

**Strategy for  
Water, Sanitation and Hygiene  
2016-2030**

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# Preface

Children need WASH – water, sanitation and hygiene – to survive and thrive. This is true in times of stability and crisis, in urban and rural communities, and in every country around the world. WASH is important in its own right, and is also necessary for health, nutrition, education and other outcomes for children. Girls and women are particularly affected by poor WASH, as are people living with disabilities.

A great deal has been achieved over the past 25 years towards the Millennium Development Goals (MDGs). Billions have gained access to water and sanitation, and hygiene practices are improving. But much remains to be done. In 2016 one billion people still practice open defecation and over 600 million do not have access to even a basic level of drinking water. And there are new and emerging challenges that require us to change the way we work. It is the poorest who are most often denied access: more and more of the world's poor live in urban slums, and climate change threatens water resources. The Sustainable Development Goals (SDGs) set an ambitious vision to achieve universal access to “safely managed” water and sanitation (including hygiene): defining a higher level of service, whilst prioritising the poorest and most vulnerable.

The purpose of this new Strategy for WASH is to guide UNICEF's organization-wide contribution to achieving SDG 6: *Ensure access to water and sanitation for all by 2030*. It is designed to inform and support UNICEF's core planning and strategy processes, and to guide the implementation of our programmes. It defines the principles to be applied to all our work and a menu of approaches and results areas to be tailored to each country's context, with links to guidance documents that provide further detail on implementation.

We will maintain our focus on helping every child gain access to drinking water, sanitation and hygiene, including in schools and health centres, and in humanitarian situations when children are most vulnerable. The Strategy signals increased engagement in “newer” areas such as adapting to climate change; services in small towns and informal settlements (urban); and engaging the private sector as a key partner beyond their traditional role of providing goods and services. It shows how WASH can contribute to key outcomes across the life-course of a child, and how education and health systems can help deliver wider public health outcomes in WASH.

UNICEF will support governments to ensure every child has at least a basic level of service while addressing inequalities and quality issues that are important to sustain the gains that have been made over the past 20 years. The SDG targets for water, sanitation and hygiene present a significant challenge over the coming 15 years. The SDGs move well beyond the MDG targets and aim for universal coverage. The SDGs also set a higher level of ambition, described as “safely managed” water and sanitation, whilst emphasizing the need to address inequalities. In response to this, the Strategy provides a set of criteria – the Core Accountabilities – that commit us to act where children do not even have a basic level of service. The Strategy also provides guidance on what types of interventions should be applied in different contexts.

The Strategy was informed by a review of UNICEF's WASH evaluations over the last ten years, a review of the evidence on WASH and children, and an extensive consultative process involving over 500 UNICEF staff and external partners. With this new tool to guide us, we look forward to working with all partners on the global agenda of WASH for all.

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## UNICEF's Strategy for WASH (2016-2030): A Snapshot

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# Executive Summary

The 2030 Agenda for Sustainable Development offers a historic opportunity to set a new course for the next era of global human development – one that promises transformational change for children and their families. **Water, sanitation and hygiene (WASH) is at the centre of this ambitious new agenda** – with a distinct sector goal (SDG 6) that envisions universal, sustainable, and equitable access to safe drinking water, sanitation and hygiene, as well as the elimination of open defecation by 2030. WASH also contributes to numerous other goals, including those relating to nutrition, health, education, poverty and economic growth, urban services, gender equality, resilience and climate change.

**The human rights to water and sanitation are at the core of the UNICEF mandate for children.** Not only are poor hygiene, open defecation, and lack of access to safe water and sanitation systems leading causes of child mortality and morbidity, they also contribute to undernutrition and stunting, and act as barriers to education for girls and to economic opportunity for the poor. WASH is essential in health care facilities, schools and early childhood development centres, but equally, these institutions offer platforms for engaging children in actions that promote behaviour change related to hygiene, sanitation and water.

