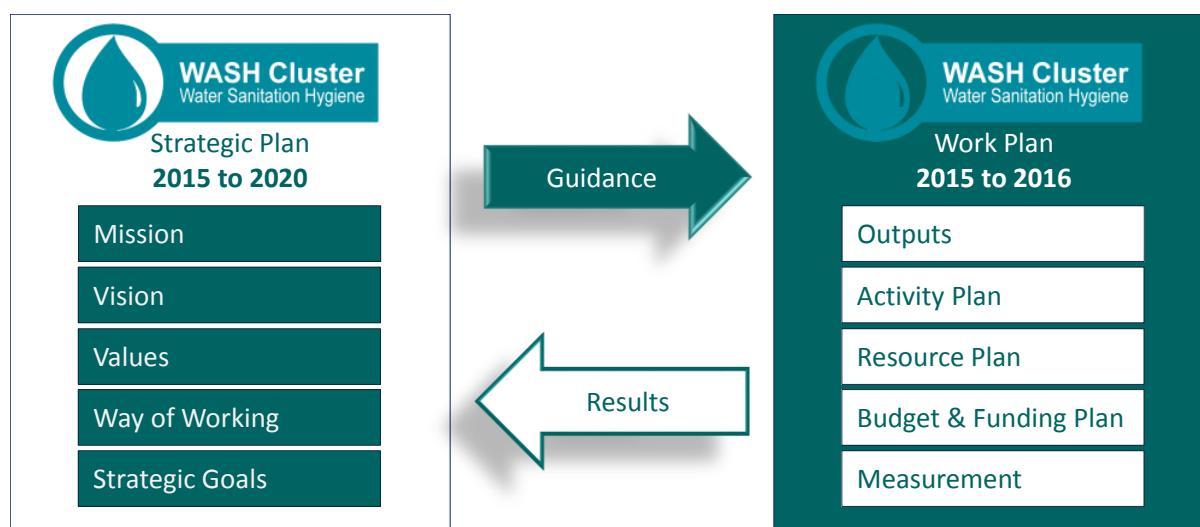
No.	Group composition	Interviews		Surveys	
Group 1	SAG/CAST/FST	9	26%	7	9%
Group 2	Country/regional	8	23%	28	38%
Group 3	Cluster Lead Agency	3	9%	0	0%
Group 4	Donors	3	9%	2	3%
Group 5	Other Clusters	4	12%	0	0%
Group 6	Large National NGO's	3	9%	8	11%
Group 7	GWC members	3	9%	21	28%
Group 8	Development agencies	1	3%	8	11%
Total		34	100%	74	100%

Literature review

44 key documents were reviewed. These cover the GWC, IASC, wider humanitarian architecture, inter-cluster, and developments in the sector – including background documents, minutes of meetings, reviews and evaluations.

3.3 HOW THE PLAN IS CONSTRUCTED AND USED

The GWC Strategic Plan, and specifically the strategic goals, are used to guide the generation of annual work plans, such as the prioritisation of activities.



During a mid-term review, the results from the work plan monitoring will be used to update progress against the strategic objectives and outcomes of the plan. Based on this information, and any context changes, the SAG can then decide on any changes or adjustments required.

4. MISSION – *The role and responsibilities of the GWC*

The GWC exists to support predictability, accountability and partnership in emergency coordination to ensure that affected populations can safely and appropriately access WASH assistance.

It is also required to pre-empt and/or fill any critical resource gaps in humanitarian WASH coordination. In this regard, the GWCs main role is to support national platforms to deliver the IASC 6+1 core functions, which are to:

- Support service delivery - provide a platform driven by strategic priorities and reduce duplication of efforts.
- Inform Humanitarian Coordinator (HC)/Humanitarian Country Team (HCT)'s decisions - undertake needs assessments, gap analysis/filling, and set priorities.
- Plan and implement cluster strategy - develop sectoral plans, guidelines, and support fundraising.
- Monitor and evaluate performance - against strategy and activities, and recommend corrective actions.
- Build national capacity in preparedness and contingency planning.
- Advocate - on behalf of the cluster and the affected population.
- Be accountable to affected populations.

The role is carried out at two levels:

- Globally - to reinforce system-wide preparedness and advocate for the development of technical capacity to respond to humanitarian emergencies.
- Regionally/nationally - to strengthen humanitarian response by promoting and advocating for predictability, accountability and partnership in support to national platforms.

