



Pacific WASH in Emergencies Coordination Handbook

**A practical guide for all those involved in water, sanitation
and hygiene emergency responses in the Pacific**

Pacific WASH in Emergencies

Coordination Handbook

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Pacific WASH in Emergencies Coordination Handbook – A practical guide for all those involved in water, sanitation and hygiene emergency responses in the Pacific.

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This handbook has been produced by the Pacific WASH Cluster under the Pacific Humanitarian Team to support the effective coordination of a WASH response in emergency settings and as a contribution to the Framework for Resilient Development in the Pacific. Over the last decade, National WASH coordination platforms have been established to respond to various emergencies in the region, including floods, droughts, tropical cyclones, earthquakes, tsunamis and volcanic eruptions. Building on general guidance from the Global WASH Cluster, the region's best practices have been gathered to strengthen disaster mitigation, preparedness, response and recovery through enhanced sectorial coordination in Pacific island countries. Financial support for the development of the handbook was provided by the Government of the Netherlands and UNICEF.

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Welcome to the Pacific WASH in Emergencies Coordination Handbook

What is the purpose of this handbook?

This handbook is designed to improve preparedness, response and recovery to disasters in Pacific island countries (PICs). It focuses on coordination, for which the coordinator is responsible for the various gaps identified by water, sanitation and hygiene (WASH) stakeholders in areas such as needs assessments, contingency planning and WASH technical standards.

The purpose of coordination is to meet the needs of affected people by means that are reliable, effective, inclusive and respect humanitarian principles.

(Source: Cluster Coordination at Country Level, IASC 2015)

Who is the handbook for?

The handbook is designed to support:

- **(primary)** the national government official in the WASH coordination role – governments lead humanitarian response and coordination in all PICs; and
- **(secondary)** the members of the various WASH humanitarian coordination platforms – be they cluster, sector or committee—to understand how the cluster works, to have a common vision and work effectively together to improve the national response.

WASH coordination platform

Cluster, committee, sector?

In this handbook, we use the term WASH Coordination Platform (CP) to cover any coordination mechanism responsible for preparedness, response and recovery, regardless of the name assigned.

How was it developed?

The focus on coordination and the content is based on consultations with WASH stakeholders in five PICs: Fiji, Kiribati, Solomon Islands, Tonga and Vanuatu.

How can the handbook be used?

It can be used for training and as a reference manual—and can be easily contextualized for each country. It collates recent WASH in emergencies trainings and current emergency response mechanisms, focusing on topics identified during consultations. It is designed to assist the CP to focus on practical outcomes rather than getting bogged down in processes.

The handbook is designed to support the continual improvement that is already occurring in the well-regarded WASH CPs across the Pacific. Any updates to the handbook will be clearly dated.

How to use the handbook – three steps

STEP 1: Review:

- **'No time?'** (pp. 3–4)
- **'How to coordinate? (Minimum Requirements)'** (pp. 14–16)
Or conduct a Cluster Coordination Performance Monitoring Assessment (see section 5.3).

STEP 2: Identify and prioritize areas to improve (capturing them in a workplan with responsibility and timeframe – see section 1.1).

STEP 3: Dip into the handbook as needed – as well as the accompanying USB of resources.

Acknowledgements

Preparation of the Pacific WASH in Emergencies Coordination Handbook involved the collaborative efforts of a wide range of WASH sector practitioners and we would like to thank staff from the following agencies and organizations:

Pacific island governments

- Republic of Fiji: Ministry of Health and Medical Services – Environmental Health Unit; National Disaster Management Office; Water Authority of Fiji; Fijian Teachers Association – WASH Unit; Ministry of Infrastructure and Transport – Water and Sewerage Department.
- Republic of Kiribati: Ministry of Works and Sustainable Energy; Ministry of Health; National Disaster Management Office.
- Solomon Islands: Ministry of Health – Environmental Health Division and Health Epidemiology Surveillance Unit; Ministry of Education; Honiara City Council.
- Kingdom of Tonga: Ministry of Health; National Emergency Management Office.
- Republic of Vanuatu: Department of Water Resources; National Disaster Management Office; Ministry of Health; Ministry of Education and Training; Department of Strategic Policy, Planning and Aid Coordination; Provincial Officers.

Non-governmental organizations

- The Adventist Development and Relief Agency (ADRA)
- CARE
- International Federation of Red Cross and Red Crescent Societies (IFRC)
- International Organization for Migration (IOM)
- Israel Forum for International Humanitarian Aid (IsraAID)
- LDS Charities
- Live and Learn Environmental Education
- Medical Services Pacific
- Oxfam
- Project Heaven
- Red Cross
- Save the Children
- World Vision

Regional organizations

- The Pacific Community (SPC)

International organizations

- Global WASH Cluster
- United Nations Children’s Fund (UNICEF)
- United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
- United Nations Entity for Gender Equality and the Empowerment of Women (UNWomen)
- World Food Programme (WFP)
- World Health Organization (WHO)

Particular acknowledgement is given to Kathryn Harries for organizing the consultations and drafting the content of the handbook.

It is envisaged that this handbook will be updated at regular intervals with new resources and case studies. If you have any suggestions for future versions please forward them to suva@unicef.org

No time?

Here are some highlights for smaller PICs or when time is tight. See the USB for accompanying resources.

Emergency response

WASH technical standards and guidelines (see section 3.2 for more)

1. Household Water Treatment and Storage (HWTS) 10-page brochure with basic WASH technical guidance for boiling, solar water disinfection (SODIS), etc. From the Fiji WASH Cluster, also available at: <https://drive.google.com/drive/folders/0BycYL7W0fl-YdIRfeEQ3aWtzLUk>.
2. Sanitation Approaches in Emergencies collates emergency and recovery sanitation approaches used by WASH partners in the emergency response to Tropical Cyclone (TC) Winston in Fiji. All designs are government-approved, and most include technical drawings and bills of quantity. The compendium covers menstrual hygiene management, child protection and approaches that take into account gender and people with disabilities. From Fiji WASH Cluster, available at: <https://drive.google.com/drive/folders/0BycYL7W0fl-YTzdxRjFoYy1FVKE>.
3. Tropical Cyclone (TC) Winston Emergency Response Cluster Standards, which build from Sphere Standards and include standards and indicators for water supply, hygiene promotion, excreta disposal and solid waste management. From Fiji WASH Cluster, also available at: <https://drive.google.com/drive/folders/0BycYL7W0fl-YdIRfeEQ3aWtzLUk>.
4. Sphere Standards: Internationally recognized common principles and universal minimum standards for the delivery of quality humanitarian response (see section 3.2 for more detail), also available at: <http://www.sphereproject.org/handbook/>.

Preparedness ideas

- Review **WASH Coordination Minimum Requirements**, Table 3.
- Suggested priorities for smaller PICs:
 - Ensure a contact list is up-to-date and accessible.
 - Create a checklist or standard operating procedure (SOP) for initial response, with clear responsibilities and reporting lines.
 - Ensure existing documents, such as a needs assessment format using who is doing what, where and when (4W) template, and that any standards are available online or disseminated, with good document management (e.g., all documents clearly dated, so the latest version is always easy to find).
 - Agree the process for WASH needs to be identified with the National Disaster Management Office (NDMO) (needs assessment).
 - Draft indicators and 4Ws, aligned with NDMO.

- **Information, education and communication material** (Vanuatu WASH Cluster) – <http://wash.vu> An inspiring initiative with common pre-prepared and approved information, education and communication (IEC) material, including songs, music videos, radio spots and school books. Organizations only need to add their logo to materials they are using.
- Use the Cluster Coordination Performance Monitoring Tool (See section 5.3) to identify areas to improve.

Useful websites

Vanuatu

- WASH Cluster: <http://events.gov.vu/4w/>
- IEC Material: <http://wash.vu>
- NDMO: <https://ndmo.gov.vu>

Fiji

- WASH Cluster: http://www.health.gov.fj/?page_id=5452
- NDMO: <http://www.ndmo.gov.fj>

Solomon Islands

- WASH Committee: <https://sirwash.weebly.com/>
- NDMO: <http://www.ndmo.gov.sb>

Global

- Global WASH Cluster Resources: <http://washcluster.net/tools-and-resources/>
- Reliefweb: <https://reliefweb.int>
- Knowledge point (technical support): <http://knowledgepoint.org>

Overview

Introduction to the Pacific WASH in Emergencies Coordination Handbook

This *Pacific WASH in Emergencies Coordination Handbook* focuses on areas prioritized by WASH Coordination Platform (CP) members to improve WASH preparedness, disaster risk reduction, response and recovery.

As the prioritized topics all fit under coordination, the handbook follows the structure of the core functions of a CP at country level, as per the Inter-Agency Standing Committee (IASC) 2015, Cluster Coordination at Country Level, and the Global WASH Cluster (GWC) 2017 Minimum Requirements for Coordination.

Core functions of a CP at country level

1. Support service delivery
2. Inform the higher-level strategic decision-making
3. Plan and implement WASH strategies
4. Monitor and evaluate performance
5. Capacity-building in preparedness and contingency planning
6. Support advocacy

Accountability to affected populations, which is a cross-cutting issue for all core functions

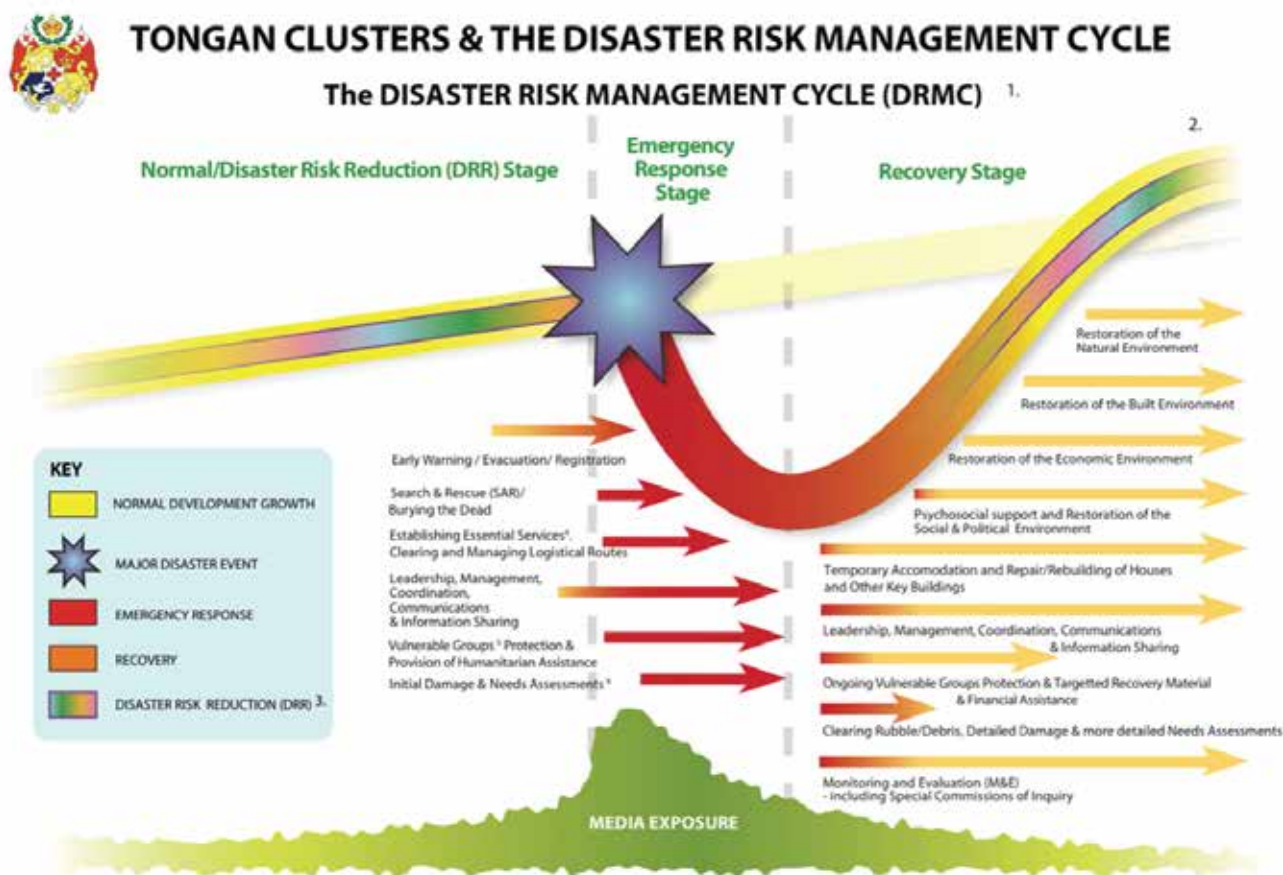
Structure

Under each topic heading is a brief theory, case studies and “next steps”. Next steps sections are designed to support conversion of the theory into practice. They can be contextualized and used to support workshop activities.

The content is based on requests and suggestions received during consultation visits. High-priority topics have more content.

Figure 1 presents WASH coordination over the various stages.

Figure 1: Tongan Clusters and the Disaster Risk Management Cycle



Source: Tonga 2015, Clusters - general notes for all cluster members / TorqAid

Why is coordination required?

Coordination is required so that all stakeholders work effectively together to meet regional and national commitments, such as the goals in the Framework for Resilient Development in the Pacific (FRDP): An Integrated Approach to Address Climate Change and Disaster Risk Management 2017–2030:

- *Strengthened integrated adaptation and **risk reduction to enhance resilience** to climate change and disasters (Goal 1).*
- ***Strengthened disaster preparedness, response and recovery** (Goal 3).*

Case study 1: Framework for Resilient Development in the Pacific

The Framework for Resilient Development in the Pacific: An Integrated Approach to Address Climate Change and Disaster Risk Management 2017–2030 are voluntary guidelines for the Pacific Islands Region.

Produced by: Pacific Community (SPC), Secretariat of the Pacific Regional Environment Programme (SPREP), Pacific Islands Forum Secretariat (PIFS), United Nations Development Programme (UNDP), United Nations Office for Disaster Risk Reduction (UNISDR) and University of the South Pacific (USP), 2016.

Goal 3: Strengthened disaster preparedness, response and recovery

Strategic objective

- Improved capacity of PICs to **prepare** for emergencies and disasters, thereby ensuring **timely and effective response and recovery**, and ensuring **future risk is reduced**, in relation to both rapid-onset and slow-onset disasters.

Outcome

- **Disaster preparedness, response and recovery initiatives** prevent human losses and suffering, and minimize adverse consequences for national, provincial, local and community economic, social and environmental systems.

Guiding principles

- Integrate climate change and disaster risk management (where possible) and mainstream into development planning, including policy making, planning, financing, programming and implementation, to build resilience.
- Strengthen and develop **partnerships** across countries and territories, including the sharing of lessons learned and best practices, but without compromising sovereignty and other related considerations.
- Protect **human rights**, including the right to life, safety, dignity, non-discrimination, and access to basic necessities, to ensure that every person has equitable access to humanitarian and development assistance, according to his or her specific needs.
- Prioritize the needs and respect the rights of the most vulnerable populations, including women, persons with disabilities, children, youth and older persons, and facilitate their effective participation in the planning and implementation of all activities.
- Integrate **gender** considerations, and advocate and support equitable participation of men and women in the planning and implementation of all activities.
- Ensure that resilient development is **sustainable** and aims to alleviate poverty and hardship.
- Incorporate ecosystem-based services and functions in resilience building.
- **Advocate** open and ready access to reliable sources of traditional and contemporary information.
- Build on and **help reinforce cultural and traditional resilience** and knowledge of communities, which should be engaged in designing plans, activities and solutions that are of relevance to the community.
- Acknowledge and factor in traditional holistic worldviews, where spirituality plays an integral role in constructing meaningful life and pro-active existence.

Who coordinates?

Table 1 lists the various CPs and the country-specific government leads, as well as the associated supporting humanitarian partners.

Table 2 provides the key contact information for the WASH Coordinator and support by country.

Table 1: National emergency response and coordination structures

Country	Coordination platform	Government lead	Supporting partners
Cook Islands	<ul style="list-style-type: none"> • Cook Islands Water Safety Plan Committee 	<ul style="list-style-type: none"> • Department of Water Works, Ministry of Works 	National Water Security Officer, SPC
Federated States of Micronesia		<ul style="list-style-type: none"> • Chuuk Public Utility Corporation • Kosrae Utility Authority • Pohnpei Utilities Corporation • Yap Public Service Corporation 	
Fiji	<ul style="list-style-type: none"> • WASH Cluster 	<ul style="list-style-type: none"> • Ministry of Health (Environmental Health Unit) 	UNICEF
Kiribati	<ul style="list-style-type: none"> • National Drought Committee • National Water and Sanitation Steering Committee 	<ul style="list-style-type: none"> • Ministry of Infrastructure and Sustainable Energy (MISE), Water Division 	UNICEF / National Water Security Officer, SPC
Marshall Islands	<ul style="list-style-type: none"> • WASH Cluster 	<ul style="list-style-type: none"> • Majuro Water and Sewerage Company 	IOM / National Water Security Officer, SPC
Nauru		<ul style="list-style-type: none"> • Ministry of Infrastructure 	
Niue	<ul style="list-style-type: none"> • Niue Water Safety Plan Committee 	<ul style="list-style-type: none"> • Ministry of Works 	
Palau	<ul style="list-style-type: none"> • Palau Water Safety Plan Committee 	<ul style="list-style-type: none"> • Ministry of Public Works and Utilities 	
Papua New Guinea	<ul style="list-style-type: none"> • WASH Cluster 	<ul style="list-style-type: none"> • WATSAN National Department of Health 	World Vision Pacific Timor-Leste
Samoa	<ul style="list-style-type: none"> • Water Sector Coordination Unit. Water Sector Steering Committee 	<ul style="list-style-type: none"> • Ministry of Natural Resources and Environment 	Oxfam NZ
Solomon Islands	<ul style="list-style-type: none"> • WASH Coordination Platform 	<ul style="list-style-type: none"> • Ministry of Health and Medical Services, Environmental Health Division 	UNICEF
Tokelau		<ul style="list-style-type: none"> • Economic Development Natural Resources and Environment 	National Water Security Officer, SPC
Tonga	<ul style="list-style-type: none"> • WASH Cluster 	<ul style="list-style-type: none"> • Ministry of Health 	Oxfam New Zealand
Tuvalu	<ul style="list-style-type: none"> • WASH Cluster 	<ul style="list-style-type: none"> • Ministry of Public Works 	National Water Security Officer, SPC
Vanuatu	<ul style="list-style-type: none"> • WASH Cluster 	<ul style="list-style-type: none"> • Department of Geology, Mines and Water Resources 	UNICEF

Table 2: Key contacts per country

Please see WASH Coordination websites for any updates

Country	WASH Cluster Coordinator	With support from:
Fiji	Suliasi Batikawai WASH Cluster Secretariat Environmental Health Unit, Ministry of Health and Medical Services suliasi.batikawai@health.gov.fj	Waqairapoa Tikoisuva UNICEF wtikoisuva@unicef.org
Kiribati	Benjamin Tokataake Chairperson Secretary, Ministry of Infrastructure and Sustainable Energy (MISE) secret@mpwu.gov.ki Lindsey John Davison Director, MISE director@mise.gov.ki	Pauline Kounolong SPC paulinek@spc.int George Quijada, Cromwell Bacareza, UNICEF aquijada@unicef.org , cbacareza@unicef.org
Marshall Islands	Mr Halstan de Brum Operations Manager, Majuro Water and Sewerage Company wq.mwsco@gmail.com	IOM
Papua New Guinea	Joel Kolam Manager Environmental Health National Department of Health kolamjoel1962@gmail.com	Sonia Yeung World Vision sonia_yeung@vwi.org
Solomon Islands	Leonard Olivera Director Environmental Health Division, Ministry of Health LOlivera@moh.gov.sb	Mamita Thakkar UNICEF mbthakkar@unicef.org
Tonga	Dr Reynold Ofanoa Chief Medical Officer Public Health Ministry of Health reynoldofanoa@gmail.com Viliami Tongamana WASH, Health and Nutrition Cluster Secretary National Emergency Management Office (NEMO)/Ministry of Health tonga.washcluster@hotmail.com	Darren Brunk Oxfam New Zealand darren.brunk@oxfam.org.nz Waqairapoa Tikoisuva UNICEF wtikoisuva@unicef.org
Vanuatu	Paolo Malatu Department of Water Resources mpaolo@vanuatu.gov.vu	Hilson Toaliu UNICEF htoaliu@unicef.org

How to coordinate? (Minimum Requirements)

National governments have primary responsibility for people affected by emergencies. When requested, the wider international community can provide additional support.

Humanitarian WASH Coordination Minimum Requirements

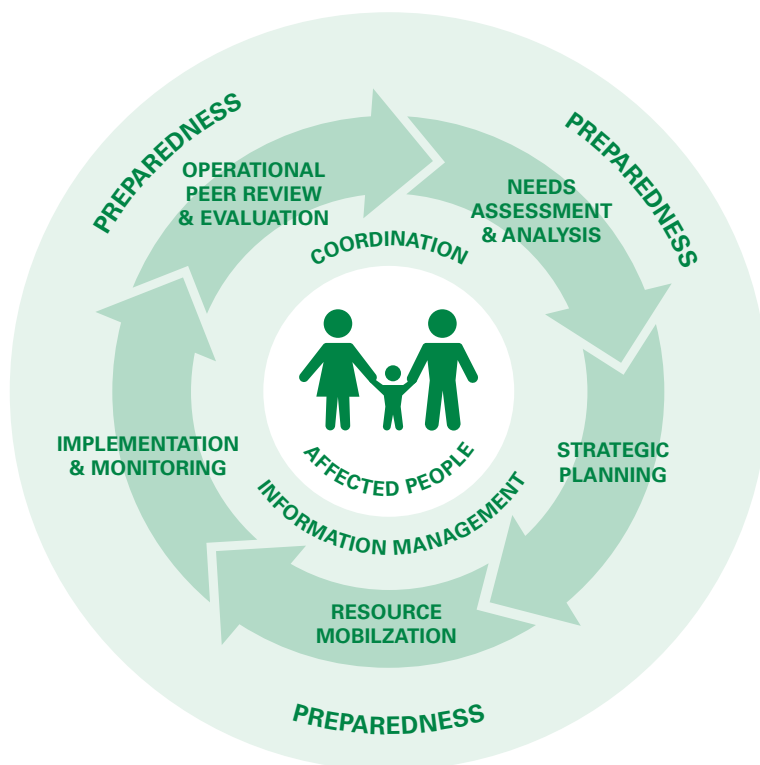
The Global WASH Cluster (GWC) has developed Humanitarian WASH Coordination Minimum Requirements to support those responsible for coordination. These build on the core functions for coordination in Cluster Coordination at Country Level (IASC, 2015). The GWC Minimum Requirements are in Table 3 and have been slightly adjusted to reflect only government-led coordination platforms.

This handbook follows a similar structure to the Minimum Requirements, and has been designed to enable readers to dip in and access additional material from the guidance as needed.

Humanitarian Programme Cycle

It is useful to be aware of the international Humanitarian Programme Cycle. Each PIC follows a similar cycle. Affected people are at the centre of the response, and preparedness, coordination and information management processes take place continually. The cycle contains needs assessment and analysis, strategic planning, resource mobilization, implementation and monitoring, and operational peer review and evaluation (Figure 2).

Figure 2: Humanitarian Programme Cycle



Source: Reference Module for Humanitarian Programme Cycle, 2015, p. 25 (https://interagencystandingcommittee.org/system/files/hpc_reference_module_2015_final_.pdf).

For more high-level resources, see:

- Global WASH Cluster website: with tools and resources – <http://washcluster.net>
- Cluster Coordination at the Country Level (2015) – <https://www.humanitarianresponse.info/en/coordination/clusters>
- Reference Module for Humanitarian Programme Cycle (2015) – <https://www.humanitarianresponse.info/en/programme-cycle/space/document/iasc-reference-module-humanitarian-programme-cycle>
- Websites:
 - Humanitarian Response – <https://www.humanitarianresponse.info>
 - Reliefweb – <http://reliefweb.int>
 - Pacific Disaster Net – <http://www.pacificdisaster.net>

Table 3: Humanitarian WASH Coordination Minimum Requirements by core functions

Developed by the Global WASH Cluster in August 2017, and adjusted to reflect only government-led coordination

Core Function 1: To support service delivery by:	
	Minimum Requirements
<p>Providing a platform that ensures service delivery is driven by the Humanitarian Response Plan and strategic priorities.</p> <p>Developing mechanisms to eliminate duplication of service delivery.</p>	<ul style="list-style-type: none"> • Cluster/sector at national level is adequately staffed and is proportional to the size of the needs for coordination. • Cluster/sector at national level has terms of reference outlining the structure, architecture, roles, and responsibilities and minimum participating requirements of the platform. • Cluster/sector meetings organized with minutes and action points, and frequency and structure of meetings is in-line with needs for coordination. • Optional: Strategic decisions for the cluster/sector are taken by a group of partners representing the interests of all the WASH stakeholders involved in the response, for example, a Strategic Advisory Group (SAG). • When sub-national clusters/sector platforms are established, there are clear focal points or sub-national coordinators in place. • Information-sharing platform established (website, file sharing or humanitarianresponse.info). • Activity reporting form is established (4W or something similar). • Information management capacity exists to produce mapping/information products for operational presence and activities of partners.

Core Function 2: To inform higher-level strategic decision-making by:

Minimum Requirements

Preparing needs assessments and analysis of gaps (across and within clusters, using information management tools as needed) to inform the setting of priorities.

Identifying and finding solutions for (emerging) gaps, obstacles, duplication and crosscutting issues.

- Formulating priorities on the basis of analysis.

- Standard WASH indicators have been agreed by cluster/sector partners and have been integrated into various multi-sector data collection initiatives.
- There is a cluster/sector mechanism or protocol in place to collect assessment data from partners.
- Cluster/sector partners are regularly submitting activities data (4Ws).
- Analysis highlighting geographic or programmatic gaps is regularly updated, easily accessible, and discussed during coordination meetings.

Core Function 3: To plan and implement cluster strategies by:

Minimum Requirements

Developing sectoral plans, objectives and indicators that directly support realization of the overall response's strategic objectives.

Applying and adhering to common standards and guidelines.

Clarifying funding requirements, helping to set priorities, and agreeing cluster contributions to the overall humanitarian funding proposals.

- A WASH-response plan has been jointly agreed addressing priority needs identified during data review. At a minimum, the response plan will include:
 - priorities (geographic, activity, etc.),
 - key strategic indicators and
 - funding requirements.
- WASH standards and guidelines for humanitarian response have been developed and agreed by partners and are based on national standards where applicable (or global otherwise) with consideration made for the local context.

Core Function 4: To monitor and evaluate performance by:

Minimum Requirements

Monitoring and reporting on activities and needs.

Measuring progress against the cluster strategy and agreed results.

Recommending corrective action where necessary.

- Regular communication/information products are distributed covering:
 - tracking of progress against strategic plan/indicators.
 - tracking of funding status of overall cluster/sector.
- Mechanism in place to monitor the quality of WASH services delivered to the affected population against established standards (relevance, reliability, quantity and safety of WASH services).

Core Function 5: To build national capacity in preparedness and contingency planning	
<p>Building emergency response preparedness (ERP) is dependent on country-level coordination structure and risk level.</p>	Minimum Requirements
	<ul style="list-style-type: none"> • Hazard identification, risk assessment and risk monitoring is undertaken as part of the Humanitarian Programme Cycle or on a needs basis. • Contingency plans exist for high-risk or recurring disasters (flooding, cholera outbreak, mass displacement, etc.).

Core Function 6: To support robust advocacy by:	
<p>Identifying concerns, and contributing key information and messages to higher-level messaging and action.</p> <p>Undertaking advocacy on behalf of the cluster, cluster members and affected people.</p>	Minimum Requirements
	<ul style="list-style-type: none"> • Critical WASH issues are identified and brought to the attention of the relevant stakeholders. • Advocacy initiatives are undertaken when required to communicate WASH issues to key stakeholders (donors, government, Pacific Humanitarian Team, etc.).

Accountability to affected populations (AAP)	
<p>Ensuring that women, men, girls and boys of all ages and backgrounds affected by a crisis have equitable and meaningful access to:</p> <ul style="list-style-type: none"> • appropriate, relevant and timely information; • two-way communication channels that facilitate feedback and complaints, and provide redress for complaints; • means to participate in decisions that affect them, including fair and transparent systems of representation; and • active involvement in the design, monitoring and evaluation of the goals and objectives of programmes. 	Minimum Requirements
	<ul style="list-style-type: none"> • WASH cluster/sector has conducted a training or workshop on AAP within the past year or AAP is a standing agenda item during coordination meetings. • WASH cluster/sector-specific policy or guidance for the minimum level and means of communication with affected communities. • When relevant and feasible, cluster/sector reporting data is disaggregated by sex, age, geographical areas and ethnic group. • Specific cluster/sector focal points for cross-cutting issues have been identified.