**The SDGs set a high bar of “safely managed” water and sanitation services and yet for many the right to even a basic level of access remains unmet.**

As of 2016, sanitation coverage is low in many countries and 946 million people are still engaged in the practice of open defecation. Gains in water supply coverage are unevenly spread; water quality is not assured; water scarcity is a growing problem; and the sustainability of systems continues to pose challenges. The destructive impacts of climate change and emergencies are an increasing threat to water and sanitation systems, and are contributing to disparities in access. Vulnerable groups – including isolated communities, poor households, people with disabilities, and in particular women and girls – bear the brunt of inadequate WASH services.

**UNICEF’s vision for WASH is the realization of the human rights to water and sanitation for all.** This Strategy will help fulfil this vision and contribute to global efforts to meet the water and sanitation Sustainable Development Goal – SDG6 – and the broader SDG agenda, targeting priority interventions for children. UNICEF will focus on water, sanitation and hygiene in households and institutions, with two overarching objectives, which align with the first two SDG 6 targets:

1. *By 2030, achieve universal and equitable access to safe and affordable drinking water for all;*
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.*

**UNICEF's core accountability will be to act where children do not have even a basic level of service.** We will also address the more ambitious goal of “safely managed” services embedded in SDG 6, as that is critical to addressing inequalities and sustaining the gains that have been made over the past 20 years.

The balance between interventions focusing on a basic level of service and on moving people up the ladder towards safely managed services will be informed by the specific situation. This Strategy provides guidance on which approaches could be used in different contexts, leaving discretion with UNICEF's country offices to work with governments to decide on the most effective programmatic focus.

The Strategy builds on lessons from existing programmes and experiences, while introducing new areas of emphasis. These include greater engagement with partners in urban areas, to help ensure that children are reached wherever they are; mainstreaming risk-informed programming to mitigate the impact of **climate change** and emergencies; and more extensive involvement with the **private sector and other new partners** to encourage innovation and programming at scale.

**UNICEF support will emphasize establishing strong national systems, effective sector institutions, and a strong accountability framework**

**recognizing that these are key pre-requisites for the long-term sustainability of WASH services.**

UNICEF will focus on supporting poor people to claim their rights, to help government become more responsive to the voices of the marginalized, and to build government's capacity to create the enabling environment for service delivery.

UNICEF programming will also continue to deliver services and supplies in the following contexts: (i) in times of crisis for humanitarian response; (ii) for modelling innovative solutions; and (iii) for reaching the poorest and most marginalized groups where no one else is able to do so. This includes results such as enabling WASH facilities to be accessible to children with disabilities, and promoting safe and hygienic facilities and practices for menstrual hygiene management for adolescent girls.

**UNICEF will act as a key advocate for children within the WASH sector by accelerating efforts to generate evidence on children and WASH and using our influence and convening power to prioritize children.**

UNICEF will utilize its own resources to leverage financing for children working with partners on innovative financing modalities for WASH, with a focus on domestic resources. UNICEF will emphasize support for sustainable markets for goods and services that meet the needs of the poor.

**We will continue to provide leadership in coordinating and responding to emergencies due to natural disaster, conflict, and public health crises, while also working to strengthen the linkage between humanitarian and development programming.** Investing in stronger systems during times of stability mitigates the impact and cost of emergencies when they arise, and thus humanitarian and development programme efforts should be complementary. Complementarity also means that emergency response programmes should work when possible within national policy frameworks and engage existing local stakeholders (including the private sector) to contribute to long-term goals and capacity building while responding to immediate humanitarian needs.

The world is rapidly changing: urbanization, migration, impacts from climate change, and more frequent emergencies will all have an impact on how programmes are implemented. At the same time the development landscape is

shifting, with increased recognition that goals will only be met with new financing instruments and sources of funding; that partnerships that engage new and different constituencies are key to finding sustainable solutions; and that new actors, including from the private sector, are influencing development agendas.

**UNICEF will work with the private sector to provide goods and services, and support efforts to mobilize the broader business community's contribution to SDG 6.**

**UNICEF aims to provide programming that is the benchmark of best practice in supporting governments to deliver results for children. This will be endeavoured** by applying the resources of the entire organization at all levels; mobilizing and leveraging financing; ensuring the right people are in the right places at the right time; and developing and utilizing evidence, and the knowledge and experience of over 600 WASH professionals working in more than 100 countries.