5. VISION – *How the GWC wants the future to look*

5.1 GWC's VISION

The GWC's vision is that increased coordination quality and capacity of national WASH coordination platforms will result in the improved relevance, quality, coverage and effectiveness of WASH assistance provided to people affected by emergencies. In real terms, this means focusing on four areas of support for the national context:

Coordination services for WASH preparedness

The GWC's ultimate aim is to ensure that coordination platforms are sufficiently resourced and have capacity to avoid activation of the cluster system. GWC actions will support national actors and coordination mechanisms in priority countries to better prepare for humanitarian WASH coordination in the event of an emergency. The GWC will help plan how existing standards and tools developed can be integrated within WASH coordination mechanisms.

Coordination services for active emergencies

Where the scope and scale of a crises outweighs the capacity in country in a new or active emergency, the GWC will identify and deploy services (directly or indirectly) to support coordination of WASH response activities. The level of engagement and support will be dependent on the type of cluster¹¹ and severity of the emergency, the capacity of the standing resources and the level of preparedness. The

¹¹ This includes sector coordination platforms and refers to all scenarios outside those pertaining to refugees.

GWC will also provide leadership when requested in the development, revision and maintenance of these services to ensure their relevance and appropriateness in supporting activated clusters or sector coordination platforms when pertinent to fulfil their functions as outlined in the IASC guidance.

Coordination services for WASH Coordination transition and cluster deactivation

The GWC will, through coordination performance monitoring in priority countries, liaison with country regional actors and situation analysis review the relevance of coordination models at country level and support countries to transition to the standing national coordination mechanisms.

Overarching support

The GWC will engage in cluster/sector coordination matters likely to indirectly impact country cluster activities. There are 4 main areas; (i) the IASC mechanism, (ii) emerging policy issues (iii) emerging coordination issues and (iv) new operational requirements. The GWC will ensure its members' interests are represented, and that any decisions and actions are communicated and embedded in its process and structure as required.

5.2 GWC SERVICES FOR NATIONAL PLATFORMS

Some of the support services the GWC will provide globally and nationally are noted in the table below:

Ser	Service group
1	Rapid surge deployment in sudden onset emergency where necessary
2	Specific field missions for developing preparedness and transition plans
3	Remote support for preparedness and response coordination (including IM)
4	Guidance and tools to support WASH coordination platforms
5	Capacity building initiatives to strengthen WASH sectoral coordination
6	Advocacy on the necessity and added value of WASH coordination platforms
7	M&E tools (including evaluation Terms of Reference (ToRs)) and remote/in-country support to platforms to adapt those tools to context
8	Coordination lessons learnt and best practice
9	Technical working groups on specific topics related to coordination, to improve WASH response
10	A strong network of WASH agencies globally, including linking to development actors, academic institutions and private sector
11	A global platform for discussions around WASH coordination
12	Support for improvement of inter-sectoral coordination
13	Information and updates for WASH stakeholders - link to technical fora, innovation and best practice in the technical aspects of emergency WASH

6.1 STRATEGIC PRINCIPLES

The GWC's core value is that, as a people-centred entity, affected populations are at the heart of its purpose and actions. The GWC's commitment to coordination means that working with other actors is essential to achieving its goals. This translates into the following strategic principles:

- Partnership: The GWC will work in partnership with all WASH actors - government, local NGOs, INGOs, development NGOs, academia, private sector - to find solutions to issues arising in a response.
- Interconnectedness: Recognition of the interconnectedness of global, regional and national/sub-national WASH coordination mechanisms is reflected in the GWC's actions.
- Integration: Develop linkages with other relevant clusters/sectors to maximise the efficiency and effectiveness of the response for affected populations.
- Accountability: Ensure that responses are accountable and reflect the needs of affected populations by:
 - Promoting the participation of affected populations in design, implementation and monitoring of programmes;
 - Learning from the GWC's own and others successes and failures by critically evaluating actions from the standpoint of affected populations;
 - Working with other clusters to support the development of beneficiary feedback and complaints mechanisms¹².

6.2 GWC OPERATIONAL PRINCIPLES

To maximise resources that best serve affected populations, the following GWC operational principles will guide implementation:

- Work to achieve the IASC TA and the Cluster Coordination Reference Module (CCRM).
- Concentrate on supporting capacity development for national emergency WASH coordination mechanisms in preparedness, operational and transition phases of emergency response.
- Provide specific specialised services aligned with the 6+1 IASC core functions.
- Support the connection to technical WASH guidance and networks; but may not be the primary provider of these resources.
- Strengthen country and global advocacy to promote emergency WASH coordination, at all levels (global, regional, national and sub national).
- Prioritise the GWC support provided based on the context, capacity and needs.
- The GWC will only operationalise where it can add value (and not, for example, duplicate services) and will work in modalities that reinforce transition to national authorities as soon as practicable.