Why WASH?

*“Basic sanitation and safe drinking-water are essential to alleviate poverty, attain sustainable economic and health development, and deliver primary health care. Without basic sanitation, poor hygiene and unsafe water supplies can **lead to sickness, high health-care costs and death.**” (WHO 2016, p. x)*

Some statistics:

*The proportion of people using some type of improved **sanitation** in Pacific island countries rose from **29%** in 1990 to **31%** in 2015 (WHO 2016, p. xii).*

*With regard to **drinking-water**, the proportion of people using improved sources increased from **46%** in 1990 to **52%** in 2015 (WHO 2016, p. xii).*

“From 1990 to 2015, Pacific island countries experienced population growth of about 70%. Thus, the increase in the proportion of people served did not keep pace with population growth. This means that investments towards improved drinking-water and sanitation facilities in Pacific island countries have remained stagnant for more than two decades.” (WHO 2016, p. xii)

*“Although treatment of diarrhoeal disease has reduced child mortality considerably, over 1,000 people in the Pacific region still die annually due to diarrhoeal disease. The **highest death rates** among children occur **in Kiribati and Papua New Guinea.**” (WHO 2016, p. xiv)*

Sustainable Development Goal 6 is to:

*“Ensure availability and sustainable management of water and sanitation **for all.**” Starting with targets: ‘6.1: “By 2030, achieve universal and equitable access to **safe and affordable drinking water** for all”; and 6.2: “By 2030, achieve access to **adequate and equitable sanitation and hygiene** for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.”*

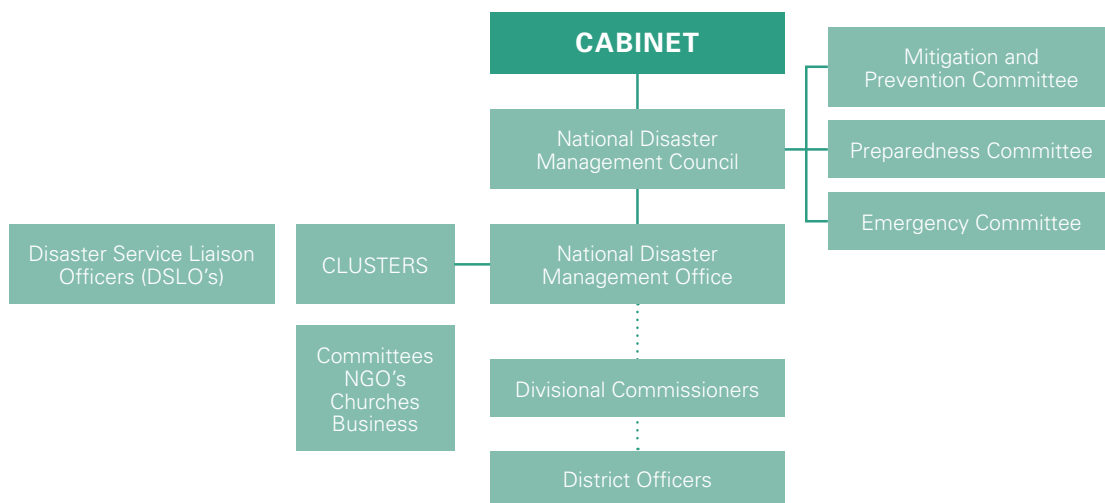
Key WASH documents (included on USB)

- UNICEF 2013. A Snapshot of Water and Sanitation in the *Pacific: 2013 Sub-Regional Analysis and Update*.
- UNICEF 2017. *Thirsting for a Future: Water and Children in a Changing Climate*.
- UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water (GLAAS) 2017. *Financing universal water, sanitation and hygiene under the sustainable development goals*.
- World Bank Group (with UN-Habitat, UNICEF and ADB) 2015. *Unsettled: water and sanitation in urban settlements in the Pacific*.
- WHO 2016. *Sanitation, Drinking-water and Health in Pacific Island Countries: 2015 Update and Future Outlook*. Prepared by WHO in partnership with UNICEF, SPC and the United Nations Human Settlements Programme (UN-Habitat).
- The WHO/UNICEF Joint Monitoring Programme (JMP) is the custodian of global WASH data. JMP has been monitoring global progress since 1990 and is responsible for reporting on Sustainable Development Goal targets and indicators related to WASH.
 - WHO/UNICEF 2017. *JMP Progress on Drinking Water, Sanitation and Hygiene*.
 - WHO/UNICEF 2015. *JMP Progress on Sanitation and Drinking Water: 2015 Update and MDG Assessment*.
- UNICEF. Situation Analysis of Children in the Pacific Island Countries (in development)

National coordination structures

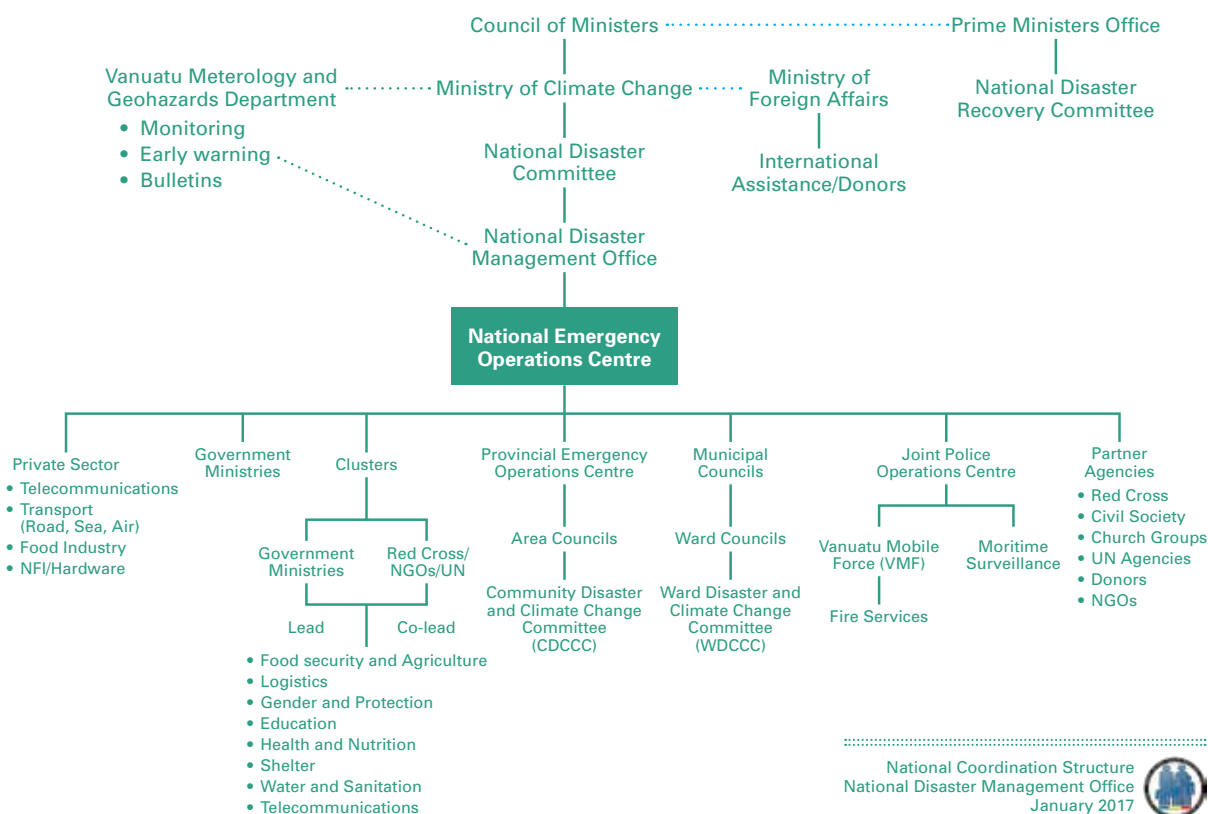
Figure 3 through Figure 5 show examples of national coordination structures from three PICs: Fiji, Vanuatu and Solomon Islands. See USB under section 2.3.1 for legislative documents.

Figure 3: Fiji National Disaster Management Structure



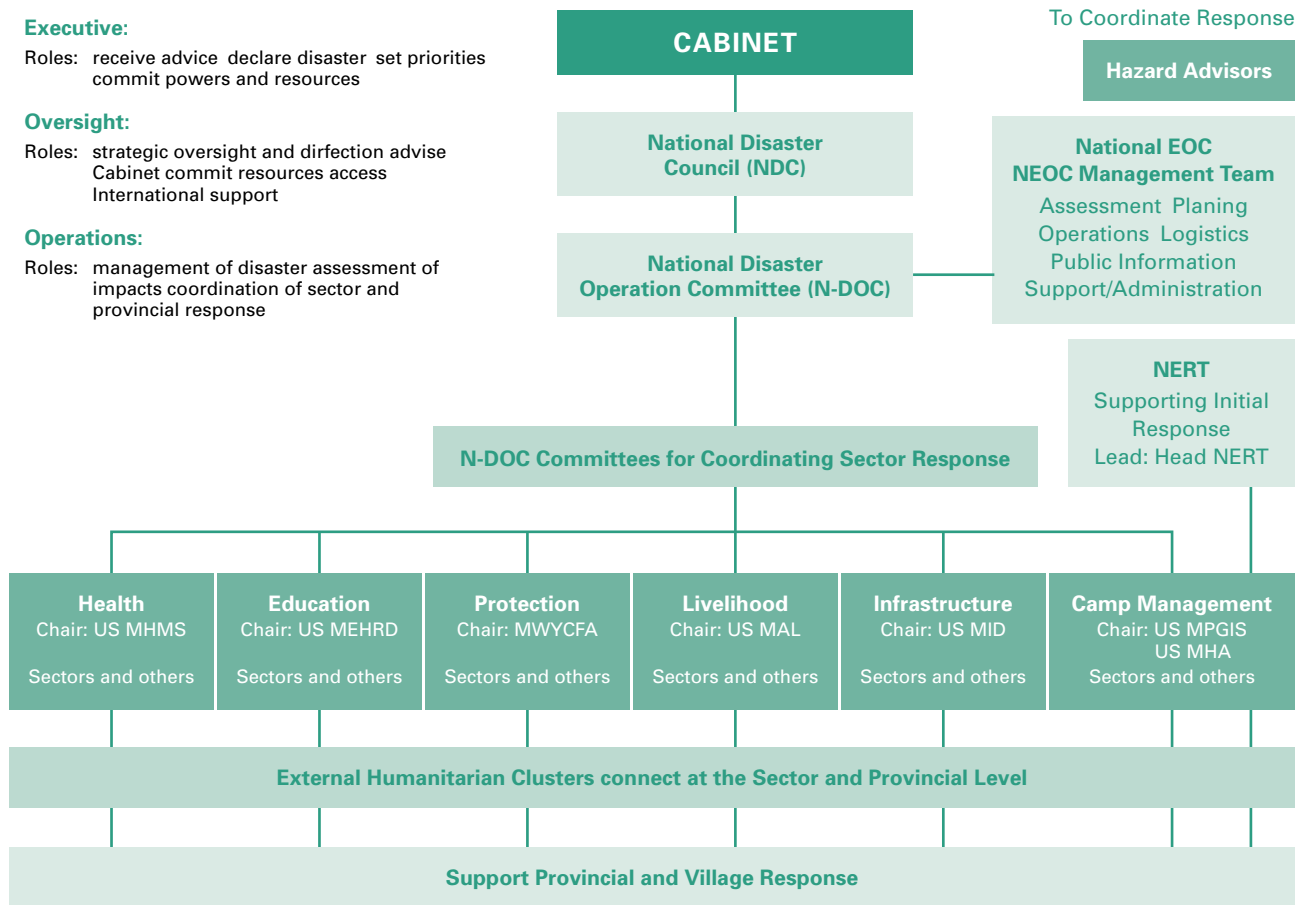
Source: Fiji WASH Cluster Training July 2016

Figure 4: Vanuatu National Coordination Structure



Source: NDMO Briefing Pack January 2017

Figure 5: Solomon Islands Disaster Management Operational Arrangement



Source: Draft National Disaster Management Plan (NDMP), 2017

Note: The WASH CP is under the Health Committee of the National Disaster Operations Committee.

Regional WASH coordination mechanisms

Several regional WASH coordination mechanisms exist in the Pacific.

- **Pacific WASH Coalition**
 - The Pacific WASH Coalition was established informally in 2007 to support more coordinated regional WASH initiatives. All quarterly meetings include cluster updates and the Coalition supports information sharing among all stakeholders across the Pacific Region.
 - The SPC, based in Suva, Fiji provides the Coalition with secretariat support.
- **Pacific WASH Cluster Support Team**
 - “The primary function of the regional Cluster Support Teams is to support national clusters or sectoral working groups where they exist. Where they do not, the Cluster Support Teams are still able to provide coordination and technical support related to their sector, as needed and under national leadership.” Source: *The Pacific Humanitarian Team: from commitment to action, 2017* (on USB)
 - The Pacific WASH Cluster Support Team is led by UNICEF Pacific, based in Suva, Fiji.
- **Pacific Water and Wastewater Association – <http://www.pwwa.ws>**
 - A regional organization focused on Pacific water service providers and supplier members. Note: Any water authority preparedness measures, including contingency plans, should align with, or be recognized by, national WASH CP emergency response preparedness plans.
- **Pacific Humanitarian Team (PHT)**
 - “The PHT is a network of humanitarian organizations that work together to assist Pacific Island countries in preparing for and responding to disasters.” Source: *The Pacific Humanitarian Team: from Commitment to Action, 2017* (on USB)
 - The **Country Preparedness Package** (CPP) is a PHT initiative in which national and international actors develop and agree upon a country-specific approach to working together in a disaster. This process commenced in September 2016 when the PHT agreed to roll out the CPP pilot in the Marshall Islands, Solomon Islands and Vanuatu. The Marshall Islands’ and Vanuatu’s CCPs have already been finalized.

Wash your hands
with soap & water

Remove Rubbish Safely

Boil Drinking Water - Even from Taps

Breastfeeding is Best

Keep your food safe

Your Health
in your Hands



af
Children

Core functions of coordination

Country consultations underpinned the structure and content of this handbook, including the six core functions of coordination, along with the overview and crosscutting objective of accountability to the affected populations. The priorities (followed by the number of votes each tool received) for Vanuatu, Fiji and Solomon Islands are shown in Table 4. Priorities one through five are highlighted in green and six through 10 in orange.

Table 4: Priority table from consultation visits

No.	Coordination objectives	Optional tools (based on Pacific consultation)	Priority – number of votes		
			Vanuatu	Fiji	Solomon Islands
0	Overview	0.11 Why is coordination required? (Based on the 2016 FRDP)			
		0.12 Who coordinates? (List of lead departments/country)			
		0.13 How to coordinate (Minimum requirements)			
		0.14 Why WASH?			
		0.15 National-level government coordination structures			
		0.16 Regional-level WASH coordination mechanisms			
+1	Accountability to affected populations	0.21 Accountability to affected populations (including feedback/complaints from community members)	5-V7	26-V0	
1	Support service delivery • Coordinate to ensure that service delivery is driven by the agreed strategic priorities	1.11 Contact list	14-V3	16-V3	
		1.12 Efficient meetings	8-V6	19-V2	
		1.13 Coordination ToR	16-V1	8-V6	4-V4
		1.14 Strategic Advisory Group (SAG) / Technical Working Group (TWG)			
		1.15 Strategic Operational Framework (SOF) (Strategy and 'how we work')		11-V5	9-V2

No.	Coordination objectives	Optional tools (based on Pacific consultation)	Priority – number of votes		
			Vanuatu	Fiji	Solomon Islands
1		1.16 Inter-cluster roles and responsibilities	15-V2	20-V2	10-V1
		1.17 National/provincial coordination mechanisms	N/A	4-V8	
		1.18 Document management (version control)	N/A		11-V1
	<ul style="list-style-type: none"> Develop mechanisms that eliminate duplication of service delivery 	1.21 Information management (4Ws, infographics, website)	2-V9	21-V2	3-V4
		1.22 Analysis of gaps and overlaps	13-V4	12-V5	12-V1
2	Inform strategic decision making	2.11 Needs assessment	1-V11	3-V10	2-V4
		2.21 Situation analysis (Analysis to identify gaps, overlaps and cross-cutting issues)	9-V6	9-V6	8-V2
3	Plan and implement strategies	3.11 Prioritize to develop cluster plans, objectives, indicators that support higher-level response priorities (Strategic response planning)	11-V5	22-V2	7-V2
		3.12 WASH technical standards and guidelines (Including cross-cutting issues)	6-V7	2-V10	5-V3
		3.13 Funding (Resource mobilization)	3-V8	15-V4	
4	Advocacy	4.11 Advocacy	12-V5	7-V7	13-V1
5	Monitor and evaluate performance	5.11 Monitoring	7-V7	5-V8	
		5.12 Reporting		6-V8	
		5.13 Performance of WASH Coordination Platform (CP)		25-V1	
6	Preparedness and contingency planning	6.11 Climate change adaptation/disaster risk reduction	4-V8	18-V3	14-V1
		6.12 Emergency response preparedness—generic	N/A	10-V6	1-V7
		6.13 Contingency planning—hazard specific	10-V6	1-V11	6-V2

■ Priorities one through five
■ Priorities six through 10





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Support service delivery

A core function of coordination is to enable all WASH stakeholders to more reliably, effectively, inclusively and sustainably meet the common vision.

1.1 Workplan

A workplan can be used to transparently capture the coordination platform's agreed actions to strengthen mitigation, disaster reduction, preparedness, response and recovery. As well as providing a common plan, it has the advantage of providing consistency between coordinators, and assists new coordinators in getting up to speed quickly. As it is a cluster workplan, the responsibility column should be filled with a person or organization in the WASH CP.

Case study 2: Tonga Cluster Workplan: Basis for a collective proposal

The Tonga Cluster Workplan led to civil-society organizations (CSOs) submitting a collective proposal to the Australian Department of Foreign Affairs and Trade (DFAT)-funded Water for Women Fund. Below is the structure of the workplan. See the accompanying USB for more details.

WASH Cluster Coordination and Information Management					
Strategic priority 1: Maintain a coordinated and effective approach to the work of the Tonga Health, Nutrition and WASH Cluster and its members					
Objective	Activity	Responsibility	Output / Indicator	Status / Comments (July 2018)	Status Update Comments (July 2019)
1.1	1.1.1 Formulation	Island WASH Cluster	Island HN WASH		



NEXT STEPS for National WASH CP Coordinator

Consider developing a cluster workplan. The structure could align with this handbook, which would also align it with the Cluster Coordination Performance Monitoring (CCPM) tool (in section 5.3: Performance of WASH Coordination Platform).



Documents on accompanying USB:

- *Tonga Health, Nutrition and WASH Cluster Work Plan 2017–2019*
- *Tonga Health, Nutrition and WASH Cluster Work Plan M&E*
- *Tonga WASH Work Plan Jan–June 2017*
- *Vanuatu NDMO Strategic Plan 2016–2010*

1.2 Contact list

An up-to-date, accessible contact list is the first priority for any CP and facilitates communication with and between members.

The contact list should align with a national standard, such as the NDMO's or the Pacific Humanitarian Team's contact list, to enable easy collation at a higher level. For example: last name, first name, gender, position and organization, telephone, email address. Templates and guidance are available in the Global WASH Cluster IM toolkit (available at <http://washcluster.net/tools-and-resources/>, with a basic template to be found on the USB).

Some suggestions for information to include in your contact list:

- key contacts and focal points at provincial, district and community level (as agreed with the NDMO or equivalent). It should also be clear how CSOs interact with these contacts, though this may not be described in the contact list;
- key stakeholders, such as the national water authority and regional managers;
- key suppliers and vendors (while not preferencing any particular stakeholders); and
- both primary and secondary contacts for CSOs, as primary contacts may often be unable to be contacted in the field.

NEXT STEPS for National WASH CP Coordinator

Consider using the Humanitarian ID online service. Individuals can update their own details, and coordinators can easily send an email to everyone on the WASH list.

See <https://humanitarian.id/#%2F> for more details and an introduction video.

1.3 Efficient meetings

“When you run a meeting, you are making demands on people’s time and attention—use it wisely. Meetings are essential to communicating in disasters but they frequently produce limited outcomes. Creating a format and process that produces results is key.”

“The role of the chair is to facilitate the meeting in such a way that the collective wisdom of the attendees is tapped into, while keeping discussions in line with the meeting’s objectives. The participants’ role is to prepare for and engage constructively in meetings so that results can be accomplished.”

Statements from the Fiji WASH Cluster Coordination Training, 25–29 July 2016

Templates for minutes to ensure that meetings focus on action rather than talk are available on the GWC site: <http://washcluster.net/tools-and-resources/>



NEXT STEPS for National WASH CP Coordinator

- Review the meeting guidance provided.
- Target continual improvement. For example, at the end of each meeting ask how the next meeting could be improved.
- Encourage sub-national WASH CP Coordinators to collectively develop a standard meeting agenda (for standing items or regular meeting topics). This should be designed to facilitate attendance, decision-making and effective feedback between sub-national and national CPs.



Document on accompanying USB:

- Two-page handout from the Fiji WASH Cluster training 2016 called 'Effective meetings and facilitation.'

1.4 Coordination terms of reference

The national CP terms of reference (ToR) should “outline the structure, architecture, roles and responsibilities and minimum participating requirements of the platform” (GWC Minimum Requirements 2017).

As requested in consultation visits, the WASH CP ToR could also include:

- Commitment to the principles stated in the FRDP (see **Case study 1**). This includes a commitment to human rights, meeting the needs of the most vulnerable, and reinforcing cultural and traditional resilience.
- The role of WASH CP members:
 - consider using the 'Minimum commitment for participation in clusters' (Figure 6) and 'Principles of Partnership' (Figure 7); and
 - detailing how WASH CP members should interact with government and key stakeholders (e.g., the water authority) at national and sub-national levels.
- The roles and responsibility of the:
 - WASH CP at national, sub-national and, if relevant, community levels; and
 - WASH CP Coordinator and humanitarian partners, including information flow, attending key meetings and taking minutes.
- Key stakeholders and their roles, for example:
 - The role of the government department or ministry responsible for the WASH CP and NDMO, including information flow and reporting lines. Particularly:
- responsibilities for health emergencies, such as dengue or rotavirus (diarrhoea) outbreaks, between NDMO and ministry of health. Who leads, who does what, and who reports to whom. Especially if the ministry of health is responsible for the WASH CP; and
- if the WASH CP is a sub-group under the Health CP, as in the Solomon Islands, clarify the roles of the WASH CP, Health CP and NDMO.

1. Support service delivery

- Key documents, such as relevant national policies and plans that guide strategic direction, for example, see the documents on the USB under section 1.6.
- Commitment from the CP Team for a smooth handover (when leaving the position, or if on leave) by maintaining good document management.

ToRs for individual positions

- See the GWC Resources page (<http://washcluster.net>) for generic ToRs including:
 - WASH Cluster Coordinator
 - WASH Information Management (IM) Specialist

The following pages contain the minimum commitments for participation in clusters (Figure 6) and the Principles of Partnership (Figure 7).

Figure 6: Minimum commitments for participation in clusters

The minimum commitments for participation in clusters, as per the Cluster Coordination at Country Level Reference Module, IASC 2015, are as follows.

- 1** Commitment to humanitarian principles, the Principles of Partnership, cluster-specific guidance and internationally recognized programme standards, including the Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse.
- 2** Commitment to mainstream protection in programme delivery (including respect for principles of non-discrimination, do no harm, etc.).
- 3** Readiness to participate in actions that specifically improve accountability to affected people, in line with the IASC Commitments to Accountability to Affected Populations and the related Operational Framework.
- 4** A demonstrated understanding of the duties and responsibilities associated with membership of the cluster, as defined by IASC ToRs and guidance notes, any cluster-specific guidance, and country cluster ToRs, where available.
- 5** Active participation in the cluster and a commitment to consistently engage in the cluster's collective work.
- 6** Capacity and willingness to contribute to the cluster's response plan and activities, which must include inter-cluster coordination.
- 7** Commitment to mainstream key programmatic crosscutting issues (including age, gender, environment and HIV/AIDs).
- 8** Commitment by a relevant senior staff member to work consistently with the cluster to fulfil its mission.
- 9** Commitment to work cooperatively with other cluster partners to ensure an optimal and strategic use of available resources, and share information on organizational resources.
- 10** Willingness to take on leadership responsibilities in sub-national or working groups as needed, subject to capacity and mandate.
- 11** Undertake advocacy, and disseminate advocacy messages to affected communities, the host Government, donors, the Humanitarian Country Teams, cluster lead (support) agencies, the media and other audiences.
- 12** Ensure that the cluster provides interpretation (in an appropriate language) so that all cluster partners are able to participate, including local organizations (and national and local authorities where appropriate).

Figure 7: Principles of Partnership

Principles of Partnership

A Statement of Commitment
Endorsed by the Global Humanitarian Platform, 12 July 2007

The Global Humanitarian Platform, created in July 2006, brings together UN and non-UN humanitarian organizations on an equal footing.

- ▶ Striving to enhance the effectiveness of humanitarian action, based on an ethical obligation and accountability to the populations we serve.
- ▶ Acknowledging diversity as an asset of the humanitarian community and recognizing the interdependence among humanitarian organizations.
- ▶ Committed to building and nurturing an effective partnership.

The organizations participating in the **Global Humanitarian Platform** agree to base their partnership on the following five principles:



EQUALITY

Equality requires mutual respect between members of the any partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and also recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent.



TRANSPARENCY

Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.



RESULT-ORIENTED APPROACH

Effective humanitarian action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.



RESPONSIBILITY

Humanitarian organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way They must make sure they commit to activities only when they have the means, competencies, skills, and the capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be an on-going effort.



COMPLEMENTARITY

The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets on which to build and which we can enhance. Whenever possible, humanitarian organizations should strive to make a complementary approach an integral part of any emergency response. Language and cultural barriers must be overcome.

Case study 3: Example terms of reference

ToRs provided on the USB as examples include:

- Fiji Health and Nutrition Cluster ToR 2014. Highlights include:
 - Inter-cluster considerations, for example, with the WASH Cluster:
 - Undertake joint initial rapid assessments in first 10–15 days and produce a joint, initial analysis of priority problems, risks and gaps.
 - Sections for:
 - Goals and objectives
 - Humanitarian principles
 - Principles of Partnership
 - Roles and responsibilities
 - Activities: core and functional (onset and ongoing)
 - Cluster mode of operation
 - Key documents
- UNICEF generic global ToR for the:
 - Cluster Coordinator position
 - Information Management position
- Tonga WASH, Health, Nutrition Cluster ToR
- Somalia WASH Cluster ToR 2012, which includes the roles and responsibilities of the:
 - Cluster partners
 - Cluster Coordinator
 - Co-Chair
 - Strategic Advisory Group
 - Cluster Review Committee
 - Zonal, Regional and District Focal Points
 - Technical Working Groups
- Fiji National Drinking Water Quality Committee



NEXT STEPS for National WASH CP Coordinator

- Review or develop ToR for the WASH Coordination Platform and make it more accessible to new and existing members



Document on accompanying USB:

- Various ToRs (including those listed in Case Study 3)

1.5 Strategic Advisory Group/Technical Working Groups

Strategic Advisory Group

Many larger coordination platforms establish a Strategic Advisory Group (SAG). As described in the WASH Cluster Coordination Handbook 2009: “Setting up a smaller (strategic) advisory group can assist in facilitating decision-making, providing a balance between the need for rapid decision making and effective management, and the need for broad participation. The group should involve all major stakeholders.”

The Fiji WASH Cluster is in the process of establishing a SAG. Case study 4 is an excerpt from the proposed ToR.

Case study 4: Fiji WASH Cluster Strategic Advisory Group: Excerpt from proposed terms of reference

- Provide overall strategic direction and guidance for the WASH Cluster including:
 - Development of Cluster Strategy.
 - Oversee development of workplan for prioritization of Cluster activities and development of the Cluster workplan.
 - Monitor and review of WASH Cluster activity and progress against workplan and targets including for mid-year and end year reviews.
 - Monitor and oversee the work of the WASH Cluster Technical Working Groups (TWGs); ensure the work of the various TWGs is complementary and is consistent with policies and guidelines from the WASH Cluster and other relevant bodies.
 - Identify the need for new TWGs and develop ToR for TWGs as established.
 - Provide recommendations, support and work closely with the Cluster Coordinator and Co-coordinator on key issues in relation to WASH Cluster activity.
 - Participate in and promote inter-cluster strategic engagement.
 - Ensure harmonization with government policies and plans.
- Develop funding strategies for the WASH Cluster and advocacy for WASH Cluster funding
- Actively engage in the process of development of consolidated appeals and other funding processes including:
 - Partner support for development of WASH project proposals.
 - Review of WASH proposals submitted under various funding.
- Represent the WASH Cluster in a variety of forums as required.
- Help with any other activity required to support the WASH Cluster.
- Form Peer Review Technical Teams from the WASH Cluster Strategic Advisory Group as required for review of various issues as they arise.
- Review of the ToR after nine months.