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# List of Acronyms

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<b>AMCOW</b>	African Ministers' Council on Water
<b>AfricaSan</b>	Africa Conference on Sanitation and Hygiene
<b>BAT</b>	Bottleneck Analysis Tool
<b>CATS</b>	Community Approaches to Total Sanitation
<b>CCCs</b>	Core Commitments for Children in Humanitarian Action
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination against Women
<b>C4D</b>	Communication for Development
<b>CRC</b>	Convention on the Rights of the Child
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities
<b>CSO</b>	Country Status Overview
<b>FTIs</b>	Faecally-Transmitted Infections
<b>GLAAS</b>	UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water
<b>GWP</b>	Global Water Partnership
<b>HCF</b>	Health Care Facility
<b>IASC</b>	Inter-Agency Standing Committee
<b>IFI</b>	International Financial Institution
<b>JMP</b>	Joint Monitoring Programme for Water Supply and Sanitation
<b>LDC</b>	Least Developed Country
<b>MDGs</b>	Millennium Development Goals
<b>MHM</b>	menstrual hygiene management
<b>SDGs</b>	Sustainable Development Goals
<b>NGO</b>	non-governmental organization
<b>ODA</b>	overseas development assistance
<b>ODF</b>	open defecation free
<b>PF4C</b>	public financing for children
<b>RBM</b>	Results Based Management
<b>SACOSAN</b>	South Asian Conference on Sanitation
<b>SDGs</b>	Sustainable Development Goals
<b>SHARE</b>	Sanitation and Hygiene Applied Research for Equity
<b>SIWI</b>	Stockholm International Water Institute
<b>SWA</b>	Sanitation and Water for All
<b>VfM</b>	Value for Money
<b>UNDG</b>	United Nations Development Group

<b>UNDP</b>	United Nations Development Programme
<b>UNICEF</b>	United Nations Children's Fund
<b>UN OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WASH BAT</b>	WASH Bottleneck Analysis Tool
<b>WHO</b>	World Health Organization
<b>WSP</b>	World Bank Water and Sanitation Program
<b>WSUP</b>	Water and Sanitation for the Urban Poor



# 1 Rationale

## 1.1 SDGs in a Changing World

UNICEF's Strategy for WASH for the 2016-2030 period aims to guide UNICEF's efforts to advance child rights in a world that is rapidly changing. Demographic patterns are shifting, with over half the world's population living in urban areas and accelerating migration – a key trend affecting societies. The child population in poor and fragile countries is growing, and more children need humanitarian assistance than ever before.<sup>1</sup> Inequalities are pronounced and increasing, including in access to water and sanitation.<sup>2</sup> Climate change is intensifying, and children are increasingly vulnerable to its impacts, including the more than half a billion children who live in areas at high risk of flooding.<sup>3</sup> New actors, including from the private sector, are influencing development agendas, with domestic resources and innovative financing tools playing increasingly important roles.<sup>4</sup>

With the 2030 Agenda for Sustainable Development,<sup>5</sup> the world has a historic opportunity to set a course for the next era of human development that is transformational for children and their families. WASH is at the centre of this development agenda, with a distinct sector goal (SDG 6) that envisions universal, sustainable, and equitable access to safe drinking water, sanitation and hygiene, and the elimination of open defecation by 2030. By aiming for universal coverage while stressing the needs of women and girls and those in vulnerable situations, these targets go well beyond the MDG agenda, challenging UNICEF and all stakeholders to redouble efforts and redefine programme strategies. SDG 6 also emphasizes the imperative of protecting and efficiently managing water resources and the need to address wastewater management. The need for risk-informed planning to ensure the long-term security and safety of water sources is more essential than ever. WASH also underpins many other SDGs, including those related to nutrition, health, education, poverty and economic growth, urban services, gender equality, resilience and climate change.

This new Strategy for WASH outlines how UNICEF will work in support of government and with a broad set of stakeholders to meet the challenges of the ambitious sustainable development agenda in a rapidly changing world.

## 1.2 Why WASH

In 2010 the United Nations General Assembly explicitly recognized water and sanitation as human rights that are “essential for the full enjoyment of life and all human rights.”<sup>6</sup> An increasingly robust body of evidence further highlights the importance of WASH within the global development agenda and for UNICEF's mandate for children.