¹² AAP is the responsibility of all clusters and one area that would particularly benefit from inter-cluster cooperation: the GWC could best add value here by, for example, monitoring the quality of complaints and feedback mechanisms.

7.1 OVERVIEW

This section outlines the role and responsibilities of the main components that ensure the GWC works well in carrying out its role and responsibilities. It also provides an overview of how the strategic plan will operate and how the GWC will ensure interoperation with other actors. The GWC ‘way of working’ document provides additional detail and outlines some areas to be deliberated for the future way of working.¹³

7.2 GWC CAST ROLE AND RESPONSIBILITIES

The CAST is led by a core standing team provided by the CLA. The number and profile of these staff will be dependent on the activities agreed in the annual plan. Its main responsibilities are to:

- Provide leadership and the day to day management for the delivery of the GWC strategy, principally by supporting national platforms and fundraising to achieve this goal.
- Provide leadership of the GWC members in the implementation of projects arising from the strategy in consultation and coordination with the SAG.
- Brief the SAG on the annual plan and budget and seek SAG approval of the same. The SAG must also be updated on progress and constraints on a quarterly basis.

7.3 GWC SAG ROLE AND RESPONSIBILITIES

The SAG retains its core role of representing GWC members by shaping the GWC agenda and supporting the CAST’s implementation of the strategic plan. It also continues to discharge the responsibilities it has been undertaking, including inputting into key strategy, advocacy and fundraising documents; advising on GWC priorities; reviewing the GWC annual report, and approving the annual work plan.

7.4 GWC GLOBAL MEMBERS ROLE AND RESPONSIBILITIES

This group is made up of representatives of humanitarian agencies involved in the delivery of emergency WASH services. This group has the following 3 main responsibilities:

- Formally commit to the objectives of the strategic plan and be ready to contribute resources to the implementation of the GWC work plan.
- Provide appropriately experienced experts to participate in the production of the annual plan and budget, and the bi-annual briefing.

¹³ These working arrangements are currently under review and will be finalised in the 2016 GWC meeting, at which point this strategic plan will be updated.

- Ensure that humanitarian agencies represented by global partners are part of the GWC country coordination mechanism in any country where they are present.

7.5 GWC ASSOCIATES ROLE AND RESPONSIBILITIES

The GWC associates group is made up of agencies that support the delivery of WASH services or associated activities at a country level. They are classed as associates either because the work of the GWC has mostly an indirect influence on the core activities of the agency or the agency is not a humanitarian organisation (mandate and principles) but may contribute to humanitarian outcomes through their activities. By receiving and accessing the GWC's newsletter, this group of members is responsible to ensure it is briefed on what the GWC strategy, how it works, and its progress to date.

7.6 WORKING WITH OTHER WASH ACTORS

Regional platforms will play a strong role in engaging with, supporting, and transferring regional lessons learnt and approaches to national platforms. The GWC will support regionalisation of coordination and learning by:

- Supporting regional structures¹⁴ and working with and through them to maximise their relevance and the effectiveness of the support they provide to national platforms.
- Facilitating regional involvement at country level by sharing relevant information to regional platforms, highlighting country-level issues and recommending follow up actions.
- Directly supporting regional initiatives that are taking place.

7.7 WORKING WITH EXTERNAL ACTORS

The GWC will seek opportunities externally that can help deliver this strategic plan by:

- Working with other clusters (particularly health and shelter) to deliver services where synergies are possible. This might include developing joint strategies, sharing work plans and measuring outcomes collectively (instead of inputs individually).
- Engaging with the private sector actors as part of the preparedness and response activities and / or capacity building.
- Working in conjunction and support the education sector (universities, specialised training centres) to deliver humanitarian WASH human resources.

7.8 PLANNING CYCLE

To ensure the GWC remains relevant over the next period of the strategic plan, its work will be planned, implemented and reviewed using an annual planning and monitoring mechanism. A detailed work plan and budget for 2017 will be prepared. Toward the end of 2017, the work of the GWC will be reviewed,

¹⁴ Direct support will be confined to regional platforms, though the GWC will also work with CLA regional structures and inter-cluster platforms.

future requirements confirmed and the 2018 work plan and budget adjusted and finalised. This cycle will be repeated annually until 2020. The review will focus on:

- How effective have services provided been in meeting the GWC objectives?
- Looking at the future, are there any gaps in the services provided?
- Looking at the future, is there any support that should be discontinued?