Suggested composition of the National WASH Cluster Strategic Advisory Group

Invited members

- Ministry of Health National Advisor Environmental Health (Chair)
- UNICEF (Co-Chair)
- Cluster Coordinator
- Fiji Red Cross
- Live and Learn
- Water Authority of Fiji
- Department of Water and Sewerage
- NDMO

Elected members

- Another United Nations agency (to be nominated/selected).
- Six non-governmental organizations (NGOs), including one or two national NGOs.

Case study 5: Somalia WASH Cluster Strategic Advisory Group

Somalia WASH Cluster Strategic Advisory Group

A description of the SAG (established during a drought/famine response) within the Somalia WASH Cluster is provided on the USB. This document explains how the SAG was formed and how members were selected. It also provides the ToR and agendas for initial meetings.

Technical Working Groups

As described in the 2009 WASH Cluster Coordination Handbook (p. 32):

“Technical (working groups) are useful in analysing problems, resolving concerns, and formalizing principles and responsibilities, e.g. setting standards, defining technical specifications, information management, quality assurance, as consensus is more easily achieved within a smaller group.”

“To establish a group, the (Strategic Advisory Group) identifies a focal point with responsibility for establishing the group and feeding back on their activities and recommendations, either to the Steering Group, or all WASH Cluster partners. Once decisions are agreed or standards set, these need to be reflected in cluster response plans and strategy development. A group’s life-span will be determined by its purpose.”

Examples of Technical Working Groups (TWGs):

Tonga Health, Nutrition, WASH Cluster

- Communications (see Case study 6)

Vanuatu WASH Cluster

- Sanitation Working Group (co-led by the Ministry of Health and Live & Learn)
- National Water Advisory Group

Fiji WASH Cluster

- WASH in Schools in Emergencies (with Education Cluster)
- Drinking Water Quality
- Sanitation (with Shelter Cluster)

Solomon Islands CP

- Sanitation and Hygiene (2015)

Tonga Communication Technical Working Group – Health, Nutrition and WASH Cluster

Tonga’s Communication TWG was originally formed during the Zika virus outbreak to provide input into the Government’s communication material. Its scope has since increased, and TWG now assists in drafting WASH guidelines and proposals, including a collective proposal for the DFAT (Australia) Water for Women Fund.



NEXT STEPS for National WASH CP Coordinator

- Consider prioritizing challenges and establishing TWGs with clear ToRs.
- Consider establishing an SAG (this may not be relevant for smaller PICs). Possible topics for the SAG to consider include how the WASH CP can:
 - Improve resilience during WASH humanitarian response (and in non-emergency programmes) to increase self-reliance and self-sufficiency, while strengthening the traditional knowledge of the people affected by the emergency.
 - Support members to improve their accountability to affected people.
 - Improve monitoring of humanitarian response projects to enable evaluation of their effectiveness, provide accountability to affected communities, government and donors, and lead to continual improvement across the sector. This monitoring might include:
 - third-party review on completion (by government or joint evaluation); and
 - post-implementation evaluation, say six months after completion. This may form part of an advocacy strategy.



Document on accompanying USB:

- Strategic Advisory Group
 - SAG ToR Fiji WASH Cluster draft
 - SAG ToR Somalia WASH Cluster 2011
- Technical Working Group
 - WASH Communications ToR Tonga WASH Cluster
 - Sanitation and Hygiene ToR Solomon Islands
- 2009 WASH Cluster Coordination Handbook

1.6 Strategic Operational Framework

Although not yet used in any PIC, many WASH CPs globally have a Strategic Operational Framework (SOF), also called Cluster Strategy and Standards.

The aim of a SOF is to compile “one document to act as the over-arching ‘frame of reference’ for all cluster partners which outlines policies, principles, accountabilities, ways of working, strategy, objectives, standards, indicators, timelines, and definitions. It enhances cluster coherence, and renders the sector response more effective and efficient.” (clustercoordination.org, from the GWC Operational Coordination Pilot Training, Ethiopia, July 2017).

For more information, see documents on the accompanying USB:

- SOF Philippines Haiyan 2013 (SOF for TC Haiyan).
- SOF Somalia Guide to WASH Cluster Strategy and Standards 2012 (SOF for drought/famine response).

1.7 Inter-cluster roles and responsibilities

A disadvantage of clusters is that they can create siloed responses, which do not necessarily meet the needs of people affected by emergencies. There can be gaps and overlaps between clusters of which nobody is aware. A video from the Active Learning Network for Accountability and Performance explains the problem well: https://www.youtube.com/watch?v=9rR-__6uQhc (from Fiji Cluster Training July 2016).

Inter-cluster responsibilities matrices

The inter-cluster responsibilities matrices are an effective approach to recognizing and reducing any overlaps and gaps between clusters. These were developed by the Global WASH Cluster in 2009 and are likely to be included in the next edition of the Sphere Standards.

Inter-cluster responsibilities matrices have been drafted at the global level, and are designed to be easily reviewed and adapted at the country level. They act as a quick and transparent mechanism to agree who is responsible for what, to avoid overlaps and duplication. This is especially important where the responsibility for WASH is spread between different departments or ministries. Even when WASH responsibilities lie within one ministry, the matrices provide transparent accountability that permits existing and new organizations to support the government more effectively.

Note: Responsibility means ensuring the job gets done, not necessarily doing the job yourself.

The global guidance provided on USB includes matrices for:

- WASH, health and nutrition
- WASH and education
- WASH and emergency shelter

See Table 5 for an example of the WASH/Nutrition/Health Inter-cluster matrix of roles and responsibilities. The global matrix includes the responsibilities for the:

- Health Cluster to conduct WASH assessments and ensure WASH infrastructure meets agreed WASH standards; and
- WASH Cluster to coordinate common messaging for hygiene promotion.

Case study 6: Inter-cluster matrix of roles and responsibilities – Health/WASH/Nutrition:
Excerpts from the Global WASH Cluster

Area of potential overlap	Specific activity	Responsibility		
		Health cluster	WASH cluster	Nutrition cluster
Assessment	Conduct WASH assessments	In health facilities	Outside health facilities Support other clusters as requested	At nutrition rehabilitation centres and wet feeding programmes Support WASH assessment in communities where malnutrition is of concern
Monitoring	Monitor and share WASH related information with other clusters	Disease status and trends (evidence based) in health facilities	WASH indicators (more perception based) outside health facilities Support other clusters as requested	Trends in hygiene and water-related illness at nutrition rehabilitation centres, wet feeding programmes and at the community level (from nutritional surveys) where malnutrition is of concern
Hygiene	Promote and improve hygiene	In health facilities	Fully responsible to coordinate common message between feeding clusters; and to conduct outside health facilities	At nutrition rehabilitation centres, supplementary programmes and through community-based workers involved with management of malnutrition
Hygiene Promotion Outreach Workers (including Community Health Workers)	Develop Hygiene promotion strategy and message content	Provide input	Responsible to coordinate common message between clusters	Provide input, if relevant
	Agree outreach worker terms and conditions (e.g., paid, volunteer)	Agree outreach strategy with WASH Cluster	Agree outreach strategy with Health Cluster	Participate, if relevant
Excreta disposal	Ensure access	In health facilities	Outside health facilities	At nutrition rehabilitation centres and wet feeding programmes
Disease outbreak	Assessment	Fully responsible for overall coordination (with input from other clusters)	Participate in assessment	Input into assessment tool and support as suitable
	Surveillance and monitoring			
	Outbreak control		Support as requested. Full involvement in response action plan for WASH related diseases	Report incidence in programmatic areas and support as requested
	Communication			Support communication strategies at nutrition rehabilitation centres and wet feeding programmes

Area of potential overlap	Specific activity	Responsibility		
		Health cluster	WASH cluster	Nutrition cluster
WASH Infrastructure	Prioritize facilities for renovation and construction Implement projects	In health facilities	Outside health facilities Provide support to Health and Nutrition Clusters as requested	At nutrition rehabilitation centres and wet feeding programmes

Case study 7: Vanuatu WASH/health responsibility: Draft inter-cluster matrix

The following draft inter-cluster matrix was developed with Pakoa Rarua (Ministry of Health Vanuatu) to explain the responsibility for WASH in health care facilities, and to demonstrate the simplicity of the format to capture responsibilities.

Who is responsible for?	Ministry of Health (Health and Nutrition Cluster)	Department of Water Resources (WASH Cluster)
WASH in health care facilities including assessment, infrastructure, testing, quality, quantity	Responsible in health care and nutrition centres	Responsible outside health and nutrition centres. To support Health and Nutrition Cluster as requested.
Medical waste	Responsible in health care and nutrition centres	

Case study 8: Pacific Inter-Cluster Communications Coordination Group: Integrated messages for hygiene promotion

The Pacific Humanitarian Team (PHT) has an Inter-Cluster Communications Coordination Group. It began on a voluntary basis in 2014 to support the Solomon Islands flash flood response. Its role includes supporting governments across the Pacific to develop, adapt and disseminate key messages for disaster affected communities, in collaboration with ministries and clusters – WASH, Health and Nutrition.

It has pre-developed IEC material, radio messaging and SMS responses (e.g., for hygiene promotion following diarrhoeal outbreaks and other WASH health emergencies), which have been developed working with health ministries and national health promotion units across the Pacific. At the time of an emergency, they can provide support to tailor material for approval by governments and for use by all stakeholders.

NEXT STEPS for National WASH CP Coordinator

Initiate discussions to develop clear agreement on responsibilities at the national level, using the global inter-cluster matrices (especially the first two columns) as background. Proactively agree upon responsibilities, rather than reactively identifying concerns by attending other cluster meetings.

Key points to consider (as raised during consultation visits):

- WASH, nutrition and health:
 - Who trains nutrition centre workers in the use of IEC material on handwashing?
 - Responsibilities during outbreak response.
 - Who leads the development of key WASH messages for use by all?
 - Information sharing during emergencies.
 - Integrated joint monitoring.
- WASH and education:
 - Especially when schools are used as evacuation centres.
 - Integrated joint monitoring.
- WASH and evacuation centres:
 - Use a similar format to agree responsibilities and disseminate for clarity among WASH CP members. For example:
 - Who provides a list of evacuation centres to the WASH Cluster and when?
 - Who pre-positions supplies?
 - Who conducts checks of water quality, quantity and assesses the functionality of toilets?
 - Who ensures adequate WASH services in non-emergency times?
 - Who provides good practice in WASH for use in evacuation centres? For example: developing 'Tips for Evacuation Centre Managers' to disconnect the rainwater harvesting before cyclones to avoid salt water getting into tanks, and how to add chlorine to tanks (as suggested by Adventist Development and Relief Agency (ADRA) Vanuatu).
 - The same format could be used to capture inter-cluster responsibilities for outbreak preparedness and response (e.g., for typhoid).



Documents on accompanying USB

Inter-cluster matrices of roles and accountabilities, Global WASH Cluster 2009.

1.8 Inter-cluster roles and responsibilities

Theory

As stated in the Cluster Coordination at Country Level Reference Module (IASC 2015):

“Sub-national coordination mechanisms are in a better position than their national counterparts to:

- strengthen accountability to affected people.
- adapt the response, including priorities to local circumstances.
- work closely with local authorities and partners.
- support real-time implementation of the Humanitarian Response Plan, and address cross-cutting and multidimensional issues arising in the immediate context.”

“National-level clusters should provide support and policy direction to sub-national clusters. Ideally, national meetings should take place after sub-national ones, and both should produce a reliable record of decisions. The links between sub-national and national clusters should:

- facilitate reporting, information-sharing and collaboration with national and other sub-national clusters.
- promote the coherence of national programming and overall coordination.
- help to track trends.
- identify shared and common concerns in operational areas.
- develop more upstream advocacy and programming strategies.”

Case studies

Although all interviewed WASH CPs are in favour of establishing sub-national CPs, many are not able to establish them until government legislation (e.g., acts, policies or plans) officially recognizes the role of the WASH CP.

Tonga is an exception and has established District Coordinators. Specific duties for them are included in the cluster standard operating procedure SOP (see **Case study** and USB).

Case study 9: Tonga Health, Nutrition and WASH Cluster District-level Coordination Platform

The Tonga Cluster SOP includes the following duties for Health, Nutrition and WASH (HNWASH) District Coordinators (section 5.5, pp. 8-9).

5.5 Specific Duties of the HNWASH District Coordinator

- Become the designated HNWASH Cluster Island focal point and coordinator on behalf of the Island Government and MoH.
- Ensure stakeholders are familiar with standard operating procedures, including detailed assessment formats and best practice.
- Contribute to the analysis of the collection of data for the approval of the Island Government on base health, nutrition and WASH needs.
- On the approval of the Island Government, submit findings to the National HNWASH Cluster Coordinator, who will submit recommendations to MoH/NEMO for the Cabinet to request assistance from UNICEF/Oxfam, WHO and other parties if required.
- Coordinate distribution response actions with the assistance of the HNWASH National Coordinator. The distribution of resources is jointly the responsibility of the HNWASH Island Coordinator and the HNWASH National Coordinator.
- Work in close partnership with Island HNWASH stakeholders on HNWASH progress for the distribution of health, nutrition and WASH immediate and longer-term needs.
- Carry out monitoring and reporting duties on the implementation of resources to ensure fairness and accountability.
- Promote the HNWASH SOP.
- Ensure stakeholders are familiar with the SOP, including the detailed assessment format and its best practices.

Case study 10: Fiji National Humanitarian Policy 2017

Fiji clusters were previously limited in their ability to coordinate at the sub-national level, as clusters were not acknowledged in national policy documents, such as the Natural Disaster Management Act (1998), Plan and SOP.

This is expected to change with the new Fiji National Humanitarian Policy (launched September 2017), which specifically mentions clusters and states that a “detailed Fiji cluster system and sub-national humanitarian coordination Guidelines on roles, responsibilities, and priorities will be determined through wide consultation and endorsed by the Cabinet” (p. 8).



NEXT STEPS for National WASH CP Coordinator

- If necessary, advocate for the WASH CP to be recognized in national policy documents to clarify roles and responsibilities at national and sub-national levels during preparedness, response and recovery.
- Agree and document how CSOs can most efficiently engage with national and sub-national governments and communities.
- Once recognized, “the establishment of sub-national clusters should be formalized in ToRs. TORs should be framed in terms of clusters’ core functions and should establish clear lines of accountability between national and sub-national clusters” (Cluster Coordination at Country Level Reference Module, IASC 2015).



Document on accompanying USB:

- Tonga Health, Nutrition, WASH Cluster SOP 2017, Ministry of Health, Kingdom of Tonga.

1.9 Information management (4Ws, infographics, websites)

Theory

Information management (IM) is how to manage information to facilitate decision-making. This section outlines the three key IM responsibilities:

1. **Establishing an activity reporting form** (e.g., 4Ws – who is doing what, where and when);
2. **Producing mapping or information products** – to quickly display critical information (for example mapping who is working where and doing what, so decision makers can proactively avoid duplication of service delivery, or gaps); and
3. **Establishing information sharing platforms** (e.g., website or file sharing) – to allow decision makers easy access to up-to-date maps or information products.

For an IM product to facilitate decision-making, it must:

- **Identify the audience and purpose.** This allows information products to be targeted, evidence-based and actionable; and
- **Present the result with effective visualization** (e.g., an infographic) to support decision-making in time-poor environments.

1. Establishing an activity reporting form (4Ws – who is doing what, where and when)

The 4W template will be used by WASH Coordination Platform (CP) members to report where they are working, doing what and when, and is recommended to be developed as a preparedness measure. The WASH 4W spreadsheet should align with the NDMO’s IM spreadsheet, as NDMO consolidates input from all CPs.

A key challenge is WASH CP members regularly submitting 4W matrices. Some ideas to address this are:

1. Support service delivery

- Make the 4W template as clear and easy as possible, for WASH CP members to complete efficiently and consistently. Developing the 4W matrix as a preparedness measure allows time for review and training;
- Share the resulting 4W infographic, along with organizations' names and their progress, with donors, the NDMO, at WASH coordination meetings, and with others via the website. This will promote the work of organizations on the 4W; and
- Use pivot tables to convert the latest 4W Excel spreadsheets into two-page summaries for review in national or sub-national meetings. This allows meetings to quickly review progress before focusing on actions. Organizations not on the list or with out-dated data are quick to raise the matter, and rectify it prior to the next meeting. Note this is not yet used in PICs, but was used in Somalia WASH Cluster sub-national meetings led by national NGOs.

Examples of 4W spreadsheets

For examples of 4W spreadsheets, see the Global WASH Cluster IM toolkit on the USB and resources on the WASH Cluster website. Note that in large-scale emergencies with no preparedness, many WASH Clusters use:

1. Partner cards in the first week while WASH Phase 1 – 4W is being developed;
2. WASH Phase 1 – 4W: with basic information, to collect key operational information to share with partners over weeks 1 through 4 until the WASH Phase 2 – 4W is available; or a
3. WASH Phase 2 – 4W: developed with the same indicators as the WASH strategy in the Response Plan, which is generally available at this time.

Ideally, with suitable preparedness in PICs, the existing 4W matrix will just need review and minor adjustment at the start of emergencies.

For information on indicators, see section 2.1.

IM toolkit

The GWC IM toolkit, developed in 2014, provides overall support to IM Officers covering needs assessment and analysis, strategic planning, and implementation and monitoring.

<http://washcluster.net/im-toolkitpage/>

2. Producing mapping or information products

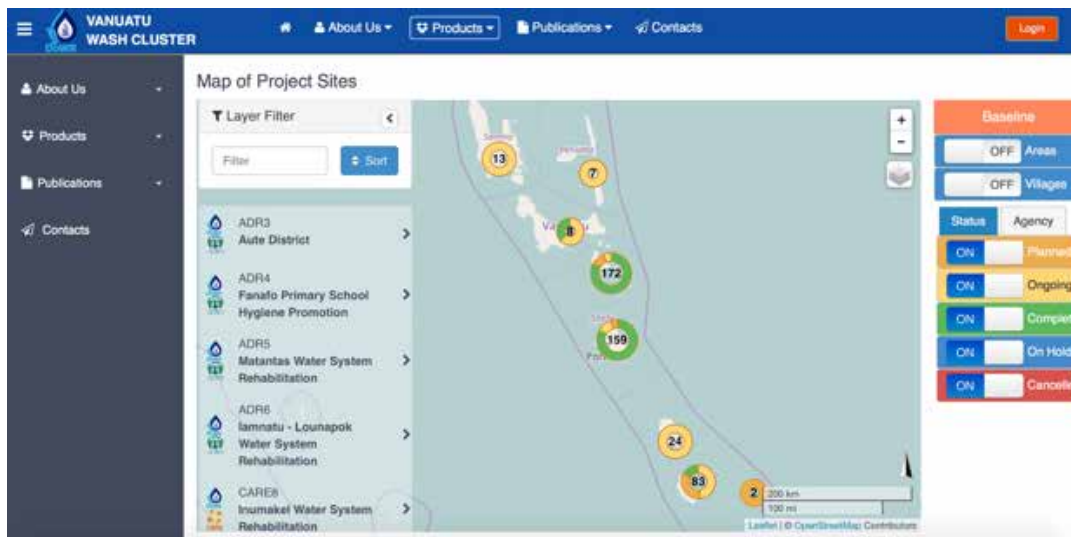
Infographics need to be actionable, evidence-based information products that facilitate decision-making.

Some formats include:

- Dashboard—a graphical overview
- Maps—as per Case study 11
- Pie charts and line graphs

All documents should have a date and clear file name to enable both new and existing CP partners to find the latest resource quickly and easily.

Case study 11: Vanuatu WASH Cluster mapping of project sites



Source: Vanuatu WASH Cluster website: <https://events.gov.vu/4w/index.php?action=map-of-project-sites&PHPSESSID=hn19787creadtsrgobvskh4hv4>

3. Establishing information sharing platforms

The websites and file sharing mechanisms for various PICs are below.

Vanuatu WASH Cluster

- WASH Cluster: <http://events.gov.vu/4w/> (see Figure 8).
- IEC Material: <http://wash.vu>

This includes the full designs; CSOs only have to add their logo. The key messages and material were developed by a working group consisting of government and cluster members. Translations were approved by the National Advisory Board. New WASH organizations are requested to use these agreed key messages, rather than introducing new messages.

- TC Donna WASH Shared Folder on Google Drive (see Figure 9) – Contact WASH Cluster Information Management Officer for access:
<https://drive.google.com/drive/folders/0BxaQWPYtGNFbb1k5MjNkOWtyTmc>
- Water Resources Inventory (in development).

Other Government sites

- NDMO portal: <https://ndmo.gov.vu> (see Figure 10). This offers a range of Disaster Risk Management products. See https://ndmo.gov.vu/resources/downloads/com_jaextmanager
- National Advisory Board on Climate Change and Disaster Risk Reduction portal: <http://www.nab.vu>
- Meteorological website: <http://www.vmgd.gov.vu/vmgd/index.php>

Non-government sites:

- Vanuatu Humanitarian Team:
<https://www.humanitarianresponse.info/en/operations/vanuatu/vanuatu-humanitarian-team>

Figure 8: Vanuatu WASH Cluster website



Source: Vanuatu WASH Cluster website: <http://events.gov.vu/4w/>

Figure 9: Vanuatu: Tropical Cyclone Donna WASH shared folder on Google Drive

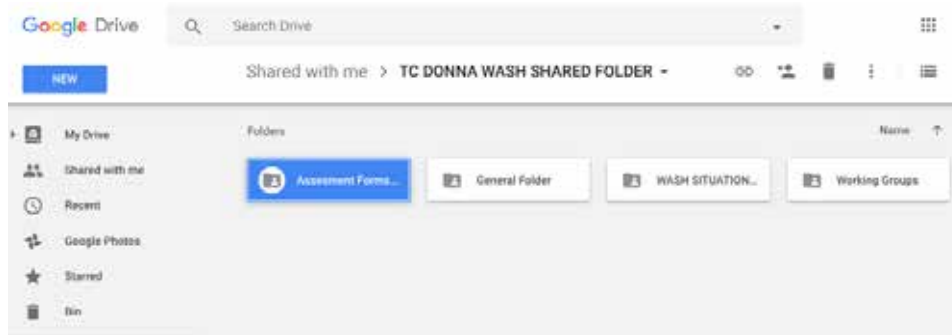
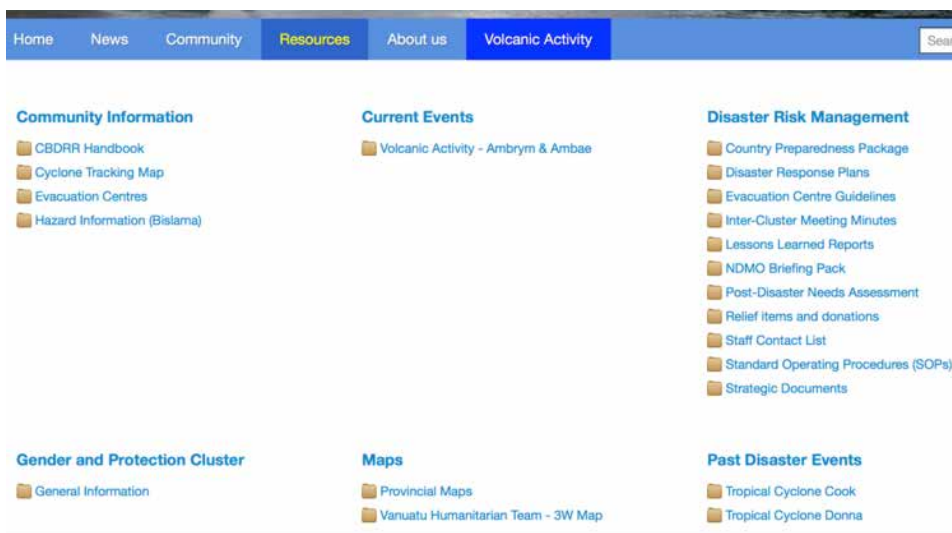


Figure 10: Vanuatu National Disaster Management Office website Resources/Downloads



Source: Government of the Republic of Vanuatu National Disaster Management Office https://ndmo.gov.vu/resources/downloads/com_jaextmanager

Fiji WASH Cluster

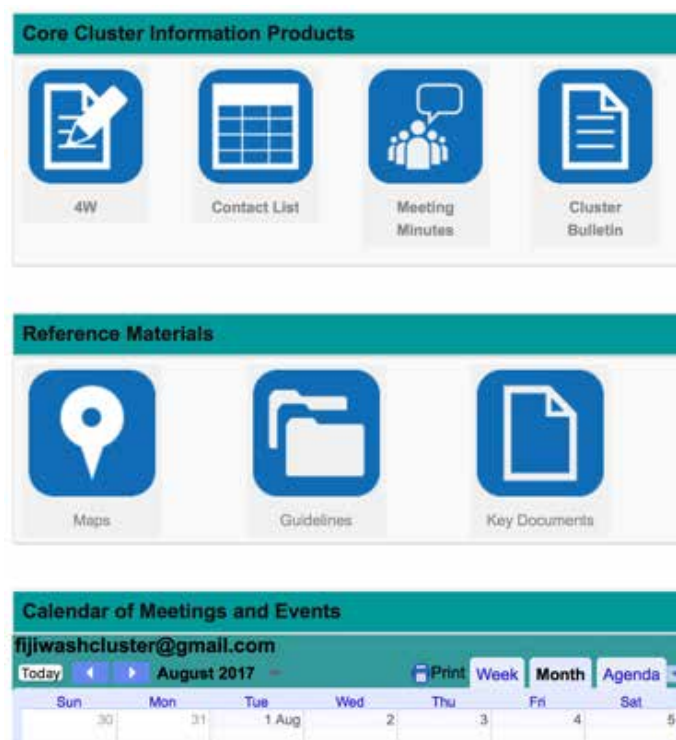
The Fiji WASH Cluster disseminates knowledge for decision-making via:

- A regular bulletin (on USB).
- The WASH Cluster website: http://www.health.gov.fj/?page_id=5452 (see Figures 11 and 12).

Figure 11: Fiji WASH Cluster website



Figure 12: Excerpt from Fiji WASH Cluster website



Solomon Islands WASH Coordination Platform

- Solomon Islands WASH Cluster website: <https://sirwash.weebly.com/> (see Figure 13). Note many documents are on the home page (scroll down) as well as on the tabs (see Figure 14).
- Rural WASH monitoring trial (in progress): <https://sirwash.weebly.com/> (Figure 13).