- Rapid and effective WASH interventions are critical for saving the lives of children across a range of crises and complex humanitarian situations due to conflict, forced migration, disease outbreaks and public health emergencies, acute and chronic malnutrition, and natural disasters. These interventions are increasingly needed: over the last ten years, the number of people who need humanitarian assistance has more than doubled.<sup>7</sup>

- Poor WASH is the main cause of faecally-transmitted infections (FTIs), including cholera and diarrhoeal disease, which remains the second leading cause of morbidity and mortality among children under the age of five,<sup>8</sup> and the leading cause of death in sub-Saharan Africa.<sup>9</sup> Poor WASH is also strongly associated with malaria, polio and neglected tropical diseases (NTDs) such as guinea worm, schistosomiasis, helminths and trachoma that have a debilitating effect on children and their families.<sup>10</sup>
- Children are more likely to be undernourished and stunted if they are exposed to FTIs – including diarrhoeal disease and environmental enteropathy – or intestinal worms, which are linked to poor WASH and open defecation.<sup>11</sup> The importance of this link has resulted in a strong consensus in the WASH and nutrition sectors that WASH is an essential nutrition-sensitive intervention to address undernutrition.
- Safe WASH in health care facilities (HCFs) is critical for maternal and newborn health, but water and sanitation coverage in childbirth settings in low and middle-income countries is extremely low<sup>12</sup>. The prevention and control of infectious diseases through improved water, sanitation and hygiene practices in HCFs and communities significantly reduces the burden on public health systems and helps to prevent the over-use of antimicrobial drugs.<sup>13</sup>
- There is growing evidence that inadequate sanitation, water and washing facilities act as barrier to children's attendance and performance in schools, especially for girls,<sup>14</sup> and particularly for girls post-menarche when their menstrual hygiene management (MHM) needs are not addressed.<sup>15</sup> Children with disabilities are denied access to a school education when accessible WASH facilities are unavailable or inadequate.<sup>16</sup>
- Girls and women are particularly affected by poor WASH including through the loss of productive and leisure time from the drudgery of water hauling and other WASH-related domestic labour; the exclusion from full participation in schools due to the lack of WASH facilities; urinary tract infections arising from delayed urination or reduced water intake to cope with a lack of access to sanitation facilities; and the loss of dignity and threat of sexual assault due to the lack of toilets, both in times of stability and crisis.<sup>17</sup>
- The degradation of water resources due to climate change, pollution and over-use is increasingly affecting access to safe drinking water, especially for poor and vulnerable children and their families. More than 1.7 billion people now live in water basins where water use exceeds recharge, with repercussions which put safe and sustainable drinking water at risk, including drying rivers, depleted aquifers and deteriorating ecosystems.<sup>18</sup> Nearly 160 million children live in areas of high or extremely high drought severity and over half a billion children live in extremely high flood occurrence zones.<sup>19</sup>

Due to its impact across multiple sectors, WASH is highly cost effective; yielding on average, four dollars in benefits for every one dollar invested.<sup>20</sup> Such analyses underline the centrality of WASH to the development agenda and the fundamental linkage to UNICEF's focus on supporting the most vulnerable children.

## 1.3 Unfinished Business

**Much progress was made over the MDG period to increase access to water and sanitation.** Since 1990, 2.6 billion people have gained access to an improved drinking water source and 2.1 billion to an improved sanitation facility through the collective efforts of sector stakeholders.<sup>21</sup> The MDG drinking water target of halving the proportion of people without access was met globally, and nationally in 147 countries. Over the same period, the importance of encouraging improved hygiene behaviours became entrenched in sector programming and plans; gains were made in the proportion of people washing their hands with soap; and taboos around talking about defecation and about menstrual hygiene were weakened.