8. STRATEGIC OBJECTIVES – *What the GWC is trying to achieve*

8.1 OVERVIEW OF STRATEGIC OBJECTIVES

As per section 2.5, strategic objectives are organised around three core themes of coordination:

- 1) **Supporting operational delivery** to national emergency WASH coordination platforms - this strategic objective is focused on supporting national platforms to deliver the CCRM 6+1 core functions (described in section 4 above). This objective recognises the ‘emergency continuum’ and therefore the objective has three distinct but related outcomes described in terms of national platforms capacity to:
 - a. **Prepare** for emergencies and be well-positioned to meet their responsibilities during the response phase of an emergency.
 - b. **Respond** to emergencies when they arise, primarily by delivering the CCRM core functions.
 - c. Lead timely **transition** to national coordination mechanisms (where not already leading) to maximise efficiency, effectiveness and local ownership of responses.
- 2) **Strengthening capacity and learning** through regional and global platforms. Building coordination capacity must happen at all levels and the GWC intends to make a contribution to developing WASH practitioners’ capacity, globally and locally, by promoting WASH training and leadership in academia and practice. These outcomes are highly correlated with objective 1) above as supporting national platforms helps build coordination capacity at a practical level.
- 3) **Advocating and influencing** for improved coordination - the GWC will provide leadership in advocating for the prominence of WASH emergency coordination in relevant global agendas and work with all relevant humanitarian and development stakeholders to achieve this goal.

The outcomes, indicators and baselines/targets for these strategic objectives are described in sections 8.2-8.4):

8.2 STRATEGIC OBJECTIVE 1

To provide operational support to national emergency WASH coordination platforms to meet the TA 6+1 core functions via timely operational support							
Outcome	Indicator	Source	Method of Calculation	Baseline	Year targets		
					1	2	4
A Response - platforms supported by GWC have the capacity to fulfil their role	i) Percentage of priority ¹⁵ countries supported by GWC delivering 6+1 core functions	CMS/ dashboard		Yr 1	60%	70%	85%
	ii) Percentage of priority countries meeting at least core function #1 and at least one other core function	CMS		Yr 1	55%	65%	80%
	iii) Percentage of surge deployments for L3 crises within 72 hours	SBP unit		Yr 1	90%	90%	90%
B Preparedness - platforms supported by GWC have the capacity to react appropriately to emergencies	i) Percentage of GWC priority countries with preparedness plans meeting minimum requirement ¹⁶	Preparedness plans		Yr 1	45%	60%	80%
C Transition - GWC supported clusters have the capacity to be transitioned to national WASH coordination platforms	i) Percentage of GWC priority countries that have a transition strategy in place	Transition strategies		Yr 1	20%	40%	60%

¹⁵ These are priority countries specifically supported by GWC, currently approximately 35. The number will fluctuate based on analysis (e.g. EWEA, Inform).

¹⁶ The GWC will develop a list of minimum requirements that each preparedness plan needs to meet.

8.3 STRATEGIC OBJECTIVE 2

To ensure that relevant WASH stakeholders (national and global) have the capacity to coordinate in emergency response.							
Outcome	Indicator	Source	Method of Calculation	Baseline	Year targets		
					1	2	4
A Global - The pool of fit-for-purpose WASH practitioners to support coordination in emergency response is sufficient to meet 'normal' demand	i) Number of WASH practitioners that have been certified as trained in leadership/coordination by universities and institutions	Report		Yr 1	0	25	100
	ii) Number of institutions including coordination into WASH courses	Report		Yr 1	0	1	5
B National/Regional - National coordination mechanisms have the capacity to meet their responsibilities in WASH coordination in emergencies.	i) Number WASH practitioners who can deliver coordination	Report		Yr 1	50	100	200
	ii) Number of WASH practitioners trained/aware of coordination function	Report		Yr 1	60	80	350
	iii) Percentage of priority countries meeting partially (40%) or fully 6+1 core functions (Outcome of objective 1: Response)	CMS		Yr 1	55%	65%	80%

8.4 STRATEGIC OBJECTIVE 3

		To influence and advocate for improved emergency WASH coordination					
Outcome	Indicator	Source	Method of Calculation	Baseline	Year targets		
					1	2	4
A Increased focus on WASH emergency coordination within global agendas	i) Number of meetings that result in commitments to promote WASH emergency coordination	Report		Yr 1	2	2	2
	ii) Number of global agendas/ initiatives that consider humanitarian WASH coordination	Report		Yr 1	1	1	3
B Strengthen and broaden partnership	iii) Percentage of GWC members' expressing willingness to participate/contribute in National WASH coordination platform	Survey		Yr 1	50%	65%	85%
	iv) Number of select development agency strategies that include coherence with WASH emergency coordination	Literature review		Yr 1	1	2	5