Figure 13: Solomon Islands Rural WASH website



Figure 14: Solomon Islands Rural WASH website: Example of documents on the homepage

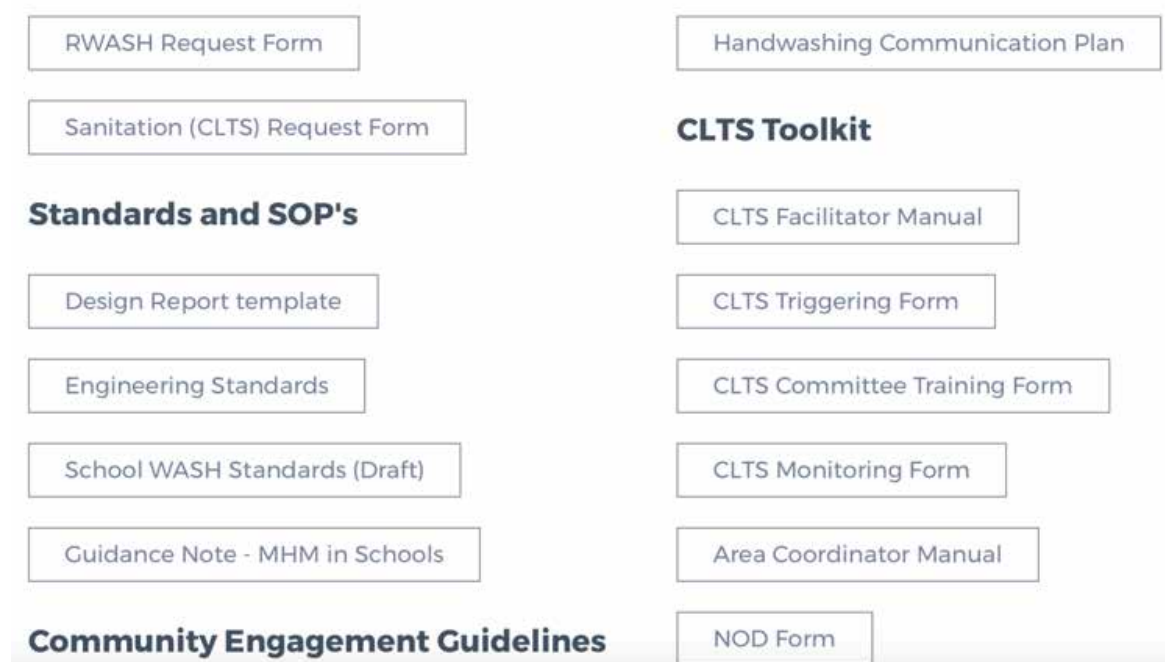
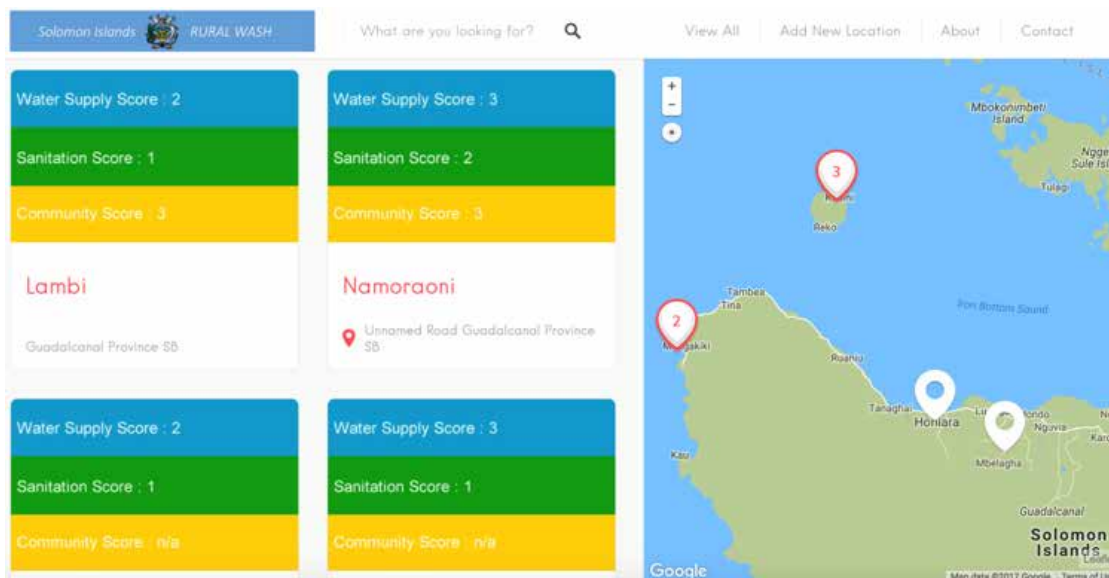


Figure 15: Solomon Islands Rural WASH monitoring trial (in progress)

NEXT STEPS for National WASH CP Coordinator

The GWC Minimum Requirements recommend that:

- an activity reporting form is established (4W or similar)
- an IM capacity exists to produce mapping/information products for the operational presence and activities of partner.; and
- an information-sharing platform is established (website, file sharing or humanitarianresponse.info).

In addition, it is recommended to:

- Ensure clear responsibility is assigned to analyse gaps and overlaps. The role of the IM Specialist is to produce the information products, not to make the resulting decisions.
- Review existing IM products: are they actionable, evidence-based information products which facilitate decision-making?
- Consider adopting a mechanism to produce quick and effective infographics directly from member updates (given the limited availability of IM Specialists). For example:
 - the Vanuatu WASH Cluster has developed its own method, which can be seen on its website – <http://events.gov.vu/4w/>; and
 - Really Simple Reporting (RSR) – <http://akvo.org/products/rsr/#overview>.

Adopting a mechanism also provides increased accountability to governments and people affected by disasters. A standardized approach across the region could be considered, allowing WASH CPs to learn from each other.



Document on accompanying USB:

- GWC WASH 4W briefing sheet basic
- IM Toolkit (in separate folder).



Wash your hands with soap & water

Remove Rubbish Safely

Boil Drinking Water - Keep from Taps

Breastfeeding is Best

Keep your food safe

Your Health Starts in your Hands
unicef

2

Inform strategic decision-making

2.1 Needs assessment

This section includes:

1. Purpose and types of needs assessments
2. Challenges
3. How to meet the needs of the most vulnerable
4. Indicators
5. Case studies for:
 - Vanuatu
 - Fiji
 - Solomon Islands
 - Mobile data devices

Theory

1. Purpose and types of needs assessments

The primary objective of a needs assessment is to give decision makers ‘good-enough’ information that can enable them to set priorities and make informed decisions about programmes, system improvement and resource allocation.

These informed decisions include:

- *what* – priority sectors/themes
- *who* – priority groups
- *where* – priority areas
(Global WASH Cluster Operational Coordination Pilot Training, Ethiopia 2017)

Decision makers in PICs include:

- NDMOs or equivalent—who facilitate prioritization of response by the national government.
- WASH Coordination Platforms (CPs) – which prioritize the collective WASH response to:
 - align with national priorities
 - meet identified needs
 - align with the WASH Cluster strategic objectives

There are different types of needs assessments:

- uncoordinated – multiple assessments, methodologies and reports
- harmonized – multiple assessments with common indicators, various methodologies
- joint – common assessment, methodology and report

The scope of needs assessments can also vary, including:

- sector/cluster specific
- multi-sector – including the international Multi-Cluster/Sector Initial Rapid Assessment (MIRA)

Data for needs assessments can be collected by:

- WASH specialists
- others – for example:
 - initial damage assessment
 - a generalist, who asks 2–3 agreed key WASH questions (if there is no space for a WASH specialist in the car/plane/boat)

Secondary data can also be used to support decision-making. Secondary data is data collected by someone else, often prior to the emergency, and is often used extensively in the first few days of an emergency to understand the baseline conditions.

2. Challenges

Recognized sector-specific challenges include (sources include draft Solomon Islands Training, September 2017):

- The WASH CP is too late to harmonize needs assessments.
- Organizations use their own tools and methodologies.
- Organizations are unwilling/slow to share their findings or they are presented in different formats.
- Insufficient expertise to undertake assessment design/analysis.
- Information flow may be unclear.
- The planned size and extent of needs assessments is too ambitious and lengthy.
- Identifying the needs of the most vulnerable while not creating unrealistic expectations.

Multi-sector challenges include:

- Not having the time required to develop a multi-sector needs assessments.
- The broad understanding of needs, which enables prioritization by the NDMO and others, may not provide the detail necessary for each sector. A separate sector-specific needs assessment may be required after the multi-sector needs assessment.

3. How to meet the needs of the most vulnerable

Needs assessments, especially in WASH, are often conducted by men, who sometimes collect information from predominately male community leaders. Ensuring the response addresses the needs of the most vulnerable—including women, children, ethnic minorities, people with disabilities, elderly people and people who are non-heterosexual – requires specific measures.

Examples of issues that remain hidden if needs assessments are not sufficiently inclusive are:

- People who are disabled or cannot leave home may have reduced access to WASH hygiene kits.
- Transmen and transwomen may be prevented from or uncertain about using emergency toilets designated for men or women.

The Protection Clusters in Vanuatu and Fiji have provided guidance on meeting the needs of the most vulnerable (on the USB, with highlights below):

- Needs assessment teams should have a gender balance.
- Assessment teams should actively seek out vulnerable or silent groups.
- Assessment forms should capture gender and protection information and disaggregate data. This includes disaggregating “assessment data and information by sex, age and disability (using Washington Group Questions), single-women-headed households, pregnant and lactating women, people with diverse sexual orientation and gender identity. The Protection Cluster in Fiji recommended using the terms male, female and non-conforming, and assessors should be sensitive to transmen and transwomen, and accept what they say.
- Groups who can be consulted for advice include:
 - People with disability groups. Contact the Pacific Disability Forum – <http://www.pacificdisability.org> – for contact details of national groups; and
 - Lesbian, gay, bisexual, transsexual, intersex (LGBTI) groups. See the draft Fiji LGBTI guidance from OHCHR.
- Preparedness suggestions to consider:
 - Organizing speakers from women’s organizations, LGBTI groups, and people with disabilities and youth groups to present at WASH CP meetings, and agree actions for the WASH CP to better meet the needs of the most vulnerable.
 - Requesting training from the national Protection Cluster as preparedness or pre-assessment during emergency response.
 - Adding agreed gender and protection guidance to the national WASH CP website, and mainstream in WASH CP standards.

For more details, see ‘Gender and Protection Cluster Advice for Needs Assessments Vanuatu’ (on the USB), developed by the Vanuatu Gender and Protection Cluster.

4. Indicators

A limited number of clear, consistent WASH indicators are required for needs assessments and response monitoring.

Bad data in = bad data out
Consider the decisions to be made and limit the number of indicators

To assist in developing clear country-specific WASH indicators, see:

- Global WASH Cluster indicators – ‘GWC HIR WASH Indicators & Question Bank 2014’ (on the USB). See Figure 16 for suggested assessment and response monitoring questions for ‘proportion of households possessing soap’. This allows consistent reporting between needs assessments and later response monitoring.
- Indicator Registry – <https://ir.hpc.tools/en>. (Note: after selecting ‘WASH’, the resulting list starts with three indicators for Accountability to Affected People, prior to listing WASH-specific indicators.)

Figure 16: Questionnaire: Proportion of households possessing soap

Excerpt from WASH Cluster Indicators: *Humanitarian Indicator Registry (HIR) and Associated Question Bank* (2014) from IM Toolkit

Assessment / Programme Monitoring Questions	
HH Question / Direct Observation	HHs: Do you possess soap for washing and hygiene? DO: Can they produce the soap within 1 minute?
FGD / KII Questions Additional strategic questions / information	FGD: Is soap available? Which kinds? Is it affordable? Who are main users? Who does not have access? KII: Is soap available on the local markets? Which kinds? DO: Is soap available in the local markets?
Response Monitoring Output Indicator Link	
4W Indicator	Body soap distribution <ul style="list-style-type: none"> • # of hygiene kits distributed • # of soap bar kits distributed (specify weight of bar) / HH • # OR % of HHs covered by soap distribution (cumulative figure which takes into consideration replenishment distributions for hygiene kits)

(Legend: HH = household, DO = Direct Observation, FGD = Focus Group Discussion, KII = Key Informant Interview)

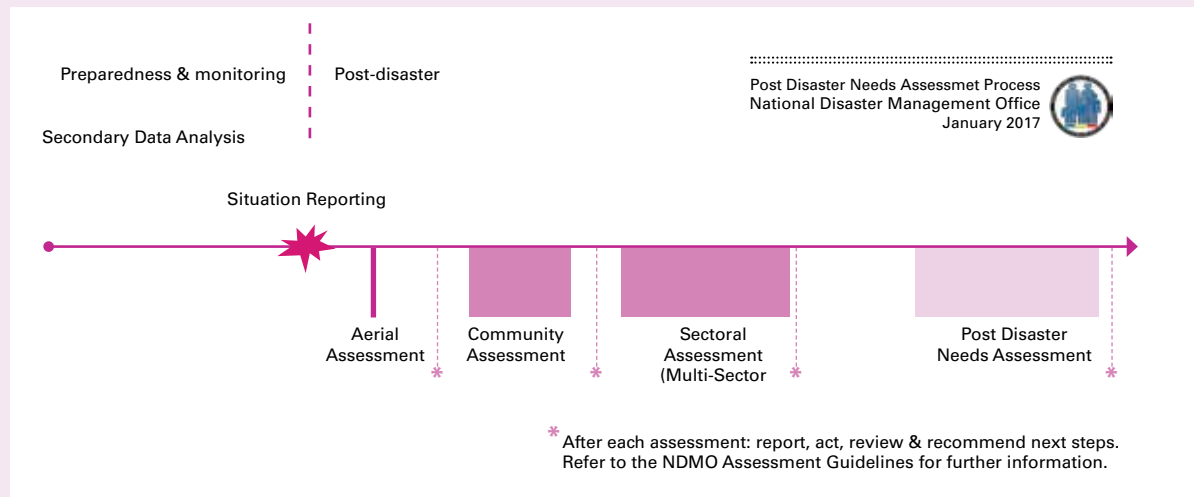
The WASH CP may also select indicators to assess and monitor the regional objective of improved resilience. For example:

- In Fiji, indicators include 'emergency water' and 'rehabilitated water supplies'.
- In Somalia, during the drought and famine in 2011–12, WASH indicators included 'access to sustainable water' and 'access to emergency water'.

5. Needs assessment case studies

Case study 12: Vanuatu post-disaster needs assessment process

Figure 17: Post-disaster needs assessment process



Source: Vanuatu NDMO briefing pack

The post-disaster assessment process in Vanuatu follows the steps shown in Figure 17, and as described below (source: NDMO Draft Assessment Guidelines, December 2016, p. 2):

1. Aerial survey
2. Initial community assessment
3. Sector/specialized assessment

The detailed sectoral assessment is coordinated by the NDMO and implemented by clusters/sectors **within 2–3 weeks of disaster impact**. For a category 3, 4 or 5 cyclone, it is performed right after the initial community assessment or at other times as deemed necessary by the NDMO.

The WASH assessment is conducted by government officials on standby and NGO staff working together.

4. Post-Disaster Needs Assessment (PDNA)

A PDNA is a government-led exercise, with support from the United Nations, the European Commission, the World Bank and other national and international actors. A PDNA results in **a single consolidated report**, containing information on the physical impacts of a disaster, the economic value of the damages and losses, the human impacts as experienced by the affected population, and the early and long-term recovery **needs and priorities**.

A PDNA was conducted 36 days after TC Pam (Source: Vanuatu PDNA, TC Pam, March 2015).

Case study 13: Solomon Islands needs assessment process

The NDMP 2017 identifies assessment as one of the key drivers of effective response. Assessment and Information Management (AIM) is one of the six functional teams of the National Emergency Operations Centre (NEOC).

NDMO has developed a draft assessment manual that defines the objectives of the AIM Functional Team, team roles, types of assessments, data/information flows, tools, templates and time-critical outputs.

The Solomon Islands Government uses three main types of assessment categories following a disaster. These are:

1. Initial situation overview (ISO), developed within the first three days of a disaster, and conducted through:
 - rapid phone conversation
 - secondary data review
 - fly-over
2. Initial damage assessment (IDA)
3. Detailed sector assessment (DSA)

The IDA is a set of questionnaires developed using the Kobo online assessment toolkit on a mobile phone application. An IDA is done at the provincial level with support from the national level. An IDA is deployed to the field by day three of a disaster. An IDA report should be released 14 days after the ISO.

The DSA is conducted by sectors and takes up to four weeks after the completion of the IDA. The DSA is aimed at determining sector-specific needs to ensure a more targeted response. It is also expected to inform recovery planning.

Source: Solomon Islands draft Country Preparedness Plan (September 2017), based on the final draft National Disaster Management Plan (NDMP).

Case study 14: Fiji WASH Cluster: Tropical Cyclone Winston needs assessment process

Process

1. IDA – conducted by the Government and fed from district to division and to national level
2. Community health assessment (CHA), which includes WASH, conducted by government focal points or Environmental Health Officers (EHOs) at district level in areas prioritized by the IDA. In TS Winston the CHA was conducted using a mobile collection tool.
3. CHA results were received by the WASH Cluster, MoH and NDMO within the second week after EHOs were trained and deployed to highly affected areas.
4. WASH Cluster members normally only conduct assessments to fill gaps, for more detailed information for interventions or if required for proposals.

Note: The Government requested input from WASH Cluster members to strengthen the CHA WASH questions to avoid the need for duplicate assessments. The CHA is designed to collect information for cluster members. The latest CHA form was shared with WASH Cluster members immediately following TC Winston for any final comments before being used in the field.

Case study 15: Mobile data collection tools

Various mobile data collection tools are used in PICs. Table 6 lists some of them.

Table 6: Selected mobile data collection tools in use in PICs.

Country	Mobile data collection tools
Vanuatu	<ul style="list-style-type: none"> • AkvoFlow (tablet): used by the Government of Vanuatu Department of Water Resources • KoBo Toolbox (mobile phone and tablet): used by some NGOs and the Food Security Cluster • Magpi: used by the Red Cross
Fiji	<ul style="list-style-type: none"> • AkvoFlow (tablet): used to collect WASH Cluster needs assessments by the Government of Fiji MoH EHOs. See Figure 18 for map developed by the Fiji Ministry of Education • RapidPro (phone): NDMO • RAMP survey: used by the Red Cross
Solomon Islands	<ul style="list-style-type: none"> • KoBo Toolbox (phone): trialled and rolled out by NDMO for IDA for Makira earthquake in December 2016



Figure 18: AkvoFlow map developed by the Fiji Ministry of Education for the Initial Damage Assessment following Tropical Cyclone Winston

Some interesting points to note about mobile coverage and the number of subscribers:

- **Mobile coverage:**
Based on studies in Fiji, Samoa, Solomon Islands, Tonga and Vanuatu, “**Average mobile coverage ... jumped from less than half the population in 2005 to 93% in 2014**, ... and penetration of cell phones in households rose from 49% in 2007 to 86% in 2013. Recent connectivity to submarine cables has resulted in an explosion of capacity. International internet bandwidth jumped over 1,500% between 2007 and 2014 rising from less than 100 Mbit/s to over 1 Gbit/s (excluding Fiji which had already been connected to submarine cable in 2000).”

Source: Pacific Region Infrastructure Facility, Economic and social impact of ICT in the Pacific, 2015

- **Subscribers:**
“The mobile industry in the Pacific Islands has grown rapidly over recent years, despite the challenges of a region that is one of the most remote and geographically demanding ... Despite the progress to date, subscriber penetration rates in the Pacific Islands continue to trail behind those in other regions, both in terms of the broader Asia Pacific region as well as other developing regions such as Sub-Saharan Africa. **By the end of 2014, unique subscriber penetration stood at 37%, a figure that is forecast to increase to around 42% by 2020.** This will still leave the region trailing the developing market average of 55%.”

Source: GSM Association, The Mobile Economy – Pacific Islands, 2015, p. 3

NEXT STEPS for National WASH CP Coordinator

As preparedness:

1. Review the national process for assessing needs.
2. Consider each step to see how it can be further improved for WASH. Consider:
 - A limited number of clear indicators.
 - How to ascertain the needs of the most vulnerable.
 - Whether the WASH CP wants a harmonized or joint assessment, and developing common questions and assessment format accordingly.
3. Consider developing a registry of secondary data sources for easy access to baseline data in an emergency (where it is and how it can be made available). For example: number of toilets per community and existing water resources. Consider creating a central database to combine government and organization records as a preparedness action. If required, invest in baseline WASH data nationwide, and regular updates.
4. Review and document the information flow and communication protocol relevant to the WASH CP.
5. Consider ways in which WASH can be more inclusive, such as:
 - Organizing speakers from women's organizations, LGBTI groups, people with disabilities and youth groups to present to WASH CP meetings, and agree actions for the WASH CP to better meet the needs of the most vulnerable.
 - Requesting training from the national Protection Cluster as preparedness or pre-assessment during emergency response.
 - Mainstreaming gender and protection guidance in WASH CP standards, and adding to the national WASH CP website. See 'Gender and Protection Briefing | Single and Multi-sector Rapid Assessments' developed by the Vanuatu Gender and Protection Cluster.
6. Train personnel to perform assessments using paper or agreed mobile data collecting devices for consistency and ease of collation.
7. To better prioritize need during recovery, consider integrating drinking water quality monitoring and waterborne disease surveillance, as is underway in Fiji.

As response:

- Quickly review existing needs assessment with CP members at the start of an emergency. If possible, tailor it to the disaster, reducing duplication and accelerating support to affected communities.



Documents on the accompanying USB

- Fiji needs assessments
 - Community Health Assessment
 - Evacuation Centre Assessment
- Vanuatu
 - Gender and Protection Cluster advice for Needs Assessments
 - NDMO draft assessment guidelines December 2016
 - PDNA, Tropical Cyclone Pam, March 2015
- LGBTI Guidelines post-TC Winston, Fiji OHCHR
- Solomon Islands rural WASH baseline and provincial snapshots
- GWC HIR WASH Indicators & Question Bank 2014

2.2 Analysis of gaps to inform the setting of priorities

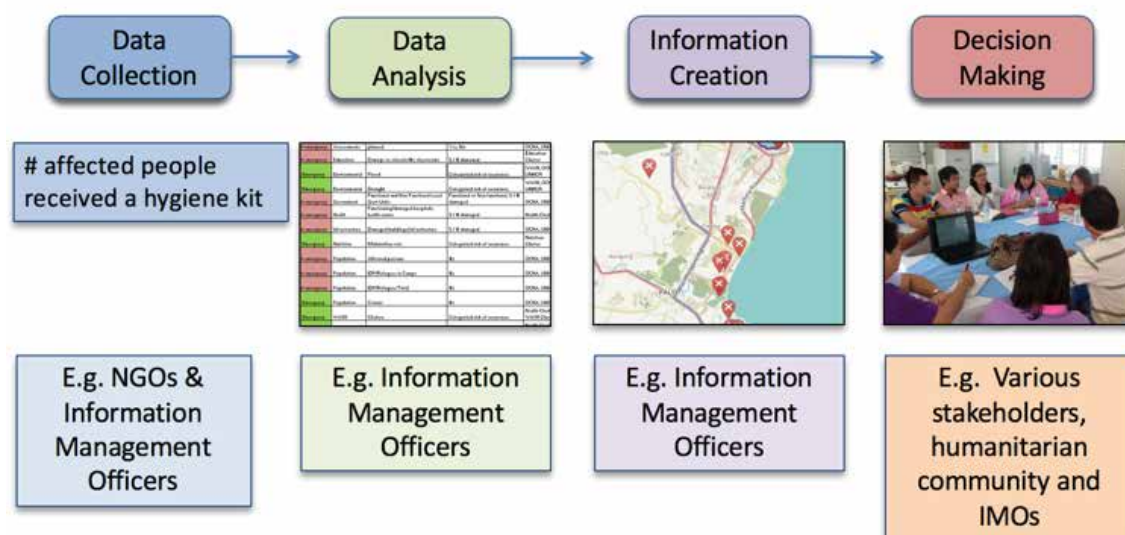
The assessment of needs should lead to decision making as quickly and effectively as possible.

As per the Minimum Requirements (see Table 3), a core function of coordination is to inform higher-level strategic decision-making by:

- preparing needs assessment and analysis of gaps (across and within clusters, using information management tools as needed) to inform the setting of priorities;
- identifying and finding solutions for (emerging) gaps, obstacles, duplication and cross-cutting issues; and
- formulating priorities on the basis of analysis.

As shown in Figure 19, completing the needs assessment is only the first step. Data then needs to be collated and analysed and information products produced before the primary purpose—decision-making—is achieved. (Note that the role of Information Management Officers is generally the data collection, analysis and information product creation that supports decision-making.)

Figure 19: Process from data collection to decision-making



Source: Vanuatu WASH Cluster Coordination Workshop September 2016

NEXT STEPS for National WASH CP Coordinator

- Agree on the process and responsibility for:
 - collecting assessment data
 - processing, analysing, mapping – highlighting geographic or programme gaps and ensuring that these are



3

Plan and implement strategies

3.1 Develop sectoral plans, objectives and indicators that directly support realization of the overall response's strategic objectives

Theory

The process to achieve an evidence-based strategic and prioritized humanitarian response generally follows these steps:

1. **Understand the needs** of people affected by the disaster.
 - a. Conduct needs assessments
 - b. Analyse gaps
2. **Government prioritizes** the overall response's **strategic objectives** – such as who, what, where to target in the response.
3. WASH CP develops the **cluster response plan**, or equivalent. The WASH response plan prioritizes how the CP can best meet the government's strategic objectives. The response plan should include:
 - a. Priorities (geographic, activity, etc.)
 - b. Key strategic indicators
 - c. Funding requirements (if the government has requested international assistance). This is a list of agreed proposals that align to the response plan

Monitoring frameworks are also developed at this time to ensure everything is aligned. All CPs (Health, Nutrition etc.) have to develop a response plan, and this ensures inter-cluster coordination around a common vision (or strategic objectives).

4. **Operationalize** the response plan. By government and WASH CP members, as funding is available.

Make response planning part of contingency planning

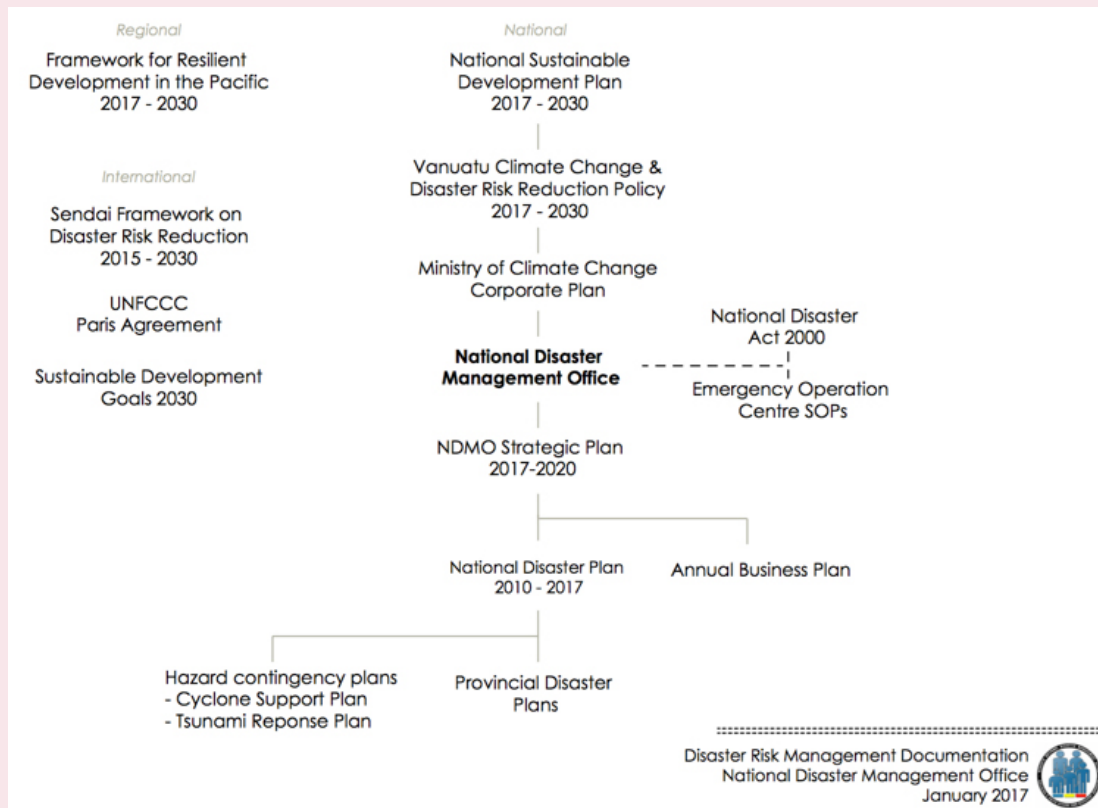
It is recommended that this process is included in any contingency planning exercise. This will help to streamline the first phase of an emergency (including how to request international funding) and make the contingency planning as practical as possible.

The three case studies following provide examples of the:

- understanding the government's strategic direction, which will inform the strategic objectives chosen in emergency response;
- overall response's strategic objectives; and
- WASH CP response plans, with objectives, plans and indicators.

Case study 16: Vanuatu disaster risk management policy framework and key documents: Understanding the government’s strategic direction

Figure 20: Vanuatu disaster risk management documentation



Source: NDMO Briefing Pack

A: Vanuatu Sustainable Development Plan 2016–2030

Figure 21: Vanuatu Sustainable Development Plan 2016–2030, Environmental Goal 3

ENV 3	Climate and Disaster Resilience	<p>A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards</p> <p>Policy objectives:</p> <ul style="list-style-type: none"> ENV 3.1 Institutionalise climate change and disaster risk governance, and build institutional capacity and awareness ENV 3.2 Improve monitoring and early warning systems ENV 3.3 Strengthen post-disaster systems in planning, preparedness, response and recovery ENV 3.4 Promote and ensure strengthened resilience and adaptive capacity to climate related, natural and man-made hazards ENV 3.5 Access available financing for climate change adaptation and disaster risk management
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B: Vanuatu Climate Change and Disaster Risk Reduction Policy 2016–2030

The vision for the Vanuatu Climate Change and Disaster Risk Reduction Policy is:

Vanuatu is a resilient community, environment and economy.

The purpose of the Policy includes ensuring that stakeholders, including donors, CSOs, the private sector and communities understand and align themselves and their actions with Vanuatu’s policy direction.