**In spite of these gains, much still remains to be done.** The MDG sanitation target was missed by a wide margin: there were almost as many people without access to improved sanitation at the end of 2015 (2.37 billion) as there were in 1990 (2.45 billion), with sanitation coverage below 50 percent in 47 countries. The proportion of people practicing open defecation fell from 24 to 13 percent, but 946 million people - the majority in South Asia - were still engaging in the practice, with significant costs to health and nutrition status and to national economies. The water target was not met everywhere: Least Developed Countries (LDCs) as a group did not meet the target, and neither did Sub-Saharan Africa: in 2015 a total of 663 million people still lacked access to an improved drinking water source. The safety of water supplies remains a challenge, with an estimated 1.2 billion people using water from sources or systems with significant sanitary risks.<sup>22</sup> Water system sustainability is a major problem, especially in Sub-Saharan Africa where an estimated 25 to 40 percent of water supply facilities were not working at any given time.<sup>23</sup> WASH in institutions remains a weak point, with continuing low coverage rates in HCFs and schools.

**The most vulnerable of all are children.** WASH-related diseases hit children the hardest, stunting caused in part by poor sanitation and open defecation prevent children from reaching their full potential, and low WASH coverage in schools denies children their right to an education. In emergency situations, children suffer the most from interruptions in water and sanitation services.

**Women and girls are affected disproportionately by poor access.** This includes the drudgery of fetching water, the lack of adequate WASH in schools and HCFs, and the insecurity and indignity associated with open defecation. At the same time, women continue to be under-represented in positions of authority in the sector at all levels, from community WASH committees to within ministries and international agencies, including UNICEF.

**As of 2016, we are still a long way from achieving equal access to water and sanitation for all.** Wealthier households are much more likely to have access to water and sanitation – and to engage in safe water handling and handwashing practices – than poorer households.<sup>24</sup> Access to WASH in rural areas is still low, and delivering safe, sustainable and affordable WASH in poor urban communities is a major challenge. Ethnic minorities, isolated communities, people with disabilities and other marginalized groups continue to be denied the same levels of access as their compatriots.

## 1.4 Lessons Learned Over the Previous Strategy Period

Over the period of the previous UNICEF WASH Strategy (2006 to 2015), the sector expanded substantially in scope and scale, and improved in the area of documenting and sharing lessons. The following are key lessons from programming over the previous ten years.

### **Unless directly addressed, inequalities will not be eliminated.**

Disparities in access to WASH are rooted in underlying structural social and political factors, including gender inequality, and exacerbated by the fact that resources are still not targeted to those most in need. Over the last decade we have learned that unless poor and vulnerable groups, including children with disabilities, are specifically prioritized in programmes and policies; disparities will continue to widen.<sup>25</sup>

### **Governance and accountability are essential to ensure sustainability.**

Scalability and sustainability depend more on good governance than on technical factors such as infrastructure and improved knowledge, or even on the availability of financial resources. Governance issues including limited managerial capacity, poor financial resource administration, corruption and weak institutions, all limit the capacity of the national sector to deliver sustainable results at scale.<sup>26</sup>

There must be an intentional focus on sustainable outcomes, within an accountability framework. This focus must be maintained throughout programme design, including in emergency situations. Governments, service providers, civil society and communities must all be involved to promote effective participation and strengthen citizen monitoring systems and accountability mechanisms.

### **Behaviour change is a starting point.**

Changing behaviour and social norms to end open defecation, improve hygiene practices and promote drinking water safety, is essential to making and sustaining progress. Behaviour change is not, however, the end point. Of equal importance are robust local markets with adequate supply chains to ensure that newly demanded goods and services are available and incremental improvements are sustained.<sup>27</sup> To reduce inequalities, this is especially important in remote areas and among poor households.

### **Innovation is a prerequisite for results.**

Success has been driven by innovation in the sector throughout its history, from the development of robust handpumps in the 1980s to real-time monitoring systems in the 2010s. Innovation, however, does not emerge in a vacuum; it must be encouraged and nurtured, and focused on areas of particular importance such as improving sustainability and increasing access to WASH for children with disabilities. Innovation is not just about technology, it also includes new programming models and management practices focusing on the imperative of scaling up. Innovation relies on new partners, especially from within the private sector, collaborating with actors who have the global and national reach and the expertise necessary to share, transfer, and adapt learning within and between countries.

