

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



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Item 8: Global evaluation of UNICEF water, sanitation and hygiene programming in protracted crises, 2014–2019

Reference document: [E/ICEF/2021/21](#)

## Recommendation 1:

**Definition of Protracted Crisis.** Develop an organizational definition across UNICEF (not only WASH) to trigger different ways of working.

### Agree

- 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.

### Partially Agree

- Conduct meta-analysis of Humanitarian Action Reviews to determine rationale and trends for discrepancies in WASH targets.
- Strengthen quality assurance processes of Humanitarian Action for Children and linkages with Humanitarian Needs Overview.
- Development of briefing notes on sanitation and hygiene indicators.
- Strengthen menstrual hygiene monitoring in emergency contexts.

## 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.

### 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**

- Establish 'strategic indicators' system for the Strategic Plan, 2022–2025.
- 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.

### **Agree**

- Update humanitarian planning and monitoring tools and guidance with LNOB, gender, AAP and quality considerations.
- Develop case studies on inclusion of vulnerable groups in WASH systems.
- Include equity considerations in the revised WiE Training Programme.
- Develop a module on strengthening resilience of WASH systems in water vulnerable countries (e.g. climate shocks).

## 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.

### **Agree**

- 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.

## 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.

### **Agree**

- 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.
- Develop and disseminate *Water Under Fire Vol I Action Plan*.

## 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.
- Roll out of the Global WASH Cluster Humanitarian WASH Gap Analysis.

## Recommendation 9:

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

### **Agree**

- Roll-out webinars and workshops on new *UNICEF Global Framework for Urban WASH* guidance document.
- 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.



A young girl with a blue headscarf and a grey shawl is carrying several yellow plastic water jugs on a yoke across her shoulders. She is looking directly at the camera with a serious expression. The background is a dry, dusty landscape with many other people and animals, likely in a refugee camp or a similar setting.

**Thank You.**