Vanuatu’s strategic goal for climate change and disaster risk reduction is resilient development. Resilient development includes activities that enable and strengthen capacities to absorb and quickly bounce back from climate and/or disaster-related shocks and stresses. This goal will drive planning, decision-making, programming and project delivery across government and its partners, and is aligned with the Vanuatu Government’s National Sustainable Development Plan 2016–2030.

C: Vanuatu NDMO Strategic Plan 2016–2020

The NDMO’s mission statement is:

Ensuring that there are resilient communities throughout Vanuatu by integrating the coordination of disaster risk management and climate change adaptation into sectorial plans, policies and budgets.

NATIONAL DISASTER MANAGEMENT OFFICE STRATEGIC PLAN (2016 – 2020) MATRIX OBJECTIVES

Objective 1: Strengthen the NDMO governance framework through reporting/M&E, planning, budgeting, resourcing, legislation, policy and procedures and by advocacy for DRM & CC mainstreaming.

Objective 2: Improve Disaster Risk Management (DRM) coordination arrangements with all stakeholders at regional, national, provincial and community levels.

Objective 3: Enhance Disaster Risk Management (DRM) operations preparedness, response and recovery for a safer, secure & resilient Vanuatu.

Objective 4: Facilitate harmonization and mainstreaming to promote coherence between Disaster Risk Management including Climate Change approaches, systems, programmes and stakeholders involved in development (preparedness, response & recovery)

Overall strategic objectives of the response

In a large-scale emergency, where the government has requested international assistance, the overall strategic objectives of the response are captured in funding appeals.

For example, a Flash Appeal is often produced within 3–5 days of an emergency (drawing heavily on secondary data). Even at this early stage it includes:

- strategic objectives – to focus the response,
- cluster-specific response plans, and
- projects from cluster members to seek funding from donors.

Case study 17: Vanuatu Tropical Cyclone Pam Flash Appeal: Understanding the strategic objectives of the overall response

Vanuatu Tropical Cyclone Pam Flash Appeal (24 March 2015)

The following strategic objectives were agreed for the Tropical Cyclone Pam International Flash Appeal.

Vanuatu

STRATEGIC OBJECTIVES

The humanitarian response in Vanuatu will be guided by the following strategic objectives:

- 1 Provide timely life-saving assistance to people affected by the cyclone**
 - Provide immediate life-saving and life-sustaining safe drinking water, food assistance, nutrition support and health care to the people most affected by Tropical Cyclone Pam.
 - Provide emergency shelter and non-food items for people whose houses have been partially or fully damaged or destroyed.
 - Overcome logistics impediments to effective and timely distribution of relief items.
 - Provide adequate protection measures for people in need.
- 2 Support restoration of livelihoods and self-reliance**
 - Re-establish food security in communities affected by TC Pam.
 - Assist affected people with repair and reconstruction of shelters and housing.
 - Repair community infrastructure destroyed or damaged by TC Pam, including roads, airstrips, market places, electricity and communications and water supply.
- 3 Re-establish and strengthen basic services across all affected areas**
 - Reinstatement and replacement of affected water infrastructure for domestic and agricultural consumption.
 - Deliver essential health care and preventive interventions for the affected population at temporary and permanent health facilities and with mobile teams, while repairing, rebuilding or relocating damaged health facilities.
 - Restore access to education through the restoration or replacement of school buildings, facilities, resources and learning materials affected by TC Pam.

The WASH Cluster aligned with these strategic objectives by prioritizing the following:

Core areas of work

- 1:** Emergency supply of safe drinking water
- 2:** Rehabilitating water sources
- 3:** Promoting hygiene and facilitating sanitation reconstruction

After 30 days, the Flash Appeal is often followed with a more comprehensive plan called a Humanitarian Action Plan (HAP).

WASH CP response plans, with objectives, plans and indicators

Case study 18: Vanuatu Tropical Cyclone Pam Humanitarian Action Plan, 1 May 2015: Overarching strategic objectives and priority actions

Figure 22: Overarching strategic objectives in the TC Pam Humanitarian Action Plan

STRATEGIC OBJECTIVES AND PRIORITY ACTIONS

Primary (HAP)

STRATEGIC OBJECTIVE 1: Meet the remaining life-saving and protection needs of the affected people.

- Identify all remaining populations still in need of life-saving and life-sustaining humanitarian assistance, and provide them with safe drinking water, food assistance, nutrition support and health care.
- Provide emergency shelter and non-food items for people whose houses have been damaged or destroyed.
- Overcome logistics impediments to effective and timely distribution of relief items.
- Provide adequate protection measures for people in need, with an emphasis on vulnerable groups.

Complementary (transition into SAP)

STRATEGIC OBJECTIVE 2: Support the restoration of livelihoods and self-reliance of the affected people while strengthening resilience.

- Re-establish food security in the affected communities.
- Assist affected people with repair and reconstruction of shelters, houses, water and sanitation facilities.
- Repair damaged and rebuild destroyed community infrastructure.
- Strengthen community-based protection mechanisms.

STRATEGIC OBJECTIVE 3: Re-establish and strengthen basic services across all affected areas.

- Reinstall and replace affected water and sanitation infrastructure for communities and institutions.
- Reactivate and enhance the delivery of quality health services and preventive interventions with high coverage in all affected areas.
- Restore access to education through the restoration or replacement of education facilities and materials.
- Strengthen protection services in affected communities including services for the most vulnerable persons.
- Increase the resilience of farmers through the provision of agricultural extension services.

Source: Vanuatu Tropical Cyclone Pam Humanitarian Action Plan, 1 May 2015, p. 16.

The **WASH Cluster response plan** is aligned to the Vanuatu Tropical Cyclone Pam Humanitarian Action Plan strategic objectives listed above.

Figure 23: Summary of WASH Cluster Response Plan in the Tropical Cyclone Pam Humanitarian Action Plan



Source: Vanuatu Tropical Cyclone Pam Humanitarian Action Plan, 1 May 2015, p. 18.

Figure 24: WASH Cluster-specific objectives with indicators, baseline and target in the Tropical Cyclone Pam Humanitarian Action Plan (pp. 19–20)

Cluster Objective 1: The most affected women, men and children of all ages have equitable and safe access to WASH and are protected from outbreaks of communicable diseases.		Supports Strategic Objective 1	
Indicator	Baseline	Target	
1. # of people with access water as per agreed emergency standards	0	53,667	
2. # people receiving emergency WASH distributions	0	47,418	
3 # of people receiving emergency sanitation rehabilitation materials	0	52,200	
4. # people receiving lifesaving hygiene and sanitation messages	0	100,051	

Cluster Objective 2: To provide emergency WASH facilities in schools, temporary learning spaces and health facilities		Supports Strategic Objective 1	
Indicator	Baseline	Target	
1. # of children accessing WASH facilities at schools	0	14,598	
2. # of health care facilities provided with adequate WASH facilities	0	33	

NEXT STEPS for National WASH CP Coordinator

As preparedness:

1. Document the government's disaster risk management policy framework relevant to WASH, and understand the strategic focus to correctly align any preparedness activities. This may be captured for easy reference by existing and new WASH members. See **Case study**.
2. Conduct a contingency-planning exercise and take the scenario through to drafting a cluster response plan. This will simplify the initial response phase for the coordinator, and members will know what to expect and the process to follow to request funding in a short timeframe. For the overarching government strategic objectives, use previous examples (see case studies) or policy guidance, and include the need to improve resilience of communities.
3. Review the CP's WASH strategy to ensure all preparedness or disaster risk reduction (DRR) activities align with the government's focus to improve the resilience. For example, considering the use of schools as evacuation centres in WASH in schools' programmes.



Documents on the accompanying USB

- **Strategic direction** (examples from across the Pacific)
 - *Framework for Resilient Development in the Pacific 2016*
 - **Vanuatu**
 - Climate Change DRR Policy 2016–2030
 - Sustainable Development Plan 2016–2030
 - NDMO Strategic Plan 2016–2020
 - National Water Policy 2017-2030 (in development)
 - National Sanitation and Hygiene Policy (in development)
 - **Kiribati**
 - National Water Resources Policy 2008
 - National Disaster Risk Management Plan 2011
 - National Sanitation Policy 2010
 - **Fiji**
 - Natural Disaster Management Act 1998
 - National Disaster Management Plan 1995
 - National Humanitarian Policy for Disaster Risk Management 2017
 - Health Emergencies and Disaster Management Plan 2013
 - National Water and Sanitation Policy 2017 (in development)
 - **Solomon Islands**
 - National Disaster Management Plan (in development)
 - National Health Emergency Plan (in development)
 - National Development Strategy 2016 – 2035
 - National Climate Change Policy 2012 – 2017
 - National Health Strategic Plan 2016 – 2020
 - Rural WASH Policy 2014
 - Rural WASH Strategic Plan 2015
 - National Sustainable Sanitation Plan (in development)

o **Tonga**

- Emergency Management Act 2007
- National Emergency Management Plan 2009
- Tonga Strategic Development Framework 2015-2025
- Tonga Climate Change Policy 2016

o **Papua New Guinea**

- National Water, Sanitation and Hygiene Policy 2015

Note: In 2016, the policies of five Pacific island countries – Fiji, Kiribati, Solomon Islands, Tonga and Vanuatu – were reviewed to analyse whether they were supportive of WASH resilience. The results and recommendations are in the USB under Section 0 Resilience.

• **Response plans**

o **Fiji**

- WASH Cluster Response Plan TC Winston 2016
- Flash Appeal TC Winston 2016

o **Marshall Islands**

- Immediate and Near-Term Response Plan Drought 2013

o **Solomon Islands**

- Humanitarian Action Plan Flooding 2014

o **Tonga**

- Health and WASH Cluster Response Plan TC Ian 2014

o **Vanuatu**

- Flash Appeal TC Pam 2015
- Humanitarian Action Plan TC Pam 2015

3.2 WASH Technical Standards and Guidelines

This chapter includes:

- Sphere Standards
- National Standards
- Coordination Platform standards and guidelines for:
 1. WASH standards
 2. Water supply
 3. Sanitation
 4. Hygiene Promotion
 5. Menstrual Hygiene Management
 6. WASH in schools
 7. Community engagement
 8. Cross-cutting issues – gender, protection, people with disabilities
 9. Global technical support

Theory

Sphere Standards

The Sphere Handbook (2011, currently being updated) is the global guidance for humanitarian response technical standards and guidelines. It is available to download from <http://www.sphereproject.org/handbook/>, on the accompanying USB, and is now also available as an app for use on- and off-line.

As shown in Figure 25, Sphere Standards include hygiene promotion, water supply, excreta disposal, vector control, solid waste management and drainage. They also include Protection Principles, which are overarching principles for all responding organizations.

The Protection Principles are to:

- avoid exposing people to further harm as a result of your actions;
- ensure people’s access to impartial assistance—in proportion to need and without discrimination;
- protect people from physical and psychological harm arising from violence and coercion; and
- assist people to claim their rights, access available remedies and recover from the effects of abuse.

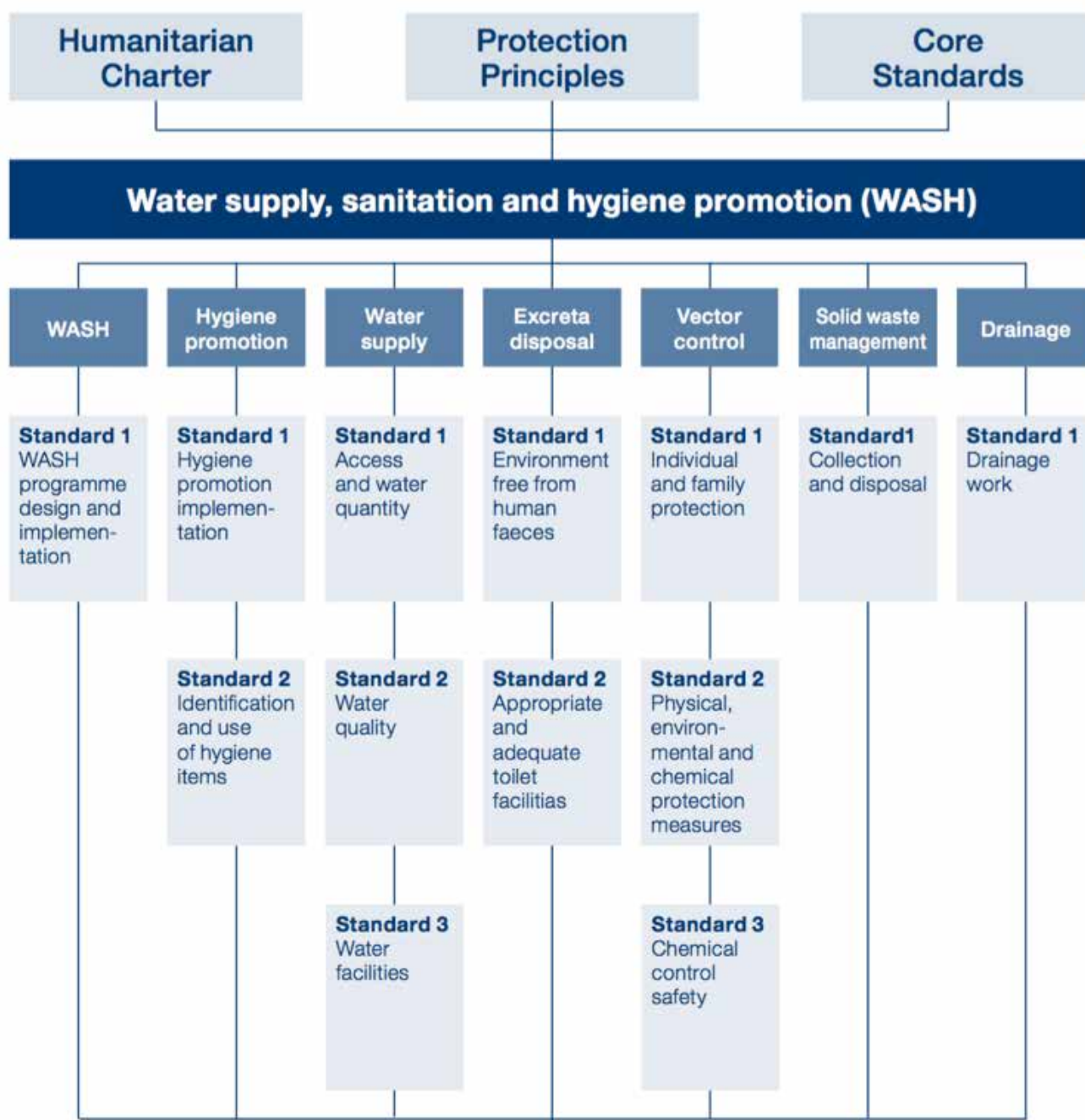
A Core Humanitarian Standard will be included in the 2018 version of Sphere Standards.

“The Core Humanitarian Standard on Quality and Accountability (CHS) is a voluntary code that describes the essential elements of principled, accountable and quality humanitarian action.

It sets out nine commitments that organizations and individuals involved in humanitarian response may use to improve the quality and effectiveness of the assistance they provide. Communities and people affected by disaster or conflict may use the Commitments to hold these organizations to account. For more information see <https://corehumanitarianstandard.org/>

Figure 25: WASH Sphere Standards (2011)

A summary of the Sphere Standards for WASH (2011)



Source: The Sphere Project: Humanitarian Charter and Minimum Standards in Humanitarian Response, 2011 Edition, page 82 (<http://www.ifrc.org/PageFiles/95530/The-Sphere-Project-Handbook-20111.pdf>).

Highlights – standards versus indicators

There is an important distinction to make between Sphere Standards and Sphere Indicators.

Sphere Standards are generic statements that everyone has to meet.

For example: Water supply standard 1: “All people have safe and equitable access to a sufficient quantity ...”

Water supply standard 1: Access and water quantity

All people have safe and equitable access to a sufficient quantity of water for drinking, cooking and personal and domestic hygiene. Public water points are sufficiently close to households to enable use of the minimum water requirement.

Sphere Indicators are a guide only, and are designed to be adapted to suit the country context.

For example: 15 litres of water provided per person per day is just a guide, and designed as the minimum.

Key indicators (to be read in conjunction with the guidance notes)

- ▶ Average water use for drinking, cooking and personal hygiene in any household is at least 15 litres per person per day (see guidance notes 1–7).
- ▶ The maximum distance from any household to the nearest water point is 500 metres (see guidance notes 1, 2, 5 and 6).
- ▶ Queueing time at a water source is no more than 30 minutes (see guidance note 6).

Contextualizing Sphere Standards

When contextualizing national indicators for Sphere Standards, also consider national non-emergency approaches and standards. For example:

- the Framework for Resilient Development in the Pacific (FRDP)
- engineering standards (e.g., Solomon Islands – on their website)
- community engagement guidelines (e.g., Solomon Islands – on their website)

An example of how this has been contextualized is the Fiji WASH Hygiene Kit, described in Case study 19.

Case study 19: Fiji WASH hygiene kit

Example of contextualizing Sphere Standards

Item	Description	Quantity	Specification
Water container	For household water collection and safe storage	2 per household	10 litre collapsible containers
Water purification tablets	For 30 days of safe drinking water	100 tablets per household	67mg tablets, packed in either boxes or strips
Soap	200 g per person per 30 days	10 per household	90-110g personal bathing soap
Sanitary pads	Materials for menstrual hygiene management	40 disposable or 2 reusable	Disposable sanitary pads should be high-absorbency. Reusable pads should include 2 cotton pad holders, 5 pad inserts, 1 storage pouch.
Instructions for use	Instructions for safe dosing of water with purification tablets and instructions on safe WASH practices.	1 per household	Pictorial and in Fijian, Hindi, or English as appropriate.

Source: Fiji National WASH Cluster TC Winston Emergency Response Cluster Standards, 3 March 2016

Note: Fiji WASH Cluster is moving to 33 mg water purification tablets for 4-5 litres of water rather than 67 mg, and this table is in the process of being updated.

Country-specific WASH Cluster standards and guidelines

Please see the following websites or the accompanying USB for documents listed.

Vanuatu WASH Cluster: <http://events.gov.vu/4w/> and IEC Material: <http://wash.vu>

Fiji WASH Cluster: http://www.health.gov.fj/?page_id=5452

Solomon Islands WASH Coordination Platform: <http://sirwash.weebly.com>

1. WASH standards

- **Fiji**
 - TC Winston Emergency Response Cluster Standards Including standards, indicators and guidance
- **Vanuatu**
 - WASH Cluster Minimum Standards
 - Evacuation centre minimum requirements checklist (see Figure 26).
 - Department of Water Resources Standard Operating Procedures. See pages 11–13.
- **Solomon Islands**
 - Rural WASH Design and Construction Standards, and Design Report template
 - Community engagement guidelines, Ministry of Health and Medical Services
 - Rural WASH Community Engagement Guide
 - WASH Committee Manual
 - Caretaker Training Guide
 - Caretaker Manual
 - Trainers Guide—Community WASH Facilitator Training
 - Trainers Guide—WASH Workshops
 - Handwashing Communication Plan

- **Global WASH Resources**

- WHO/WEDC Technical notes on drinking water, sanitation and hygiene in emergencies. A collation of four-page guidance notes on topics including cleaning wells after seawater flooding. Note some guidance may be more relevant to Africa than Pacific Islands.
- Sphere Standards: <http://www.sphereproject.org/handbook/>.

Figure 26: WASH section of Vanuatu evacuation centre guidelines

WATER SANITATION AND HYGIENE

- Minimum 3-5 liter per person per day drinking water
- Minimum 2liter per person per day for basic hygiene
- Minimum 3 liters per day per person for cooking
- 10-20 liter water per person per day if the conventional flushing toilet is provided
- 1.5-3.0 liter per person per day if pour flushing is used
- Minimum one toilet per 30 female
- Minimum one toilet plus one urinal per 50 male or one toilet per 40 male
- Gender segregated toilets
- Conventional handwashing facilities one hand washbasin per 10 toilets
- Minimum one toilet for people with disabilities
- Gender segregated shower facility one shower/ 30 person
- Toilet should be at least 20m away from kitchen but no more than 30 meter away from main building and ideally be all weather accessible.
- Laundry block be provided where possible
- Protection and gender aspects should not be overlooked during the design and site planning facilities (for instance male & female toilets should not be face to face, water point should not be in dark areas etc. general guidance protection & gender principles)
- Toilets are internally lockable
- External lock key should remain with Evacuation Center manager.

2. Water supply

- **Fiji**

- **Household water treatment** – 10-page IEC material/brochure. Simple step-by-step IEC material for 'making water clear', solar disinfection (SODIS), boiling, chlorine treatment, safe storage and handling, hygiene, in emergency preparation and after (note: refers to 67 mg water purification tablets. However, Fiji is standardizing to 33 mg tablets: 67 mg for 10 litres, 33 mg for 4–5 litres).

- **Kiribati**

- Rainwater Harvesting Management Training Manual 2016.
- Rainwater Harvesting Online Toolkit (in USB file structure click outline then index).

- **Vanuatu**

- Construction of the 50m2 Rainwater Catchment.
- Report on the impact of volcano ash on water quality 2009 (complex but potentially useful).

- **Pacific**

- Rainwater Harvesting – SPC resources. <http://www.pacificwater.org/pages.cfm/water-services/rainwater-harvesting/>
- Keeping Your Drinking Water Safe: An Introductory guide – A Community Toolkit, by Live and Learn Environmental Education, SPC, WHO, Australian Aid (no date) Designed to be used by community trainers, health officers, community workers and facilitators to raise awareness about the need to keep water clean and promote responsible attitudes.
- WASH Resilience Guidelines for Pacific Island Countries, UNICEF, in development.
- Pacific Drinking Water Safety Planning Audit Guide, WHO/SPC, November 2011.
- Drinking Water Safety Planning: A Practical Guide for Pacific Island Countries, WHO/SPC, (no date).

3. Sanitation

- **Fiji**

- **Sanitation Approaches in Emergencies – 2016**

'Designs and approaches contained within the document have been approved by relevant government bodies including the Fiji Central Board of Health of the Ministry of Health and Medical Services.' This includes:

- emergency latrine (pit and trench latrine) – with guidance and bill of quantity
- designs with bills of quantity from WASH Cluster partners:
 - Habitat for Humanity and All Hands Volunteers Fiji
 - Oxfam Fiji
 - Fiji Red Cross Society
 - Live and Learn and Care Australia
- hygiene promotion and menstrual hygiene management (MHM)
- cross-cutting issues
 - gender – including actions for planning, implementing and monitoring
 - child protection – including a checklist for child-friendly sanitation programming
 - people living with disabilities – including options to create more accessible toilets

- accompanying 8-page PDF summarizing emergency sanitation latrines

- guidelines for emergency sanitation provision (16 March 2016), with approved pit and trench latrine designs and guidance.

- **Solomon Islands**

- Community-led total sanitation toolkit

- **Vanuatu**

- Emergency Standards for sanitation (toilet designs, etc.) – in development

- **Pacific.**

- *Clean communities: A practical guide to building and maintaining toilets in the Pacific*, Live and Learn Environmental Education, 2011

4. Hygiene promotion

- **Vanuatu**

- **WASH Cluster IEC material** – <http://wash.vu>

Includes full designs for NGOs to add their logo. Key messages and material were developed by a working group of Government and cluster members. The words were approved by the National Advisory Board. Any new organizations are asked to use these agreed key messages.

- Agreed key messages for IEC material (under 'About us' on website).

- **Kiribati**

- Water, Sanitation, Hygiene (WASH) Communication for Development 2017-2022 Republic of Kiribati Strategy (developed by UNICEF's dedicated WASH Communication for Development Specialist Brigitte Sins). Some of the innovative products in the pipeline include:

- Kiribati's first drama series – Ocean of Life
- local soap manufacture with messages on the label

- **Solomon Islands** - <http://sirwash.weebly.com>

- IEC material

- Mekem Laef Helti: posters, flip cards, snakes and ladders, jingles (various including for emergencies: handwashing and prevent diarrhoea), flip chart, brochure, bookmark

- El Nino and drought
 - Drought info sheet (SI Drought Taskforce)
 - Save water A3 poster (World Vision Solomon Islands)
- Diarrhoea outbreak
 - Wash hands with soap – Solomon Islands poster
 - Notice of Diarrhoea outbreak – A4
 - Givim Zinc and ORS fo bele run
 - Tippy tap flyer
 - Home care of diarrhoea – A4
- Red Cross material
 - Makim Right Choice
- o Pacifika – KAP survey for Guadalcanal, Solomon Islands
- **Pacific**
 - o Communication for disaster-affected communities—integrated emergency resources with WASH messaging, developed with various Pacific island governments, in various languages.
 - ‘Get ready’ multi-media communication package
 - UNICEF Pocket Guide: 10 key messages developed for emergencies (see Figure 27)
 - Water purification flyer
 - Five key practices that will protect and keep your family healthy in emergencies (https://www.unicef.org/pacificislands/resources_17856.html).

Figure 27: UNICEF Pocket Guide – 10 key messages developed for emergencies



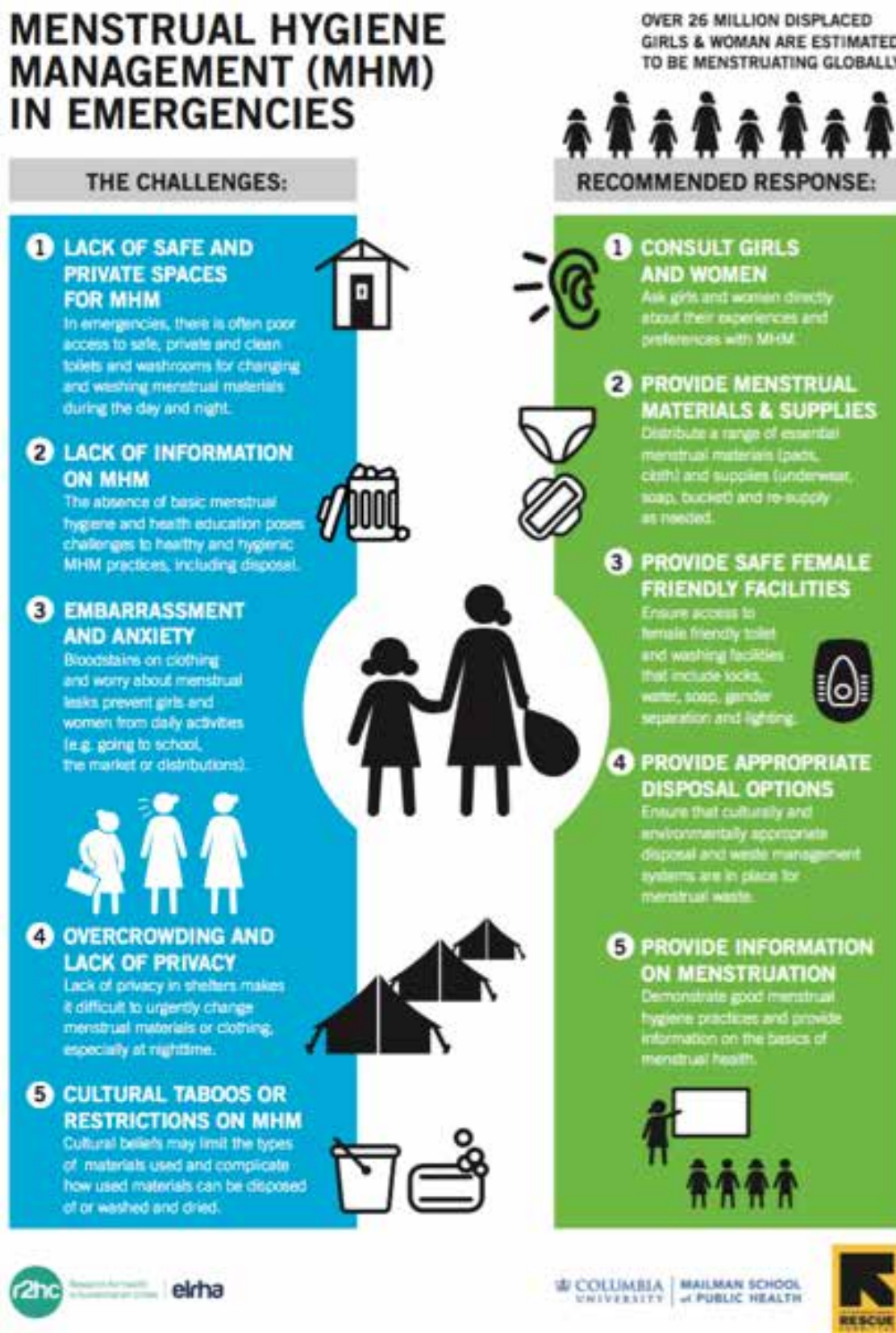
Also available for i-Taukei, Kiribati, Solomon Islands, Tonga and Vanuatu
https://www.unicef.org/pacificislands/resources_17856.html

5. Menstrual hygiene management (MHM)

- **Fiji**
 - **WASH in Schools Empowers Girl's Education in Fiji: An Assessment of Menstrual Hygiene Management**
- **Solomon Islands**
 - **Guidance Note on MHM in schools, 2014**
- **Vanuatu**
 - *Guidelines for girls in elementary schools 'Why bleeding?'* (translated into Vanuatu language by Red Cross and UNICEF)
- **Marshall Islands**
 - *Focused Assessment of Community Needs During iien idiñ (time of disaster)* (IOM) (Women's knowledge of community needs including menstrual hygiene management)
- **Global**
 - A Toolkit for Integrating MHM into Humanitarian Response, IRC and Columbia University, September 2017. See Figure 28 for infographic. <https://reliefweb.int/report/world/toolkit-integrating-menstrual-hygiene-management-mhm-humanitarian-response>



Figure 28: Infographic from the Toolkit for Integrating MHM into Humanitarian Response, IRC and Columbia University, 2017



Source: International Rescue Committee (IRC), Resources: Menstrual Hygiene in Emergencies Toolkit, October 2017, <https://www.rescue.org/sites/default/files/document/2116/mhminemergencies-challengesresponses.pdf>

6. WASH in schools

• Kiribati

- *WASH safety planning – Technical toolkit for Kiribati schools: Framework* (UNICEF 2016). Target audience: WASH sector specialists, project officers or facilitators working with schools. Note: Assessed in 2017 and a revision for further simplification is currently underway.
- *WASH safety planning – Technical toolkit for Kiribati schools: Menu of options guide* (UNICEF 2016). Note: Assessed in 2017 and a revision for further simplification is currently underway.