**The impacts of climate change must be addressed.**

Water is the means through which climate change is felt first, and children are among the most vulnerable to its negative impacts. Extreme storm events, flooding, multi-year droughts, salt water intrusion and long-term changes to groundwater availability threaten existing water and sanitation systems. These impacts are increasing in prevalence and projected to further accelerate.<sup>28</sup> This will make SDG 6 more difficult to achieve throughout the world, but especially so in poor countries and vulnerable communities, with fewer resources available for response and adaptation. As communities are increasingly affected, it is clear that climate change risk assessment, and building the resilience of communities, water and sanitation systems, and institutions, must be at the core of sectoral programme design, planning resource allocation, implementation and monitoring.

**Emergencies and development activities are complementary.**

Investing in stronger systems during times of stability mitigates the impact and cost of emergencies when they arise, and thus humanitarian and development programme efforts should be complementary.<sup>29</sup> This is beginning to be reflected in some countries, including through the inclusion of flood-resilience in standard designs for water and sanitation systems. However such measures are still sporadic and there is a clear need to systematically incorporate disaster risk reduction and emergency preparedness into national WASH sector plans and policies. Complementarity also means that emergency response programmes should work when possible within national policy frameworks and engage existing local stakeholders (including the private sector) to contribute to long-term goals and capacity building while responding to immediate humanitarian needs.



## The UNICEF Strengths in WASH

UNICEF engagement in WASH has grown from focused emergency interventions in the 1960s to the current programme that is comprehensive in scope and global in scale. In 2015, UNICEF was working on WASH in over 100 countries, with more than 600 professional WASH staff, mostly based in countries, and an annual expenditure of over \$850 million. UNICEF's unique mandate, mission and strengths described below give UNICEF a strategic advantage in promoting and supporting transformational change to achieve sustainable coverage at scale.

### **Focusing on the most vulnerable and disadvantaged:**

Over two-thirds of UNICEF WASH expenditure is in LDCs, compared to a sector average of one-third. At country level UNICEF emphasis is on children and marginalised groups throughout the programming spectrum, both in times of stability and crisis.

**A valued government partner:** In many countries, UNICEF has engaged with government on a comprehensive scale for over forty years, providing continuous support through times of stability and crisis. This intensive engagement gives UNICEF a unique role in the sector to support government, advocate for reform and lead coordination to scale up sector results.

**Encouraging innovation:** UNICEF has a long history of pioneering innovation in the sector and using its capacity, field presence and global reach to encourage deployment at scale. Recent examples of innovation include mobile to web citizen monitoring tools; tools to audit sustainability; emergency supply kits that allow women and girls to maintain menstrual hygiene; dignity and personal safety; and the Community Approaches to Total Sanitation (CATS) model; for which UNICEF has played a significant role in scaling up.

**Humanitarian leader:** The scale of the UNICEF WASH humanitarian work has grown in response to growing needs, benefitting an annual average of 17 million people in over 70 countries during the previous Strategy period. UNICEF is also the lead agency for coordination under the Inter-Agency Standing Committee (IASC) system both globally and, in most cases, at the country level.

**Working for children across sectors:** With its multi-sectoral teams of in-country professionals, UNICEF has expertise in education, health, nutrition, social policy and other sectors, and access to key partner networks in these areas. This access facilitates cross-sectoral programming including WASH in schools and HCFs, and WASH in support of nutrition programmes. UNICEF's research capacity and ability to apply knowledge through programming and advocacy is increasingly important in driving results for children.

**Convening and working at all levels:** UNICEF has a strong presence at the global, regional and country levels, allowing it to convene key sectoral forums and coordination mechanisms, notably hosting the Sanitation and Water for All (SWA) Secretariat and convening regular high-level meetings. In many countries UNICEF is the only large WASH agency to support government and work with partners from multiple constituencies: in communities, and at the district, provincial and national levels.

**Monitoring – global and national:** UNICEF leads sector monitoring efforts through the co-management of the Joint Monitoring Programme for Water Supply and Sanitation (JMP) with WHO, and through extensive support to strengthen government monitoring systems at the country level. UNICEF has increasingly supported innovative forms of monitoring in countries, with a focus on tools that promote transparency and citizen involvement.





