Management response to the global evaluation of UNICEF water, sanitation and hygiene programming in protracted crises, 2014–2019

Kelly Ann Naylor
Associate Director
Water, Sanitation and Hygiene Programme Division

UNICEF Executive Board – Informal briefing – 21 May 2021
Item 8: Global evaluation of UNICEF water, sanitation and hygiene programming in protracted crises, 2014–2019
Reference document: E/ICEF/2021/21
WASH in Protracted Crises - Facts and Figures

• Children **under 5 years old are 20 times** more likely to die from diarrhoeal disease linked to unsafe WASH than from violence in conflict. (UNICEF/WHO, 2019)

• People living in fragile contexts are **8 times** more likely to lack basic drinking water services compared to other contexts. (JMP, 2019)

• **Only 1 in 5 fragile countries** are on track to achieve universal access to basic drinking water by 2030.

• **Just 1 in 10 fragile countries** are on track to achieve universal access to basic sanitation.
  
  • Sanitation **coverage is decreasing in almost 20 countries**.
Recommendation 1:
Definition of Protracted Crisis. Develop an organizational definition across UNICEF (not only WASH) to trigger different ways of working.

- Develop organizational definition of protracted crises in the new CCCs.
- Roll-out of the new CCCs.
- Produce disaggregated data for ‘countries in protracted crises’.

Recommendation 2:
Coverage of WASH Needs. Ensure an equal focus on water and sanitation/hygiene.

- Conduct meta-analysis of Humanitarian Action Reviews to determine rationale and trends for discrepancies in WASH targets.
- Development of briefing notes on sanitation and hygiene indicators.
- Strengthen menstrual hygiene monitoring in emergency contexts.

▲ Partially Agree

UNICEF partially agrees to recommendation 2 because:

- Water and sanitation needs in complex emergencies are not necessarily equal; systems do not always fail or incur damage in equal proportion.
- UNICEF strives for life-saving measures within short time-frames and with frequently tight budgets, which requires prioritization to the highest priority intervention.
- UNICEF targets may not reflect the actual response since other cluster partners also contribute to overall WASH needs.
- The stipulation that no unequal targets be accepted without justification runs contrary to the UNICEF decentralized management model.
**Recommendation 3:**
Changes in people’s lives as a result of WASH programming. Establish a clear understanding of intended changes of WiPC at programme design stage and how these will be monitored.

- **Agree**
  - Develop briefing note on WASH output and outcome indicators.
  - Roll-out Water Under Fire agenda for WASH programming priorities in protracted crises.
  - Include session on outcome planning and monitoring into annual Humanitarian Action Reviews.
  - Include outcome-level guidance in revised WASH in Emergency training.

**Recommendation 4:**
Data-informed programming. Improve collection and use of data for WiPC and ensure it is designed and adapted over time.

- **Partially Agree**
  - Incorporate assessment of the appropriate use of standard output/outcome indicators in programme strategy notes.
  - Establish risk-based sampling framework for quality review of reported output results.
  - Disseminate recommendations on good quality monitoring in protracted crises.

**UNICEF partially agrees to recommendation 4 because:**

- It is not agreed that the introduction of a detailed data use plan/planning exercise is the best solution.
- Proposed actions will therefore focus on increasing the transparency, availability and ease-of-use of real-time data.
- It is important to maintain the option for country offices to drive innovative local solutions and systems where they see reason to do so.
- The actions currently being undertaken as part of Strategic Plan, 2022–2025 preparation address the question of integrating country programme and Strategic Plan reporting.
Recommendation 5: Equity and quality of WASH programming. Ensure quality and equity given equal weight as coverage.

- Develop case study on inclusion of vulnerable groups in WASH systems.
- Update humanitarian planning and monitoring tools and guidance.
- Develop a module on strengthening the sector enabling environment for water scarce countries.
- Include equity considerations in the revised WiE training.

Agree

Recommendation 6: Partnership and supporting local actors. Enhance current partnerships models to go beyond contractual relationships and embody all aspects of UNICEF commitment to localization.

- Develop and disseminate guidance on local procurement for WASH.
- Disseminate WASH programme guidance for strengthening the capacity of service providers to deliver services in protracted crises.
- Develop WASH guidance based on successful resilient service delivery models.

Agree

Recommendation 7: Thought leadership for WASH in protracted crises. Build on current efforts and lay out a 10-year strategy to reclaim UNICEF’s thought leadership role for WiPC.

- Develop thematic paper for Report of the Secretary-General on peacebuilding and sustaining peace (2020).
- Launch the Water Under Fire report series presenting the UNICEF long-term vision for WASH leadership in protracted crises.

Agree
Recommendation 8: WASH Cluster Coordination.
Strengthen UNICEF accountability of the role of the cluster lead agency for WASH.

Agree

- Roll-out GWC training on WASH operational coordination, leadership and coordination, etc.
- Establish graduate post diploma programme in humanitarian WASH.
- Strengthen national humanitarian and development coordination structures.
- Elaborate Global WASH Cluster Road Map 2020.

Recommendation 9: WASH in Urban Contexts.
Focus WASH work in urban setting: systems strengthening, building on core strengths.

Agree

- Roll-out training on private sector contracting to strengthen in-country urban WASH capacities.
- Develop and disseminate WASH programme guidance for strengthening the resilience of service providers to deliver services in protracted crises.

Recommendation 10: Linking humanitarian and development WASH programming.
Ensure COs are fully aware of how to meet LHD commitments; require an annual reflection on WASH when a crises is likely to become protracted.

Agree

- Quality review of linkages between humanitarian and development programming in 10 responses.
- Develop online course on risk-informed programming, conflict sensitivity and peacebuilding.
- Support on implementation of the Procedure on LHD to five country offices.
- Update WASH Return on Investment (ROI) analytical tool.
Recommendation 11:
Capacity for new ways of working. Provide adequate support to COs to meet UNICEF ambitious LHD Agenda.

 Agree

- Consider competencies and skills required for LHD in revising the WiE training.
- Launch Frontlines, a newly revamped sourcing platform for humanitarian contexts, to assist in identifying talent.
- Roll-out new WASH talent management strategy in coordination with the Division of Human Resources.
- Develop Master’s programme for WiE at the German-Jordanian University.
Thank You.