• Fiji

- **WASH in schools in emergencies (WINSIE)**– A strategy for guidance on WINSIE in Emergencies for Fiji: Tropical Cyclone Winston. WASH Cluster, March 2016.
- **WASH in Schools – Three-star approach** To encourage schools to move up the ladder, even if pushed back during disaster. See Pacific WASH in Schools Three-star approach in emergencies, (1 page), 2017.
- **Minimum Standards on WASH in Schools Infrastructure**, Ministry of Education 2012.
- **Education in Emergencies and School Safety Policy**, Ministry of Education 2014, which includes: '6.2.4 Water and sanitation facilities adapted to potential risks (rain-fed and lined latrines)' and '6.2.5 Implement climate-smart interventions such as rainwater harvesting, solar panels, renewable energy, school gardens'.

• Solomon Islands

- **WASH for Education Facilities–Technical requirements for school WASH projects** (draft) Ministry of Education and Human Resources Development, 2014.

• Vanuatu

- **WASH in Schools – Call to Action** (2016), Ministry Education and Training, which includes a bottleneck analysis and recommendations.

• Global

- *WASH for Schoolchildren in Emergencies – A Guidebook for Teachers*, UNICEF 2011.

7. Cross-cutting issues—gender, protection, people with disabilities

• Vanuatu

- From the Gender and Protection Cluster
 - **WASH-specific Gender and Protection Checklist** (see Highlights from Vanuatu Gender and Protection Cluster Checklist for WASH).
 - Gender and protection briefing – for single and multi-sector rapid assessments (1 page): suitable for category 3 cyclones. Also on USB under Needs Assessment.

• Fiji

- Draft guidelines for **LGBTI-inclusive emergency response** after TC Winston, OHCHR, 2016. Key points to note for WASH: it is recommended to consult LGBTI associations regarding the need for:
 - accessible toilets for trans-men and women, as it may not be safe for them to use designated men's and women's toilets after an emergency.
 - sanitary napkins for trans-men (LGBTI groups may be able to distribute privately).
- **Fiji Disability Inclusive Community-Based Disaster Risk Management Toolkit**, 2013. Developed by the Fiji Disabled Peoples Federation and Pacific Disability Forum

- **Pacific**

- **Pacific Disability Forum:** <http://www.pacificdisability.org/Home.aspx>
The 'pdf resources' under 'Disability Disaster Risk Management' include:
 - Fiji Disability Inclusive Community-Based Disaster Risk Management Toolkit, 2013.
 - Fiji Includes Disability in Disaster Campaign 2013.
- *Child Protection in Emergencies – A toolkit for Practitioners in Pacific Island Countries*, UNICEF, February 2015.
- *Cash Transfer Programming in the Pacific – A feasibility scoping study*, Cash Learning Partnership, September 2016.

- **Global**

- *Violence, Gender and WASH – A Practitioner's Toolkit.* <http://violence-wash.lboro.ac.uk>
- People with disabilities.
 - Humanitarian Hands-on Tool (click WASH on home page for a range of technical advice for accessible WASH) <https://hhot.cbm.org>.
 - The Age and Disability Capacity Building Programme, minimum standards for age and disability inclusion in humanitarian action, WASH standards (see pages 24–27). http://www.cbm.org/article/downloads/54741/Minimum_Standards_for_Age_and_Disability_Inclusion_in_Humanitarian_Action.pdf.
 - *Disability Inclusive WASH Practices*, UNICEF, May 2017.
- *Gender Responsive Water, Sanitation and Hygiene: Key elements for effective WASH Programming*, UNICEF, March 2017.
- IASC Gender Handbook for Humanitarian Action 2017
<https://reliefweb.int/report/world/iasc-gender-handbook-humanitarian-action-2017>
- Inclusive WASH: Building skills towards inclusive water, sanitation and hygiene:
<http://www.inclusivewash.org.au>

Case study 20: Highlights from Vanuatu Gender and Protection Cluster Checklist for WASH

Assessment

- Consult directly with vulnerable people to make sure their concerns and needs are heard; e.g., encourage women, girls and boys, and people with disabilities to speak for themselves.
- Assess the different needs for water, sanitation and hygiene of vulnerable community members by sex, age and disability, and prioritize these, e.g.:
 - What are the roles of women, girls, boys and men in collecting, handling and using water?
 - What are the sanitation and hygiene needs of menstruating, pregnant and lactating women and girls?
 - What accessibility features do people with disabilities, people who are chronically ill and older people need to have adequate and dignified access to WASH facilities?
- Identify any protection risks associated with WASH facilities, e.g., harassment and sexual abuse of women, girls and boys around water points, latrines and bathing facilities; potential for injury of people with disabilities or older people around wet areas.

Access

- Prioritize the most vulnerable people for access to WASH facilities; e.g. women, children and people with disabilities for water distributions.
- Locate water points where vulnerable people can access them and transport water home; e.g. within 500 metres walking distance.
- Make at least 15 per cent of WASH facilities accessible; e.g., provide handrails, ramps, safety barriers, and seats in waiting areas, shade and priority queues; women- and child-friendly hand pumps and water containers.
- Consult vulnerable people to identify their specific needs for WASH programmes; e.g., design hygiene promotion activities that target women, men, girls and boys.
- Aim for gender-balanced staff teams and identify female staff as contact points for women and girls in the community.
- Communicate information on WASH activities through different methods (e.g., extension workers, radio, SMS messaging, posters, newsletters, television or loudspeakers), so that information reaches everyone (e.g., literate, illiterate or children).
- Follow 'build back better' principles when constructing WASH facilities to improve access for people with disabilities and older people.
- Consider any cultural practices that limit access to WASH facilities and discuss with community leaders ways to prevent discrimination, exploitation and abuse.

Safety and dignity

- Consult with vulnerable groups about ways to increase safety for WASH facilities, e.g.:
 - safe locations and routes to water points, latrines and bathing facilities
 - good lighting around latrines and bathing facilities, especially if they are communal or away from homes (if lighting is not possible, provide households with torches).
 - separate latrines and bathing facilities for males and females, clearly labelled for all literacy levels, e.g., with pictures representing male and female.
 - partitioned latrines and showers, with locks on the inside for privacy and safety
 - make sure the collection of water by children does not interfere with their education or force children to walk unreasonable distances or in dangerous places, and ensure water containers are age and size appropriate.
 - safety patrols around WASH facilities.
- Incorporate gender-based violence prevention messages into hygiene promotion and other WASH-related community outreach activities (including where to report risk and how to access care).
- Monitor and respond to safety concerns with WASH facilities, including risks of exploitation, abuse, violence or injury for vulnerable people.
- Consult with gender-based violence specialists on ways to respond safely and confidentially to cases of exploitation and abuse, including where to refer survivors to services and support.

See the full Checklist on the USB, as well as 'Participation, empowerment and accountability' and 'Monitoring'.

8. Global technical support

- **Knowledge Point** – knowledgepoint.org



NEXT STEPS for National WASH CP Coordinator

- Develop national WASH standards and guidelines for humanitarian response with partners, based on national and/or international standards. Finalize and make these easily available to WASH CP members.
- Develop country-specific indicators for the Sphere Standards, considering approaches that will improve community resilience.
 - Consider a format that shows emergency indicators alongside development indicators, as per the example below. This will:
 - acknowledge the community's initial response, which can be strengthened during development programmes to improve the resilience of the community; and
 - support the transition from emergency response to recovery. Organizations should include an exit strategy in all emergency response.

For example:

	Immediate community response (0–2 weeks)	Emergency response by WASH Cluster (government and partners) (2 weeks to 6 months) Note: Aspirational target		Recovery / preparedness (normal standard)
		2 weeks to 2 months	2 to 6 months	
Water				
Sanitation	E.g., dig temporary latrines	E.g., emergency toilet, as per agreed design	E.g., sustainable toilets in key locations (e.g. schools)	E.g., sustainable family toilets. No open defecation in village. School at 3 stars for WASH in Schools
Hygiene				
...				

- If necessary, document the process for the government to approve designs, to streamline the approval process during emergency response.

For example:

- Proposals from Fiji WASH Cluster members are expected to meet both emergency and improved resilience objectives by including components of both:
 - emergency response (2 weeks to 3 months) as per WASH Cluster standards.
 - recovery (3 to 6 months) – using designs approved by the Government, as collated in the Sanitation Compendium.

3.3 Resource mobilization – funds, people, supplies

Three important resources need to be mobilized following a large-scale disaster:

- Funds
- Human resources (people)
- Supplies

Funds

National and international funding sources can be made available following a disaster (see Figure 29). These include:

- National
 - emergency funds – See Case study: Vanuatu national Emergency Fund.
 - recovery funds—See Case study: Vanuatu national recovery funds.
- International (if requested by the national government).
 - centralized funds—See Case study: Two WASH Proposals in the Vanuatu Tropic Cyclone Pam Flash Appeal.
 - bilateral funding (between a donor and an organization).

Note that NGOs and others often have a very short time frame in which to submit proposals following large-scale emergencies, when the national government requests international assistance. For example, Flash Appeals are generally launched 3–5 days after an emergency to meet the “donor window” for funding.

Proposals which can state that they are “in line with the national WASH Coordination Platform Strategy and comply with their standards” give international donors some assurance that they meet the national and local context. For this reason, many requests for funding are attached to strategic planning documents, such as the Flash Appeal and Humanitarian Action Plan.

For example, a course of action taken forward by the Tonga WASH Cluster was the submission of a proposal to the DFAT (Australia) Water for Women Fund for their cluster workplan activities. The Communications TWG coordinated the joint proposal.

Case study 21: Vanuatu funding options

A: Vanuatu national Emergency Fund

“The Government of Vanuatu has two mechanisms for releasing funding in the event of a large-scale emergency. First is the Emergency Fund, which can release up to VT 25 million based on the recommendation of the NDC (National Disaster Committee) and the COM (Council of Ministers) the Prime Minister. If further funds are necessary based on assessment, the Declaration of a State of Emergency and based on the recommendations from the NAB (National Advisory Board), the COM, the Disaster Fund can be released by the Prime Minister that can be up to 1.5 per cent of the national budget. The timeline for funding arrangements can be found on page 9 of the NDMO Briefing Pack.” (The Republic of Vanuatu Country Preparedness Package 2017, p. 26).

Figure 29: Post-disaster funding arrangements, Vanuatu

Timeline	Funding Mechanism	Agency	Maximum Value	Pre-Condition
Week 1	Emergency Fund	Government of Vanuatu	Vatu 25,000,000 (~\$US225,000)	National Disaster Committee & Council of Ministers recommendation
	AU Initial Emergency Fund	DFAT	\$AU50,000	Discretion of the High Commissioner AU
	NZ Initial Emergency Fund	MFAT	\$NZ50,000	Discretion of the High Commissioner NZ
Week 2	Disaster Fund	Government of Vanuatu	1.5% of National Budget	Assessment reports Declaration of State of Emergency National Disaster Committee & Council of Ministers recommendation.
	Flash Appeal Central Emergency Response Fund (CERF)	UN OCHA	Request	Multi-Cluster/Sector Initial Rapid Assessment (MIRA)
Week 3+	Emergency Response Fund (ERF)	UN OCHA	Request	Humanitarian Action Plan
	Standby Recovery Financing Facility (SRFF)	UNISDR World Bank UNDP	Request	Post Disaster Needs Analysis

Post Disaster Funding Arrangements
 National Disaster Management Office
 January 2017

Source: Vanuatu NDMO Briefing Pack, 2017

B: Vanuatu national recovery funds

“The DSPPAC (Department of Strategic Policy, Planning and Aid Coordination) in the Prime Minister’s Office coordinates and manages recovery efforts. Each cluster is responsible for preparing their cluster transition plans from response to recovery. These plans are formalised through the inter-cluster process led by the NDMO and passed to DSPPAC.” (The Republic of Vanuatu Country Preparedness Package 2017, p. 36)

C: Two WASH proposals in the Vanuatu Tropic Cyclone Pam Flash Appeal

Tropical Cyclone Pam	
Agency	CARE
Project title	Emergency life saving WASH Assistance to Tropical Cyclone PAM affected Populations in Tafea Province
Objective(s)	Strategic objective 1: Emergency supply of safe drinking water Strategic objective 2: Rehabilitation of drinking water supplies Strategic objective 3: Provide hygiene promotion and sanitation reconstruction
Locations	Erromango island
People targeted	5,000 (1000 HHs)
Budget (\$)	\$200,000
Agency	International Medical Corps
Project title	WASH Assistance to Tropical Cyclone PAM affected Populations in Vanuatu
Objective(s)	Strategic objective 1: Emergency supply of safe drinking water Strategic objective 2: Rehabilitation of drinking water supplies
Locations	Ambrym island
People targeted	7,850
Budget (\$)	\$190,000

Source: Vanuatu Tropic Cyclone Pam Flash Appeal, p. 17.

D: United Nations Central Emergency Response Fund (CERF) funds released to UNICEF WASH to support the TC Pam response

The CERF criteria:

- available to United Nations agencies and the IOM
- needs are urgent and the proposed activities will save lives.

Human resources (people)

To gauge the additional human resources required following a disaster (as surge and longer-term support) it is important to have an understanding of the existing capacity.

Capacity of WASH coordination platform

Ideally any capacity assessment of the WASH coordination platform should include the:

- Community (their resilience and ability to respond)
- Government, at national and sub-national levels
- Private sector (local shops and suppliers)
- Non-government WASH CP members (national and international)

This shows:

- How non-government WASH CP members support by filling national gaps.
- Overarching gaps that require additional human resources following a disaster.

Note: The capacity mapping process can take significant time. See the Global WASH Cluster's Guide to Capacity Mapping and Assessment of WASH Emergency Response at the Country Level (2008), available on the Global WASH Cluster website, for comprehensive guidance.

Any surge or longer-term support is ideally provided from other PICs. This is an advantage:

- to the receiving country – of better understanding the context; and
- to the specialist – of improved knowledge being used in the home PIC.

Case study 22: Tonga and Fiji: Deployment of government staff

- The Kingdom of Tonga deployed two people to support NDMO Fiji to coordinate the response to TC Winston.
- The Government of Fiji deployed doctors, nurses, EHOs and soldiers to support the Government of Vanuatu to respond to TC Pam.

Supplies

Systems for procurement, transportation and distribution of critical relief items face large challenges in PICs. Actions to address these challenges include:

- Prepositioning of supplies
 - The main organizations that preposition supplies in the Pacific are the Red Cross, UNICEF, WHO, Oxfam and IOM. Following a disaster, the prepositioned supplies are used while other supplies are sourced. Most of these come from DFAT (Australia) and the New Zealand Ministry of Foreign Affairs and Trade.
 - The World Food Programme (WFP), as the Logistics Cluster lead, collates prepositioned supplies for the region (for stock mapping, see <http://bit.ly/2talwFz>). The list includes WASH items such as water purification tablets, water treatment plants, hygiene kits and buckets (an example from December 2016 is in the accompanying USB drive, but see the website for the latest information).
- Standardizing supplies nationally or regionally
 - WASH hygiene kit (see Case study 19 from Fiji)
 - Note: It has recently been agreed to move towards a regional standard of 33 mg water purification tablets, as opposed to the 67 mg tablet. This will allow more efficient stockpiling, consistent IEC material and a common message for communities.
 - For improved community resilience (e.g., standardizing the use of taps without washers for improved sustainability of water supply systems—as suggested by Vanuatu Agricultural Supplies).
- Working with local suppliers to:
 - minimize delivery times by identifying and addressing bottlenecks (see Case study 23 and Case study 24 **Case study 24**); and
 - utilize their pre-cyclone season stockpiling to complement the CP stockpiles.
- Working closely with the Logistics Cluster

Case study 23: Vanuatu Red Cross: Local Supplier Engagement Programme

Local Supplier Engagement Programme, led by Vanuatu Red Cross (in progress)

The Vanuatu Red Cross is developing a 'portal for fittings' to reduce the likelihood of ordering incompatible fittings for water supply schemes. Incompatible fittings create significant delays in service provision, especially for water supply systems on remote islands.

Case study 24: Vanuatu suggested supplier scoring mechanism

Suggestion: Rank suppliers based on accuracy of quoted delivery time

Vanuatu Agricultural Supplies suggests CPs could introduce a scoring mechanism to rank suppliers based on how accurately they quote delivery times. This may:

- improve the accuracy of delivery times quoted by suppliers;
- transparently allow organizations to order from more reliable suppliers;
- encourage suppliers to improve their WASH stockpiles (to ensure prompt delivery); and
- reduce significant delays when orders are placed and the item is not in stock (up to 6 weeks).

NEXT STEPS for National WASH CP Coordinator

Funding – consider:

- Documenting a simplified version of the national funding mechanisms, including how WASH Coordination Platform members access funds.
- If recovery funds are available (after the emergency phase), assign clear responsibility to identify and inform the relevant government department of unfunded WASH emergency projects (as requested by the Vanuatu DSPPAC in the Prime Minister’s Office, which is responsible for recovery funds).

Human Resources (surge staff) – consider:

- Developing a package of material to support surge staff to quickly get up to speed on the cluster standards and unique nature of WASH in the country (see Strategic Operational Framework – section 2.1.5).

Supplies – consider:

- Standardizing, where possible, supplies for improved resilience and efficient, effective response across the country and region. For example: WASH hygiene kits, and the installation of taps without washers in development projects.
- Working with local suppliers, who may pre-order during cyclone season and appreciate advice on cluster standards/recommendations.



Documents on accompanying USB

- Solomon Islands Humanitarian Action Plan Floods 2014
- Vanuatu Flash Appeal TC Pam 2015
- Vanuatu Humanitarian Action Plan TC Pam 2015
- WFP Pacific Stock Mapping December 2016





4

Advocacy

What is advocacy?

Communication for Development specialists define:

- **Advocacy** as action that *“informs and motivates leadership to create a supportive environment to achieve programme objectives and development goals.”*
- **Behaviour change communication** as action that *“involves face-to-face dialogue with individuals or groups to inform, motivate, problem-solve or plan, with the objective to promote and sustain behaviour change.”*

Source: UNICEF, WASH Communication for Development 2017–2022, Republic of Kiribati, 2016

As described in the 2009 WASH Cluster Handbook (p. 223):

“Advocacy means making a persuasive argument for a specific outcome. Advocacy arguments are context specific and must be based on clear evidence. ... Advocacy may be carried out by a group of like-minded people in a public way, e.g., collective WASH cluster ‘statements’, or by individuals in a private way, e.g., WCC (WASH Cluster Coordinator) dialogue with government representatives.”



NEXT STEPS for National WASH CP Coordinator

As per the Minimum Requirements (see section 1.4, Table 3, Core Function 6), one of the core functions of coordination is “to support robust advocacy by:

- identifying concerns, and contributing key information and messages to higher-level messaging and action; and
- undertaking advocacy on behalf of the cluster, cluster members, and affected people.”

The minimum requirement for that core function is that:

- “critical WASH issues are identified and brought to the attention of the relevant stakeholder; and
- advocacy initiatives are undertaken when required to communicate these WASH issues to key stakeholders (government, donors, Pacific Humanitarian Team etc.).”

Advocacy ideas for the WASH CP to consider:

- Advocate to the government, and if necessary to donors, to include in guidelines, and accept in proposals, CP-agreed approaches to:
 - Improve accountability to affected people (see section 3)
 - Increase the resilience of the community
 - Improve the monitoring of humanitarian WASH projects, for example:
 - evaluating the project six months after completion to assess effectiveness. Reporting findings to government and to the CP for accountability to improve future sector responses
 - third-party review on completion (see Fiji MoH Case study 25).

It is recommended to consult with government and local donors while developing any of these approaches.

- Advocate to the ministry of education:
 - To incorporate DRR and improved resilience following disasters in the WASH development programme so that:
 - schools identified as possible evacuation centres construct appropriate WASH facilities (i.e., safe for women and girls) as part of the WASH development programme; and
 - behaviour change activities include WASH response to emergencies.





5

Monitor and evaluate performance

As per the minimum requirements, a core function of coordination is to monitor and evaluate performance by:

- monitoring and reporting on activities and needs,
- measuring progress against the cluster strategy and agreed results, and
- recommending corrective action where necessary.

These are addressed separately below as monitoring, reporting and evaluating performance.

5.1 Monitoring

Humanitarian response monitoring “is a continuous process that:

- records the aid delivered to people in need,
- measures results against the objectives set out in the humanitarian response plan, and
- examines what was delivered versus the resources allocated.

The aim is to establish whether aid is actually delivered to affected people as intended and to analyse how and why any gaps, if any, have occurred. The final stage in humanitarian response monitoring is reporting. The analysis answers the questions: ‘has the humanitarian community done what it committed to doing in the response plan, and, if not why, and what should be done to address those shortcomings?’ (Source: Humanitarian Programme Cycle Reference Module 2015, p. 10)

“The purpose of response monitoring is twofold:

- to provide humanitarian actors with the **evidence they need to take decisions and adapt** short and long-term strategies; and
- to ensure that **organizations** involved in the response **remain accountable to affected people, national authorities, donors and the general public.”**

Source: *Humanitarian Programme Cycle Reference Module 2015, p. 10, emphasis added*

“Response monitoring is performed in three stages: preparation, monitoring and reporting

1. *Preparation: During the strategic planning process, the clusters and inter-cluster coordination group agree monitoring plans*
2. *Monitoring: Apply the response monitoring framework continuously, throughout the implementation of the humanitarian response plan.*
3. *Reporting: Use the data collected on the collective response in the periodic monitoring report, which includes an analysis of monitoring findings and a set of recommendations for corrective action, if applicable.”*

Source: *Humanitarian Programme Cycle Reference Module 2015, p. 10*

Humanitarian response monitoring framework

During the first stage of an emergency, when the CP team develops a 4W matrix that aligns with the WASH strategic response plan (see section 1.9), they should also develop a humanitarian response monitoring framework. This ensures future monitoring is aligned with the WASH response plan and can be reported easily.

The monitoring framework is simply a table which captures the data source and collection method(s), the organization responsible for data collection, and the frequency of reporting for all indicators (see Table 7).

Table 7: Humanitarian response monitoring framework template example

Example of a monitoring framework for a large-scale emergency response for which the government has requested international support.

Cluster Food Security objective 1: Improve affected people's access to food					Relates to Strategic Objective # 2	
Indicator	In need	Baseline	Target	Data Source/ Collection method(s)	Organisation(s) responsible for data collection	Frequency
# (%) of households where food is safely stored, prepared and consumed	Households	Households	Households	Household survey	UNICEF, in collaboration with WFP and FAO	Quarterly
	Region A: 5,000	Region A: 500 (10%)	Region A: 2,000 (40%)			
	Region B: 15,000	Region B: 3,000 (20%)	Region B: 8,000 (53%)			
	Region C: 30,000	Region C: 6,500 (22%)	Region C: 15,000 (50%)			
	TOTAL: 50,000 (100%)	TOTAL: 10,000 (20%)	TOTAL: 25,000 (50%)			

Source: Humanitarian Response Monitoring Framework Template 2016

Case study 25: Fiji Monitoring WASH projects

Ministry of Health Case Study—Fiji WASH Cluster

In Fiji, the MoH (the cluster lead) physically monitors WASH Cluster Member projects at the completion of the project, and often randomly.

NEXT STEPS for National WASH CP Coordinator

As per the Minimum Requirements, ensure:

- tracking of progress against the strategic plan/indicators (developing a response monitoring framework will assist this);
- tracking of funding status of the overall cluster/sector; and
- having a mechanism in place to monitor the quality of WASH services delivered to the affected population against established standards (relevance, quantity, quality, continuity of WASH services). See Fiji MoH Case study 25, and suggestions below.

For preparedness:

During any contingency planning exercise, try to complete a monitoring framework along with the WASH Response Plan to ensure that both are aligned, and that subsequent WASH proposals include necessary resources.

For accountability:

The second purpose of humanitarian response monitoring is “to ensure that **organizations** involved in the response **remain accountable to affected people, national authorities, donors and the general public**” (Humanitarian Programme Cycle 2015).

This purpose is aligned to the Minimum Requirement that a mechanism should be in place to “monitor the quality of WASH services delivered to the affected population against established standards (relevance, quantity, quality, continuity of WASH services).”

Develop a WASH CP standard. Some options to consider include:

- establishing a feedback mechanism from people affected by the disaster – as per the commitment to accountability to affected people (see the following section: Accountability to affected populations). Note: this is often only in place during the project, so does not capture any sustainability issues after the project has finished;
- physical monitoring by a government department (see Fiji Case study 25);
- evaluating all emergency projects six months after completion (this will need government and/or donor agreement, and may require advocacy);
- joint monitoring – accompanied by another WASH organization; and
- collecting photographic evidence.

Note: an evaluation and feedback mechanism also supports continual improvement within the WASH sector.

Documents on accompanying USB

- Humanitarian Response Monitoring Framework Template 2016
- Humanitarian Programme Cycle Reference Module, IASC 2015

5.2 Reporting

Reporting in emergencies occurs nationally:

- from members to the WASH CP
- from the WASH CP to NDMO, or equivalent

In a large-scale emergency, when international support has been requested, reporting also occurs:

- from the WASH CP to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), involving:
 - a Periodic Monitoring Report—which reports against donor appeals (e.g., Flash Appeal) and funds received (see box on a Periodic Monitoring Report);
 - Dashboard—which provides a graphical overview of needs, the response and gaps, and complements the Periodic Monitoring Report; and
 - Situation Reports—which are shared internationally.

It is important to have clear reporting:

- Formats – so all WASH CP members answer the same set of questions with a standardized range of answers; and
- Lines of reporting – so all WASH CP members submit the report to the right person (for example: do water authorities submit their 4Ws, or equivalent, to the WASH CP or to NDMO?).

Periodic Monitoring Report

Source: *Periodic Monitoring Report Template 2016*, pp. 9–10

The ‘Cluster Achievement’ section of the *Periodic Monitoring Report Template* includes:

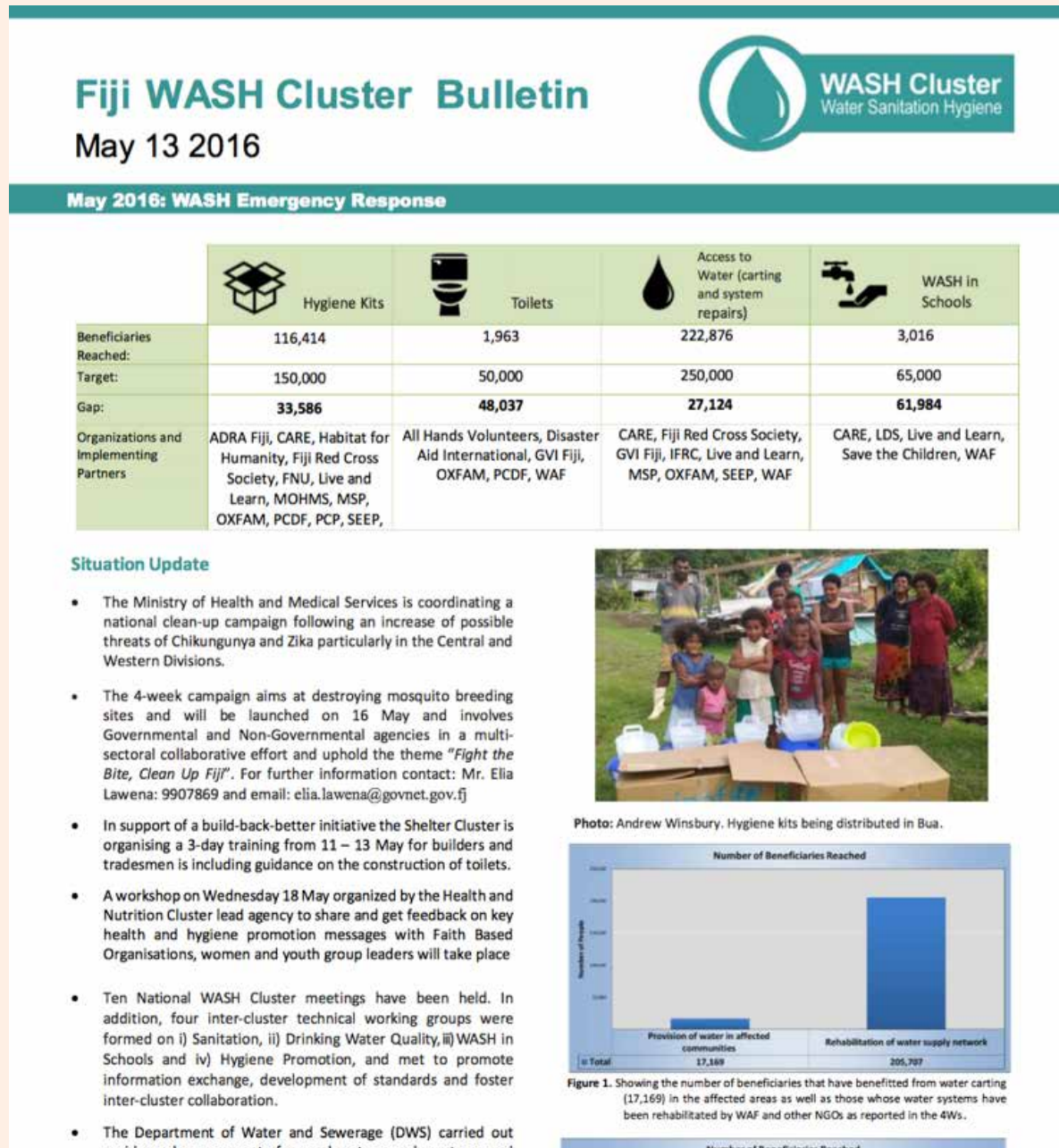
- progress towards cluster Objectives
- changes in context
- cluster performance
- challenges
- actions to be taken.

Table 8: Humanitarian response periodic monitoring

Cluster Objective 1: Objective from operational response plan							Supports Strategic Objective xx, xx
Indicator:			In need	Baseline	Target	Result	Status
Indicator from operational response plan.			xxx	xxx	xxx	xxx	xxx
Activity	Location	Indicator	In need	Baseline	Target	Result	Status
• Activity from operational response plan.	X,Y,Z	• Indicator 1 from operational response plan.	xxx	Xxx	xxx	xxx	On Track – xx%
		• Indicator 2 from operational response plan.	xxx	xxx	xxx	xxx	Major Gaps – xx%
							No Progress

Case study 26: Fiji WASH Cluster Bulletin

To support national reporting, the Fiji WASH Cluster produced a bulletin to share progress with all stakeholders. It proved popular with national stakeholders and was produced regularly.



NEXT STEPS **for National WASH CP Coordinator**

The Minimum Requirements are that:

- “Regular communication/information products are distributed covering:
 - tracking of progress against strategic plan/indicators; and
 - tracking of funding status of overall cluster/sector”
(see Minimum Requirements, Table 3)
- For preparedness, consider:
 - collating any national and international reporting formats
 - standardizing formats to be completed by CP members, if possible, and ensuring questions are clear; and
 - establishing mechanisms that automate the production of reports and other information products. See:
 - Vanuatu IM mapping: <https://events.gov.vu>
 - RSR example: see trial conducted by ADRA Vanuatu <https://Vanuatu.akvoapp.org/en/projects>



Documents on USB

- Periodic Monitoring Report Template 2016
- Cluster Situation Report Template, for OCHA
- Fiji WASH Cluster Bulletin, May 2016

5.3 Performance of WASH Coordination Platform

There are several ways to assess and improve the performance of a WASH CP.

1. An after-action review

An after-action review is a professional discussion of an event that enables a team to reflect on:

- What was supposed to happen?
- What actually happened?
- Why was there a difference?
- What can we learn from this? (What actions can be taken to sustain strengths and improve weaknesses?)

It is an opportunity to capture lessons learned, and improves individual and collective performance by providing immediate feedback. This is sometimes called a 'retrospect' if conducted after the project or event has finished.

2. Cluster Coordination Performance Monitoring (CCPM)

CCPM is a self-assessment tool for evaluating the performance of coordination platforms. It is based on the six core functions of coordination, as per the structure of this Handbook.

The performance of the coordination platform should be monitored to:

- ensure efficient and effective coordination
- take stock of what functional areas work well and what areas need improvement
- raise awareness of support needed – from the government, co-lead agencies, regional and global coordination groups or coordination platform partners
- create opportunities for self-reflection
- strengthen transparency and partnership within the coordination platform
- show the added value and justify the costs of coordination

The CCPM process includes:

- completion of online questionnaires by members and coordinators
- preliminary analysis and preparation of workshops
- CP analysis, review and action planning
- preparation of the report by the WASH coordination team
- follow-up and regular monitoring

The CCPM is available on the Global WASH Cluster website:

<http://washcluster.net/resources/iasc-cluster-coordination-performance-monitoring-tool-full-zip/> and on the accompanying USB. Note: CCPM is often a countrywide process to assess all clusters, but it can also be applied to an individual WASH CP.

Coordination Description Mapping (CDM)

CDM is a new initiative to track key characteristics of coordination platforms globally. It is also based on the six core functions of coordination, and includes the question: When was the last CCPM undertaken? See the headings in the following link to a Pacific region example:

<https://www.humanitarianresponse.info/en/operations/pacific-region/cluster-and-inter-cluster-description-mapping-pacific>

Case study 27: Fiji WASH Cluster CCPM June 2016

Shared with approval of the WASH Cluster Secretariat, Fiji

Overall Rating of Coordination Functions

The table below illustrates the ratings of the cluster coordination team (CC), the cluster partners (PP), and the overall rating representing an average across online respondents. The final rating was agreed at the CCPM workshop.

	CC_Rating	PP_Rating	Overall_Rating	Final Rating
1.1 Provide a platform to ensure that service delivery is driven by the agreed strategic priorities	Satisfactory	good	good	Good
1.2 Develop mechanisms to eliminate duplication of service delivery	Needs follow-up	good	Satisfactory	Satisfactory
2.1 Needs assessment and gap analysis (across other sectors and within the sector)	Not sufficiently addressed	good	Satisfactory	Needs follow-up
2.2 Analysis to identify and address (emerging) gaps, obstacles, duplication, and cross-cutting issues	Needs follow-up	Satisfactory	Satisfactory	Satisfactory
2.3 Prioritization, grounded in response analysis	Satisfactory	good	good	Satisfactory
3.1 Develop sectoral plans, objectives and indicators directly supporting realization of the HC/HCT strategic priorities	Satisfactory	good	good	Good
3.2 Application and adherence to existing standards and guidelines	Satisfactory	good	good	Satisfactory
4.1 Identify advocacy concerns to contribute to humanitarian messaging and action	Satisfactory	good	good	Satisfactory
4.2 Undertake advocacy activities on behalf of cluster participants and the affected population	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Monitoring and Reporting	Not sufficiently addressed	Satisfactory	Satisfactory	Satisfactory
Contingency Planning	Needs follow-up	good	Satisfactory	Satisfactory
Accountability to affected population	Satisfactory	Satisfactory	Satisfactory	Satisfactory

3. Capacity-building events

Training on WASH in emergencies (WIE) to date has included:

- Vanuatu WASH Cluster Emergency Training: 26–30 September 2016, Port Vila Vanuatu
- Fiji WASH Cluster Coordination Workshop: 25–29 July 2016, Suva Fiji
- WASH Humanitarian Coordination Training: 23–25 September 2013, Suva Fiji



NEXT STEPS **for National WASH CP Coordinator**

- Consider using the CCPM tool to take stock of what functional areas work well and what areas need to improve.
- Mid- or post-emergency, conduct an after-action review (sometimes called a retrospect), and add prioritized actions to the CP workplan. See guidance on USB.



Documents on accompanying USB:

- Cluster Coordination Performance Monitoring CCPM Pack 2014.
- *Tools for Knowledge and Learning: A Guide for Development and Humanitarian Organisations*, 2006.
 - See page 64 for after-action reviews and retrospects.
- Knowledge Management Postcards, NHS (UK), 2010.
 - See pages 7–10 for simple steps for after action reviews and retrospects.



IVERINA
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Rich Starter
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6

Preparedness and contingency planning

6.1 Climate change adaptation/disaster risk reduction/resilience

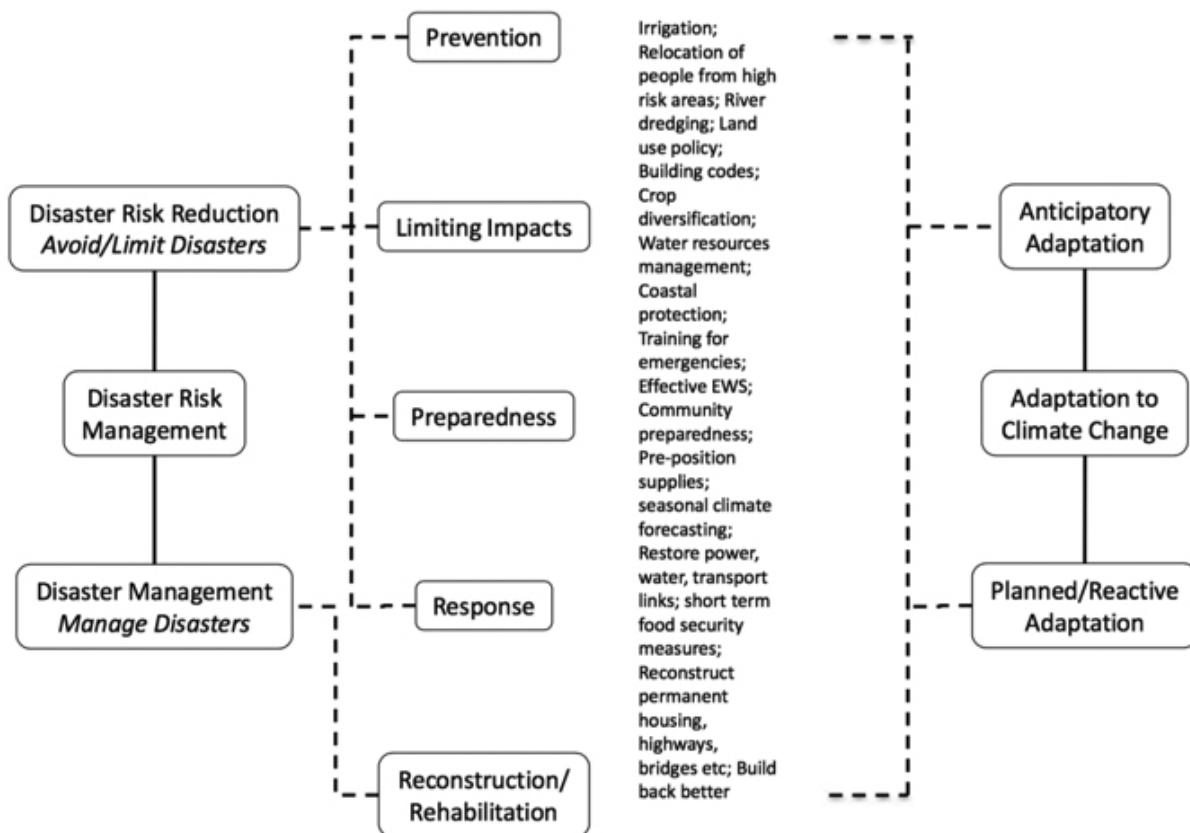
There is a strong regional focus on climate change adaptation, DRR and resilience. Goal 1 of the Framework for Resilient Development in the Pacific (FRDP) notes the need for:

“Strengthened integrated adaptation and risk reduction to enhance resilience to climate change and disasters.”

(Framework for Resilient Development in the Pacific: An Integrated Approach to Address Climate Change and Disaster Risk Management 2017–2030)

The FRDP clarifies that “Disaster risk management, which includes both disaster risk reduction and disaster management, has many synergies with adaptation to climate change.” See Figure 30.

Figure 30: Components of disaster risk management and climate change adaptation, with illustrative examples showing the linkages between them

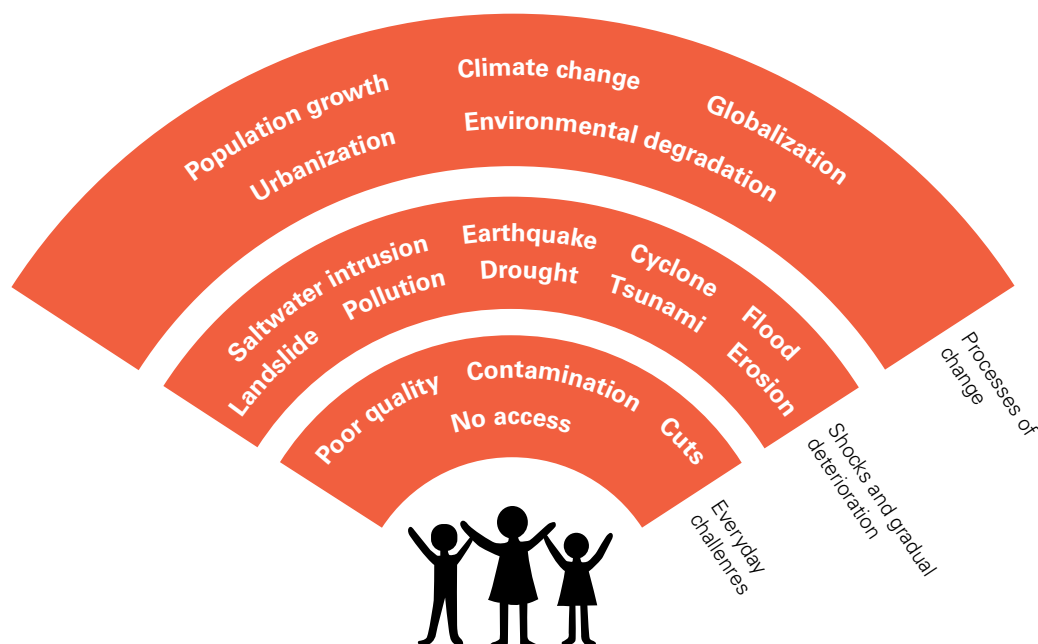


Source: FRDP 2016, p. 35.

Resilience

Climate change and disasters are only two components affecting resilience. As noted in the WASH Resilience Guidelines for Pacific Island Countries (UNICEF – under development) interdependent layers of mounting pressures exist, and WASH programmes should not address them in isolation (Draft v4 2017, p. 5). See Figure 31.

Figure 31: Three interconnected layers of mounting pressures



Source: UNICEF, WASH Resilience Guidelines for Pacific Island Countries, in development by UNICEF

WASH resilience can be considered as:

“The ability of Pacific communities and their water, sanitation and hygiene (WASH) systems, the infrastructure for water and sanitation schemes, and the people who are managing them to adapt to changing conditions in their environment, absorb negative impacts/shocks, and have the ability to recover.”

(WASH Resilience Guidelines for Pacific Island Countries, in development by UNICEF, Draft v5 2018, p. 12)

The new Guidelines will:

- provide an introduction to the WASH resilience process;
- describe strengthening the National Enabling Environment for WASH interventions;
- look at using risk to guide interventions to prioritize where and what activities to focus on;
- detail step-by-step guidance for implementers engaging at community level using Drinking Water Safety and Security Planning (DWSSP), which incorporates running training at the community level, infrastructure design, accessing finance and construction; and
- provide tools and case studies for the implementation of the WASH Resilience Programme.

Source: WASH Resilience Guidelines for Pacific Island Countries, under development by UNICEF

The Global WASH Cluster Disaster Risk Reduction Comprehensive Guidance (2011) also provides practical advice, such as:

- How to integrate DRR into WASH emergency response programming (p. 33)

OVERALL GOAL	INDICATORS
<p>Purpose: Risk of disease transmission in community x is reduced through installation and maintenance of effective and resilient water supply, excreta disposal, and hygiene promotion systems.</p> <p>Results: 1. Existing water supply systems are rehabilitated and able to withstand short-term flooding as caused by floods over the period x 2. ...</p> <p>Activities: 1.1 Clear borehole of sediments and redevelop 1.2 Reseal top of borehole with clay sanitary seal 1.3 Repair or install drainage apron, headwall, drainage system and fencing 1.4 Disinfection of borehole 1.5 Install wellhead that excludes water when flooded ...</p>	<p>Indicators:</p> <ul style="list-style-type: none"> • Sphere standards have been met for relevant services throughout the period x • Services have adequately been maintained for 98% of the time throughout the period x • ... <p>Indicators:</p> <ul style="list-style-type: none"> • ... • Installation standards for boreholes allow for short-term flooding as caused by earlier floods without degradation or contamination of the system <p>Inputs:</p> <ul style="list-style-type: none"> • ...

- Mitigation and preparedness measures for WASH systems (Annex 3), which include:
 - volcanic eruptions,
 - drought,
 - epidemics,
 - wind storms (one of the hazards linked to tropical cyclones), and
 - general floods/flash floods (one of the hazards linked to tropical cyclones), with excerpt below (from page 56).

- Construct/ install so that structures resist the effects of flooding: e.g. bridge pipes over natural drainage channels; alternatively dig in pipes; install pipe anchors in solid soil close to areas at risk; build covers of wells, reservoirs, tanks and visit chambers; close wells, reservoirs, tanks and visit chambers adequately to exclude as much as possible flood water and sediments; reinforcement of wells; rise structures (e.g. well openings, entry/ exit points for pipes in wells, latrine) at least 0.3 metres above the maximum flood level, install electrical installations well above the maximum flood level; treat walls and structures to protect against flood water; repair leaks; maintain 24h/24 pressure in water distributions systems to avoid entrance of contaminated water and/or solids (silt, mud) in the system; ensure presence of proper sanitary seal in wells and boreholes; place intake structures where floating debris cannot affect it (e.g. by placing the intake in a channel placed laterally from the river); adequately reinforce and brace reservoirs and other structures; where there is a risk of floodwater backing up through sewerage systems, install sewer backflow valves; make round pits for latrines to reduce risk of collapse; adequately line latrine pits; in unconsolidated soils, install a slab around the latrine pit

Preparedness and early warning

Below are some useful links for drought preparedness and early warning in Pacific island countries.

Drought preparedness and early warning – useful links

- The Island Climate Update (ICU): <https://www.niwa.co.nz/climate/icu> Produced by the National Institute of Water and Atmospheric Research (NIWA). It includes the:
 - ENSO Watch gives a brief summary of the current El Niño-Southern Oscillation (ENSO) situation and the ENSO outlook for the next three-month period.
 - Rain Watch presents the rainfall outlook for the southwest Pacific Islands for the same period.
 - Drought Watch combines recent (last six months) rainfall, and the rainfall outlooks to highlight regions of potential water stress in the southwest Pacific.

A video summary is available on the ICU Facebook page:

<https://www.facebook.com/IslandClimateUpdate/videos/1916979838620566/>

The ICU – December 2017 to February 2018 is available on the accompanying USB.

- Tropical Cyclone Outlook: <https://www.niwa.co.nz/climate/southwest-pacific-tropical-cyclone-outlook>.
- For the North Pacific: the National Oceanic and Atmospheric Administration (NOAA) guidance from the Pacific El Niño Application Centre: <https://www.weather.gov/peac/>
- National climate outlooks using the Seasonal Climate Outlooks in Pacific Island Countries (SCOPIC) decision support tool, developed with the Australian Bureau of Meteorology: <http://cosppac.bom.gov.au/products-and-services/seasonal-climate-outlooks-in-pacific-island-countries/>. The software is used by 11 national metrological services in the Pacific islands, including:
 - Fiji Meteorological Service: <http://www.met.gov.fj>
 - Vanuatu Meteorological and Geo-hazard Department: <http://www.vmgd.gov.vu/vmgd/index.php>
 - Samoa Meteorological Service: <http://www.samet.gov.ws>
 - Niue Department of Meteorology and Climate Change: <http://informet.net/niuemet/>
 - Solomon Islands Meteorological Service: <http://www.met.gov.sb>

Case study 28: WASH Resilience Policy Review

In 2016, the policies of five Pacific island countries – Fiji, Kiribati, Solomon Islands, Tonga and Vanuatu, were reviewed to analyse whether they were supportive of WASH resilience, and if not to provide recommendations for WASH sector partners (Global Water Partnership and UNICEF).

See the accompanying USB for the:

- results and recommendations of the national policy review
- background documents from the global WASH Climate Resilient Development Programme (Global Water Partnership and UNICEF)
 - Strategic Framework: WASH Climate Resilient Development 2017;
 - Technical brief: Integrating WASH resilience into national WASH strategies and plans 2017;
 - Technical brief: Local participatory water supply and climate change risk assessment – Modified water safety plans 2017;
 - Technical brief: Appraising and prioritizing options for climate resilient WASH 2017; and
 - Guidance note: Risk assessments for WASH 2017.

Case study 29: Drinking water safety and security planning in PICs to improve resilience

- In Vanuatu and Fiji, the DWSSP approach has been used to strengthen the management and resilience of water supplies in rural communities, and is a useful method towards achieving water safety in line with Sustainable Development Goal 6.
- The water safety aspect of DWSSP increases management capacity, with Water Security Planning used to ensure new water supply systems are better aligned to community needs, national standards and improved efficiency of donor funding.
- Strengthened community management has been achieved through the development of a number of participatory tools with support from the UNICEF Office for Pacific Island Countries; these tools assist communities to undertake their own planning activities through a guided approach to identifying, assessing, prioritizing and treating risks.

Source: WASH field note: March 2016, UNICEF Community Drinking Water Safety and Security Planning in Pacific Island Countries

NEXT STEPS for National WASH CP Coordinator

- Work with CP members to identify mechanisms to improve community resilience, and encourage them to be included in development and emergency WASH programmes.
- Develop guidance to support new organizations and inform other stakeholders of recommended WASH CP approaches. Advocate where necessary for ideas to be incorporated in government programmes and donor funding.
- Identify and share useful links for national drought preparedness and early warning with CP members, building on the links provided.



Documents on the accompanying USB

- The Island Climate Update – November 2017
- Global WASH Cluster Disaster Risk Reduction and Water, Sanitation and Hygiene Comprehensive Guidelines, 2011
- WASH Resilience policy review of five Pacific island countries (Fiji, Kiribati, Solomon Islands, Tonga and Vanuatu)
- Global WASH Climate Resilient Development (Global Water Partnership and UNICEF)
 - Strategic Framework: WASH Climate Resilient Development 2017
 - Technical brief: Integrating WASH resilience into national WASH strategies and plans 2017
 - Technical brief: Local participatory water supply and climate change risk assessment - Modified water safety plans 2017
 - Technical brief: Appraising and prioritizing options for climate resilient WASH 2017
 - Guidance note: Risk assessments for WASH 2017

6.2 Emergency response preparedness (generic)

Emergency response preparedness (ERP) refers to **generic** response plans, as opposed to disaster-**specific** contingency plans (for example, for tropical cyclones or drought).

This section builds on the *Emergency Preparedness Guidance – July 2015* (draft for field testing) developed by the IASC Task Team on Preparedness and Resilience. The final version will be available in 2018 with models and examples.

The list of ERP improvement actions below is quite comprehensive. It is recommended that CPs jointly prioritize actions and schedule one per six months or year.

Actions to improve ERP

1. Coordination and management arrangements

Clearly defined coordination and accountability mechanisms are critical for an effective humanitarian response. A clear understanding of roles and responsibilities enables individuals, teams, departments and organizations to establish working relationships that can make all the difference during a crisis (ERP 2015).

Suggested action:

- **First Response Standard Operating Procedure (SOP)** or checklist for emergency response –showing activities, timeframes and primary responsibility.
 - A possible format is:
 - Initial response for all disasters – for example: call WASH CP meeting, followed by response actions that depend on whether the emergency is:
 - small scale
 - medium scale
 - large scale
 - The SOP could include:
 - deployment checklist for national government and non-government WASH specialists to have before going to the site of an emergency, such as water test equipment, monitoring tools, communication equipment (e.g., satellite phone), water treatment gear (e.g., chlorine and measuring device), and simple tools to support communities to perform basic quick fixes; and
 - list of potential evacuation centres to facilitate preparedness activities when cyclone warnings are received, such as pre-positioning chlorine tablets and other supplies, and ensuring water quantity and quality. Alternatively, training material or a checklist could be developed for the Evacuation Centre Managers (e.g., “tips for evacuation centre managers”) with tasks like disconnecting rainwater harvesting before cyclones to stop salt water getting into tanks, or how and when to chlorinate tank water (as suggested by ADRA Vanuatu).

2. Needs assessment, information management and response monitoring arrangements

“Coordinated needs assessments that provide a common understanding of the priority needs of the affected population lay the foundations for a coherent and efficient humanitarian response. It is also critical that a system for response monitoring is in place. Response monitoring consists of establishing systems and procedures that measure who receives aid (disaggregated by sex and age), what aid is delivered and what results are achieved. Underpinning this is information management, which is the systematic process of collecting, processing, verifying, and analysing sex- and age-disaggregated data and information, and disseminating relevant information to humanitarian stakeholders and the affected populations and beyond” (ERP 2015).

Suggested action:

- Draft, to quickly contextualize following an emergency:
 - a needs assessment:
 - if harmonized – core common questions for different forms.
 - if joint – one common form for all organizations and governments (see section 2.1);
 - a 4W (who is working, where, when) format and template (see section 1.9); and
 - a response monitoring framework (see section 5.1).

3. Operational capacity and arrangements to deliver relief and protection

“The ability to respond in the immediate aftermath of an emergency depends on the level of operational readiness in place” (ERP 2015).

Suggested action:

- Identify the response capacity of sector/cluster partners, (including national capacity, i.e., government, local NGOs and the private sector) (see section 3.3).
- Ascertain the availability and location of critical relief items (see section 3.3):
 - pre-position supplies;
 - agree on a standard WASH hygiene kit; and
 - work with local suppliers.
- Establish systems for procurement, transportation and distribution of critical relief items.

Case study 30: 'Hands-on' scenario to test Tonga Health, Nutrition, WASH Cluster SOP

Scenario – Tonga

A 'hands-on' scenario was conducted to test the Tonga Health, Nutrition, WASH Cluster SOP in June 2017. The tsunami scenario included setting up a membrane filtration plant (Skyhydrant) and distributing clean water in a village. Community members were involved and lined up with water containers to assess the effectiveness of the approach. The full-day scenario was assisted by Oxfam New Zealand.

Drought monitoring tool - Tonga (in development)

Drought indicators are being collectively tracked as an early warning mechanism. Members independently update a Dropbox file. The process is under review to streamline member updates.

Case study 31: Solomon Islands Red Cross: Capacity of WASH CP members

Understanding the capacity of WASH CP members is important in the event of a major disaster. The Solomon Islands Red Cross (SIRC) has a comprehensive disaster risk management approach which includes:

- disaster preparedness training;
- community first-aid;
- pre-positioning of non-food items;
- disaster response;
- water, sanitation and hygiene;
- emergency shelter; and
- all elements of the approach inclusive of gender

Cameron Vidu, SIRC (see Figure 32), has supported many international responses for the Red Cross.

Figure 32: Cameron Vidu explaining the Solomon Islands Red Cross disaster risk management approach



NEXT STEPS for National WASH CP Coordinator

- Jointly review and prioritize ERP actions. Schedule one per six months or year. Develop and/or add to the cluster workplan with timeframe and responsibility.

Documents on the accompanying USB (note: legislative documents are in section 2.3.1/strategic direction)

- *Tonga Health, Nutrition WASH Cluster Standard Operating Procedures 2017*
- *Vanuatu WASH Sector Preparedness and Response Plan*
- *Vanuatu Department of Water Resources Standard Operating Procedure*
- *The Republic of Vanuatu Country Preparedness Package 2017*
- *Fiji National Health Emergencies and Disaster Management Plan 2013*
- *The Republic of the Marshall Islands Country Preparedness Package 2017*

6.3 Contingency planning (hazard specific)

What is a contingency plan?

“A contingency plan should seamlessly transform into a Preliminary Response Plan—or Flash Appeal (for external funding) – if the emergency occurs”

(A combination of Cluster Coordination at Country Level Reference Module, IASC 2015, and Emergency Response Preparedness (ERP) IASC 2015 – draft for field testing)

“Completing the contingency plan and the planning process will result in the following:

- a clear and practical context-specific response strategy;
- an analysis of needed resources to adequately manage the planned for scenario;
- re-allocation of existing resources, or additional resources, when required and appropriate;
- an appropriate and timely response towards the protection of affected women, men, boys and girls, including meeting their basic needs” (ERP 2015, p. 55).

How to develop a contingency plan?

The overarching process for developing a contingency plan is as follows:

1. Identify the national high-risk hazards – those that pose the greatest challenge in terms of the number of people affected, geographic spread, support requirements and access constraints. Or, use high-risk hazards already identified by NDMO.
2. Develop a contingency plan.
 - a. Elaborate the most likely scenario related to this risk (or use a scenario already elaborated by NDMO).
 - b. Develop a plan to meet the resulting need – see the **seven steps** below.

Note that:

- “The contingency plan must reflect agreement among partners (including government authorities, UN, NGO and civil society partners involved in the expected response, as appropriate in the context).
- The final contingency plan document must not be overloaded with too many details and overly complex response planning. Detailed operational plans per sector or highly detailed resource inventories, maps, and other supporting documentation should be included in the Annexes at the end of this document.
- The final contingency plan without the annexes should be 20 pages or less” (ERP 2015).

The following steps are from the Emergency Response Preparedness (ERP) IASC 2015 – draft for field testing. Note:

- The scenario assumes that the national government has asked for international assistance, however the seven steps are just as relevant for a national response without international assistance.
- As the ERP refers to inter-cluster contingency planning, the steps below have been adapted to be cluster specific.
- The final ERP will be produced in 2018 and will include examples and models of different types of emergencies (slow and rapid onset disasters).

- The Asia-Pacific region (including Southeast Asian and Pacific island countries) is introducing a Rapid Response Approach to Disasters in Asia-Pacific – the RAPID approach. The ERP has been used as the key reference here as it meets the challenges expressed by cluster members during consultation visits, in a simple step-by-step way. This should be reviewed once the RAPID approach has guidance suitable for cluster use.

Seven steps for developing a contingency plan:

1. Situation and risk analysis

What is likely to happen (the likely impact and the capacity to respond)?

Planning assumptions – including gender and diversity analysis.

2. Response Strategy

What does the plan hope to achieve?

Unless the contingency plan is inter-cluster there is no need to complete this step. Assume, or adapt, overall response strategic objectives based on a previous example or national disaster management policy documents. This will align the proposed WASH response with the likely national direction. See Case study 32.

Case study 32: Vanuatu Tropical Cyclone Pam Humanitarian Action Plan, 1 May 2015: Strategic objectives and priority actions

PRIMARY STRATEGIC OBJECTIVE

1. ***Meet the remaining life-saving and protection needs of the affected people*** through the provision of safe drinking water, food assistance, nutrition support, health care and adequate protection measures, shelter and non-food items.

At the same time, undertake activities to support two complementary strategic objectives.

COMPLEMENTARY STRATEGIC OBJECTIVES

2. ***Support the restoration of livelihoods and self-reliance of the affected people while strengthening resilience***, by re-establishing food security in the affected communities; assisting affected people with repair and reconstruction of shelters, houses, water and sanitation facilities, and community infrastructure; and strengthening community-based protection mechanisms.
3. ***Re-establish and strengthen basic services across all affected areas*** while reinstating and replacing affected water and sanitation infrastructure for communities and institutions; reactivating and enhancing the delivery of quality health services and preventive interventions with high coverage in all affected areas; restoring access to education through the reparation or replacement of education facilities and materials; strengthening protection services in affected communities including for the most vulnerable persons; and increasing the resilience of farmers through the provision of agricultural extension services.

3. Operational delivery

How the strategy will be achieved?

While the response strategy defines what is to be achieved, operational delivery defines appropriate interventions and how they will be implemented (e.g., using local NGOs in partnership with local government to distribute relief items), and the steps required (e.g., logistics and needs assessments).

This is generally presented in the form of cluster summary plans.

Plans need to be based on a realistic understanding of existing response capacity. In many contingency plans, it is assumed that sufficient response capacity exists or can be quickly put in place. However, insufficient effort is made to determine what this entails. As a result, contingency plans can give the impression that a crisis can be managed, when in fact it is likely to far outstrip the response capacity that can be provided.

Cluster operational delivery summary plans include:

- cluster objectives, indicators, baseline, target and activities. See Case study 33 from the Vanuatu TC Pam HAP. Note: A Flash Appeal will have slightly less detail, as less information about the emergency will be known.

Case Study 33: Vanuatu WASH Cluster operational delivery summary plan, Vanuatu Tropical Cyclone Pam Humanitarian Action Plan

Cluster Objective 1: The most affected women, men and children of all ages have equitable and safe access to WASH and are protected from outbreaks of communicable diseases.			Supports Strategic Objective 1	
Indicator			Baseline	Target
1. # of people with access water as per agreed emergency standards			0	53,667
2. # people receiving emergency WASH distributions			0	47,418
3 # of people receiving emergency sanitation rehabilitation materials			0	52,200
4. # people receiving lifesaving hygiene and sanitation messages			0	100,051
Activities	Locations	Indicator	Baseline	Target
• Emergency water supply	Shefa, Efate, Malampa, Penama	• # of people reached with water as per agreed emergency standards	0	10,680
• Emergency restoration of safe and resilient water supply	Shefa, Efate, Malampa, Penama	• # of people reached with rehabilitated systems	0	49,850
	Shefa, Efate, Malampa, Penama	• # systems rehabilitated	0	213
• Provision of	Shefa, Efate, Malampa, Penama	• # of people received WASH supplies	0	47,418

Source: Vanuatu Tropical Cyclone Pam Humanitarian Action Plan, 1 May 2015, pp. 19-20.

- explanations of how the plan addresses crosscutting and context-specific issues. This section should explain how protection, gender and age, environment and other relevant cross-cutting issues will be addressed by the plan or mainstreamed into the response. Any context-specific issues—such as an agreed internally displaced person policy—should be referenced here. Explain how the strategy incorporates the views of the affected people and is based on a protection analysis of the situation.

4. Coordination and management arrangements

“This section sets out the coordination and management structures that are needed to support the response. ... Establishing clear mechanisms for accountability and coordination is critical to effective humanitarian response. These mechanisms need to be discussed and agreed before the crisis strikes.”

For example:

- accountability and coordination between the WASH CP, NDMO, responsible ministry (or ministries), provincial departments/officers and other key stakeholders such as the national water authority, to achieve:
 - streamlined assessments and a common understanding of needs
 - no duplication or gaps in response
 - consistent reporting

5. Operational support arrangements

This section sets out the arrangements to support operations, including:

- coordinated needs assessment (e.g., which form is used, by whom, when, who collates, who analyses it, who prioritizes the WASH response?).
- information management (e.g., which indicators, what template is used for the 4Ws, where is it, who completes it, how often, where do they send it, who collates it and converts it into an information product, who makes decisions?).
- response monitoring (e.g., who completes it, what format, when, who collates, who shares, who is copied?).

6. Preparedness gaps and actions

“This section outlines the preparedness gaps identified during the planning process. Gaps identified should be reviewed and prioritized, and responsibilities and timelines for actions to address the gaps should be assigned. ”

“Throughout the planning process, specific preparedness actions or issues requiring follow-up should be identified and recorded.”

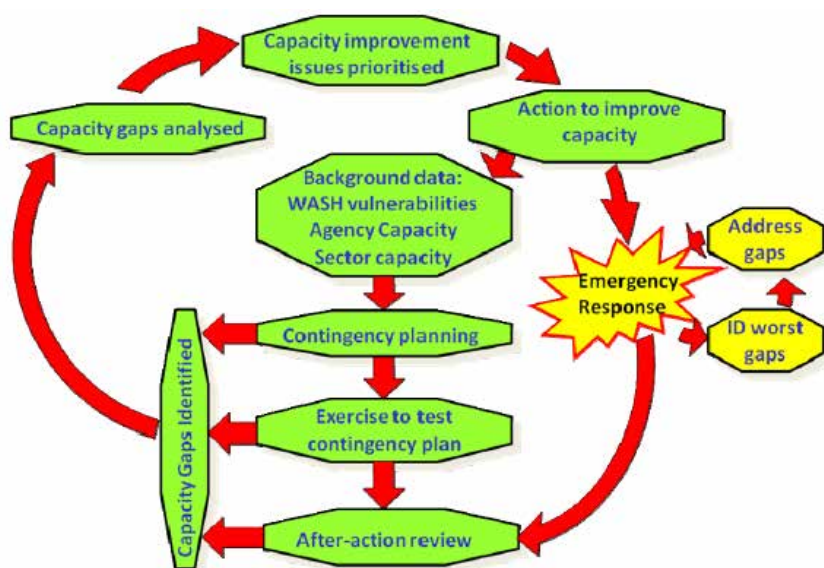
7. Funding requirements

This section should include two budgets

- indicative budget for planned response
- budget for preparedness actions

Developing a contingency plan is only part of the process, as shown in Figure 33. The plan should be tested, capacity gaps identified, addressed and the contingency plan updated regularly.

Figure 33: Testing contingency planning to continually improve capacity



Source: Fiji WASH Cluster Training 25–29 July 2016

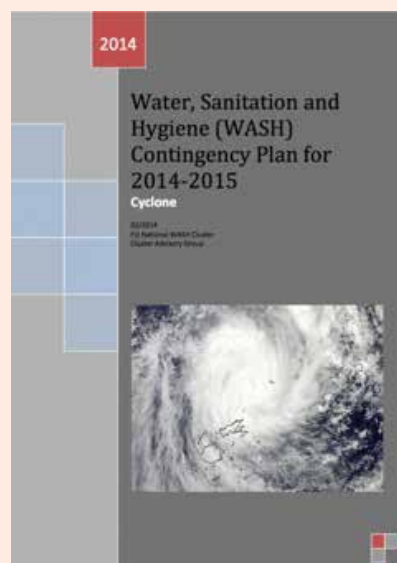
The Fiji WASH Cluster has developed three contingency plans:

- Flood (2014–15) – with amendments
- Drought (2014–15)
- Cyclone (2014–15), see Case study 34

Case study 34: Fiji WASH Cluster contingency plan for cyclones

The *Fiji Water, Sanitation and Hygiene (WASH) Contingency Plan for 2014–15: Cyclone* includes the following sections:

- Key contacts
- Detailed budget breakdown for the
 - anticipated scenario
 - prepositioning and preparedness for caseloads of 34,000 and 177,000
- Situation analysis with background on similar disasters
- Principles and agreed strategic approaches
- Specific objectives for a WASH response
- Scenarios: best, worst, most likely
- Early warning systems available
- Pre-positioned supplies required for:
 - rapid response for a caseload of 30,000 people for 30 days, including what is required, available and the gap
 - cyclone in 2014



- Impact on health
- Early recovery
- Implementation arrangements and overall coordination
- Specific actions and timeline for WASH emergency response or SOPs, which cover the pre-cyclone period, imminent cyclone, 48 hours, first week, weeks 2–4, months 2–3 (as below)
- Contingency planning for the WASH Cluster
 - table with caseload (assuming 300,000 people affected for extended period), objectives, immediate needs (up to 30 days, and 30–90 days), response
- WASH response
 - table with response, what, who and where, gaps, preparedness action
- Prepositioning of WASH materials and human resources for cyclones
 - table 'mapping of total requirements, available capacities and gaps' (not complete)
- References

Specific actions and timeline were developed as part of the *Fiji Water, Sanitation and Hygiene (WASH) Contingency Plan for 2014–15: Cyclone* document.

This excerpt gives an example of the specific actions and time line developed for WASH emergency response or SOPs.

Period	Priority Action	Responsibility	Location
(sections: pre-cyclone period, imminent cyclone)			
48 Hours	Notify NDMO to provincial/districts cyclone events as they develop	Fiji Met Office	All provinces
	Issue initial situation report on the emergency situation	UNOCHA/NDMO	Suva
	Dispatch inter-agency needs assessment, first response if needs arises	UNOCHA, WASH Cluster/NDMO	cyclone affected province districts
	Determine if Flash Appeal is necessary and begin preparation	UNOCHA, WASH Cluster humanitarian partners	Suva
	Monitor cyclone route and intensity	Fiji Met Office,	All provinces
	Inform communities of cyclone risks as it develops	District Administrators	NDMO – divisional disaster management provinces
	Conduct Joint Rapid Assessments, assessment formats (approved format from the WASH members)	UNOCHA, Divisional Disaster management Office, WASH Cluster Humanitarian partners	cyclone affected provinces/districts
	Identify needs in WASH sectors and circulate information to WASH Cluster	WASH Cluster	Affected Areas

NEXT STEPS for National WASH CP Coordinator

- Develop or review a contingency plan for the highest risk hazard, using the seven steps above.
 - Tips
 - Ensure participation by all relevant stakeholders.
 - When developing an activity, responsibility and timeframe spreadsheet (first response SOP) ensure the primary responsibility is clear.
 - Review lessons learned from previous contingency planning exercises and post-emergency reviews.
 - Disseminate the final contingency plan for easy reference by existing and new staff/officers.



Available on accompanying USB

- Emergency response preparedness (ERP)
 - *Emergency Response Preparedness (ERP) Guidance* (July 2015 – draft for field testing). Note: designed for an inter-cluster contingency planning process
 - *Contingency Plan Template* (2014). Note: also designed for an inter-cluster contingency planning process
- Rapid response to disasters in Asia-Pacific (RAPID) concept note 2016, OCHA
- Contingency plans
 - *Fiji Water, Sanitation and Hygiene (WASH) Contingency Plan for 2014–15: Cyclone*
 - *Fiji Water, Sanitation and Hygiene (WASH) Contingency Plan for 2014–15: Flood*
 - *Fiji Water, Sanitation and Hygiene (WASH) Contingency Plan for 2014–15: Drought*
- Tonga drought mitigation adaption and monitoring response plan and tools

Accountability to affected populations

Theory

'The women, men, girls and boys receiving humanitarian assistance are the primary stakeholders of any humanitarian response and have a basic right to participate in the decisions that affect their lives, receive the information they need to make informed decisions and to complain if they feel the help they receive is not adequate or has unwelcomed consequences.'

Source: Common Humanitarian Standards (CHS) Alliance frequently asked questions on AAP

The Global WASH Cluster Minimum Standards for Coordination for accountability to affected populations are designed to ensure that:

“Women, men, girls and boys of all ages and diversity backgrounds, affected by a crisis have equitable and meaningful access to:

- appropriate, relevant and timely information;
- two-way communication channels that facilitate feedback and complaints, and provide redress for complaints;
- means to participate in decisions that affect them, including fair and transparent systems of representation; and
- active involvement in the design, monitoring and evaluation of the goals and objectives of programmes.”

Source: https://www.humanitarianresponse.info/system/files/documents/files/wash-accountability-handbook_0.pdf or Global WASH Cluster (2009) “WASH Accountability Resources: Ask, Listen, Communicate”

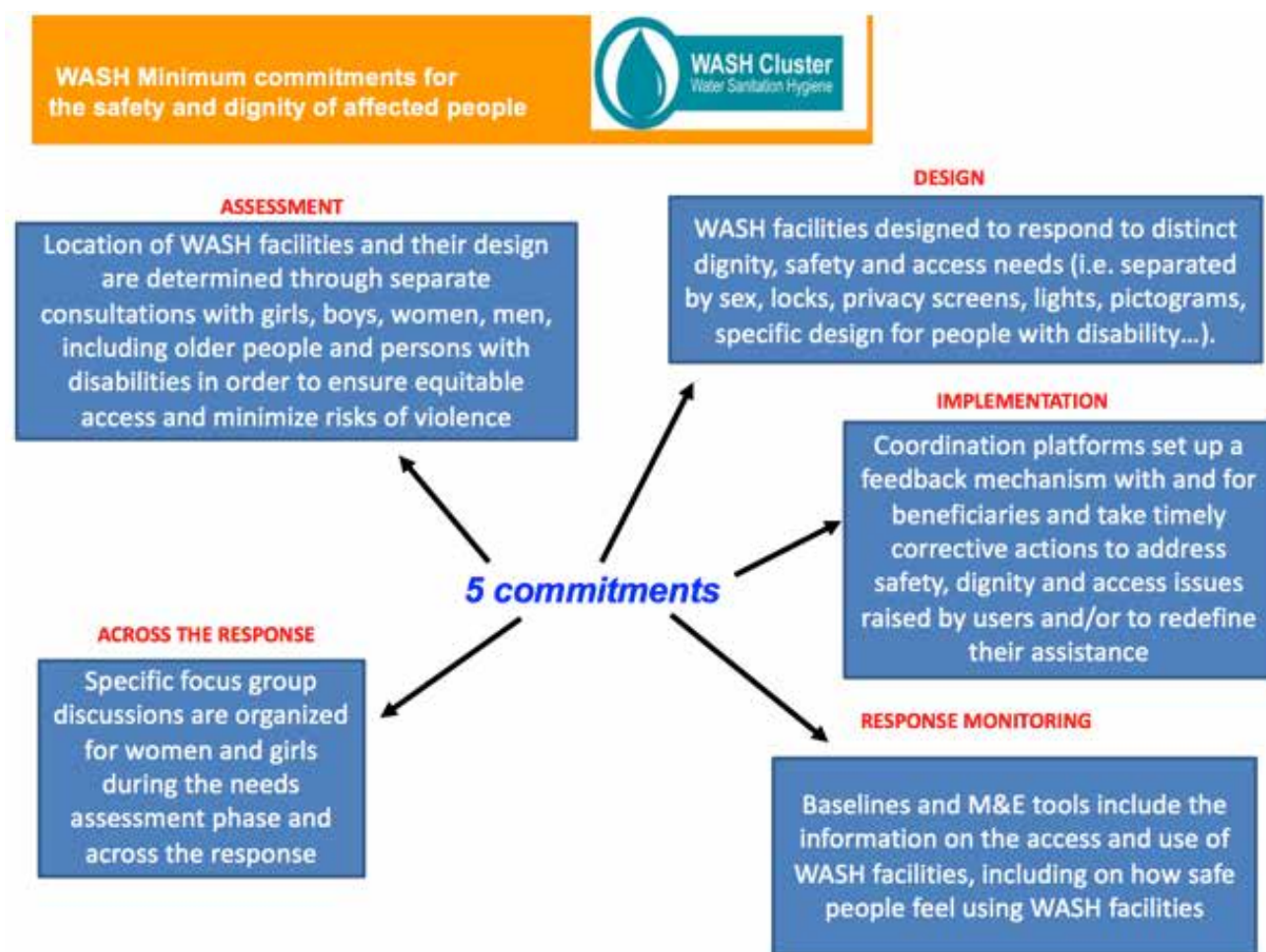
Global WASH Cluster – 5 minimum commitments

“The Global WASH Cluster (GWC) partners have agreed on 5 minimum commitments (see Figure 34) to be respected in all their humanitarian WASH programmes so as to ensure that the distinct assistance and protection needs of the affected population are met. These commitments, centred on people, aim at improving the quality and efficiency of the WASH response programmes in every context, and at ensuring that key issues are taken into consideration by all partners, such as gender, gender based violence, child protection, disability, and age.

The respect of these minimum commitments all along the humanitarian programme cycle reinforces the **accountability of the WASH partners to the affected population.**”

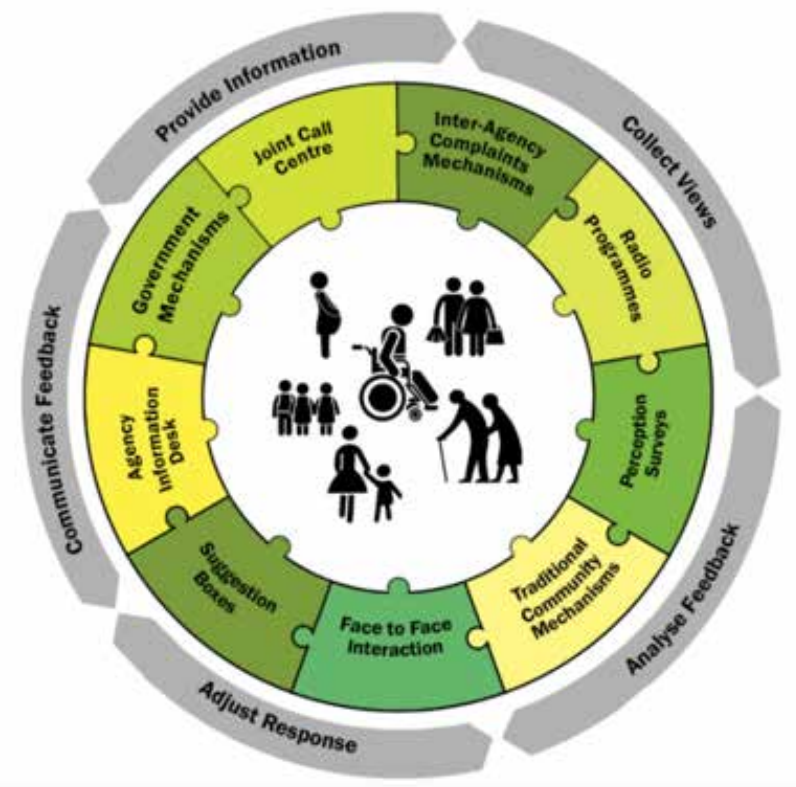
Source: <http://washcluster.net/minimum-commitments-safety-dignity-affected-people/>

Figure 34: WASH minimum commitments for the safety and dignity of affected populations



Source: Global WASH Cluster – Operational Coordination Pilot Training Ethiopia 2017

The GWC has developed a monitoring framework for the minimum commitments, which can be led by the WASH Cluster Coordinator or Information Manager Officer at the national level.

Figure 35: Ideas for accountability to affected populations**Ideas for Accountability for Affected Populations**

Source: Senior Transformative Agenda Implementation Team (STAIT), Leadership on Accountability to Affected People in Practice, IASC, January 2017 (p. 2).

Case Study 35: Tonga Cluster community evaluation form

The Tonga WASH, Nutrition and Health Cluster members distributed short evaluation forms to disaster-affected communities during the March 2017 flood response. Community members submitted completed forms to the Town Officer (in each village), who passed them to the Ministry of Internal Affairs (a Cluster member), which discussed the feedback with the WASH Cluster Secretariat, before findings were discussed in the monthly WASH Cluster meeting and actions agreed.

Sample evaluation form questions for community on WASH disaster response team:

- What do you think about the performance of the response team in overall?
- What you think is their strength (if any)?
- What you think should improve (if any)?
- Any other comments?

Case Study 36: Marshall Islands: Assessment of women's knowledge of community needs

Example feedback as quoted in the RMI *Focused Assessment of Community Needs During iien idiñ (time of disaster)* report, IOM (included in USB)

"Yes, we received some supplies after the typhoon. But I don't understand why my neighbor received more than I did but my house and my land were more damaged"

Focus Group Participant

NEXT STEPS for National WASH CP Coordinator

- As per the Minimum Requirements for Coordination (Section 1.4) it is recommended to:
 - conduct training or a workshop on AAP, or include AAP as a standing agenda item during coordination meetings;
 - develop a WASH CP policy or guidance for the minimum level and means of communication with affected communities;
 - when relevant and feasible, disaggregate cluster/sector reporting data by sex, age, geographical areas and/or ethnic groups; and
 - identify specific WASH CP focal points for crosscutting issues.

In addition, it is recommended to establish a mechanism to report AAP findings to relevant government departments (e.g., NDMO), allowing the government to know that they, via the CSO, are accountable to their citizens. The Deputy Director, NDMO Vanuatu, chose AAP as his first priority for the Pacific WASH in Emergencies Coordination Handbook for this reason.

Documents on accompanying USB

- Marshall Islands: Focused Assessment of Community Needs During iien idiñ (time of disaster), IOM
- Global WASH Cluster
 - WASH 5 minimum commitments to the safety and dignity of affected people
 - WASH Accountability Handbook 2009
- IASC AAP Accountability Commitment (2011), Operational Framework, Leadership (2017)

(ACTION: Logos of all organizations involved to be added.
As per acknowledgements on page 5)

Pacific island governments

- Republic of Fiji: Ministry of Health and Medical Services – Environmental Health Unit; National Disaster Management Office; Water Authority of Fiji; Fijian Teachers Association – WASH Unit; Ministry of Infrastructure and Transport – Water and Sewerage Department.
- Republic of Kiribati: Ministry of Works and Sustainable Energy; Ministry of Health; National Disaster Management Office.
- Solomon Islands: Ministry of Health – Environmental Health Division and Health Epidemiology Surveillance Unit; Ministry of Education; Honiara City Council.
- Kingdom of Tonga: Ministry of Health; National Emergency Management Office.
- Republic of Vanuatu: Department of Water Resources; National Disaster Management Office; Ministry of Health; Ministry of Education and Training; Department of Strategic Policy, Planning and Aid Coordination; Provincial Officers.

Non-governmental organizations

- The Adventist Development and Relief Agency (ADRA)
- CARE
- International Federation of Red Cross and Red Crescent Societies (IFRC)
- International Organization for Migration (IOM)
- Israel Forum for International Humanitarian Aid (IsraAID)
- LDS Charities
- Live and Learn Environmental Education
- Medical Services Pacific
- Oxfam
- Project Heaven
- Red Cross
- Save the Children
- World Vision

Regional organizations

- The Pacific Community (SPC)

International organizations

- Global WASH Cluster
- UNICEF
- UNOCHA
- UNWomen
- WFP
- WHO



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Acronyms and abbreviations

4Ws	who is doing what, where and when
AAP	accountability to affected populations
ADRA	Adventist Development and Relief Agency
AIM	assessment and information management
C4D	Communication for Development
CCPM	Cluster Coordination Performance Monitoring
CERF	Central Emergency Response Fund
CHA	Community Health Assessment
CP	coordination platform
CPP	Country Preparedness Package
CSO	civil society organization
DFAT	Department of Foreign Affairs and Trade (Australia)
DRMC	Disaster Risk Management Cycle
DRR	disaster risk reduction
DSA	detailed sector assessment
DSPPAC	Department of Strategic Policy, Planning and Aid Coordination (Vanuatu)
DWSSP	drinking water safety and security water planning
EHO	environmental health officer
ENSO	El Niño-Southern Oscillation
ERP	emergency response preparedness
FRDP	Framework for Resilient Development in the Pacific
GWC	Global WASH Cluster
HAP	humanitarian action plan
HIR	Humanitarian Indicator Registry
HNWASH	health, nutrition and WASH
HWTS	household water treatment and storage
IASC	Inter-Agency Standing Committee
ICU	Island Climate Update
IDA	initial damage assessment
IEC	information, education and communication
IOM	International Organization for Migration
IM	information management
ISO	initial situation overview
JMP	Joint Monitoring Programme (WHO/UNICEF)
M&E	monitoring and evaluation
MHM	menstrual hygiene management

MIRA	Multi-Cluster/Sector Initial Rapid Assessment
MISE	Ministry of Infrastructure and Sustainable Energy (Kiribati)
MoH	ministry of health
NDMO	National Disaster Management Office
NDMP	National Disaster Management Plan
NEMO	National Emergency Management Office (Tonga)
NGO	non-governmental organization
NOAA	National Oceanic and Atmospheric Administration
O&M	operation and maintenance
OCHA	Office for the Coordination of Humanitarian Affairs (United Nations)
OHCHR	Office of the High Commissioner for Human Rights (United Nations)
PICs	Pacific island countries
PDNA	post-disaster needs assessment
PHT	Pacific Humanitarian Team
PIFS	Pacific Islands Forum Secretariat
RAPID	Rapid Response Approach to Disasters in Asia-Pacific
RSR	Really Simple Reporting
SAG	Strategic Advisory Group
SCOPIIC	Seasonal Climate Outlooks in Pacific Island Countries
SIRC	Solomon Islands Red Cross
SODIS	solar water disinfection
SOF	strategic operational framework
SOP	standard operating procedure
SOPAC	The Pacific Islands Applied Geoscience Commission: renamed SPC, Geoscience, Energy, Maritime Division
SPC	The Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
STAIT	Senior Transformative Agenda Implementation Team
TC	tropical cyclone
ToR	terms of reference
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNISDR	United Nations Office for Disaster Risk Reduction
USP	University of the South Pacific
WASH	water, sanitation and hygiene
WCC	WASH Cluster Coordinator
WFP	World Food Programme
WHO	World Health Organization
WIE	WASH in emergencies
WINSIE	WASH in Schools in Emergencies

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