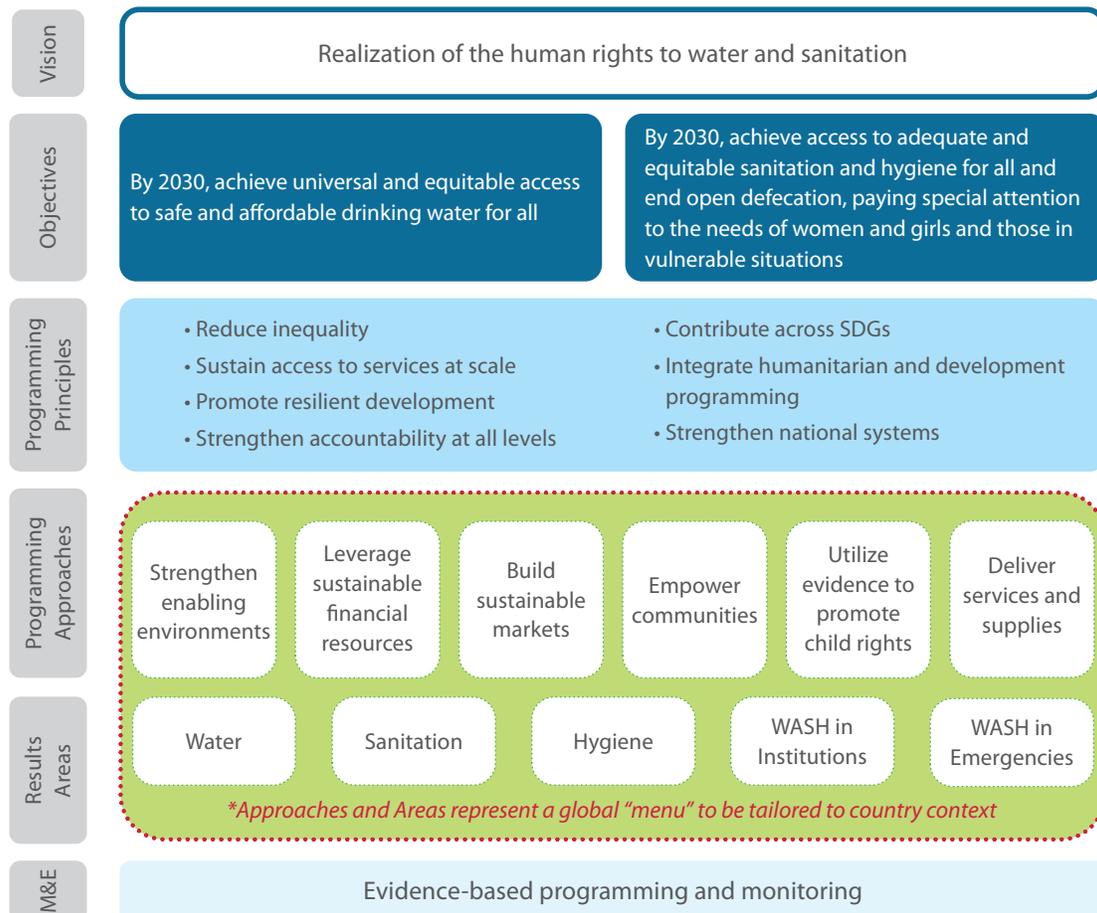
## 2 UNICEF's Strategy for WASH

UNICEF's Strategy for WASH will guide our contribution to progressively realizing the human rights to water and sanitation, with a focus on priority interventions for children. The Strategy articulates how UNICEF will support governments and partners to achieve universal and sustainable water and sanitation services and the promotion of hygiene, with a focus on reducing inequalities especially for the most vulnerable children, wherever they are, both in times of stability and crisis.

The Strategy is informed by a comprehensive review of the evidence of the impact of WASH interventions; lessons learned over the previous strategy period; a meta-analysis of evaluations over the past eight years; a review of our work in emerging areas such as urban and climate change; and an extensive consultation process involving almost 500 UNICEF staff and external stakeholders.

The Strategic Framework presented in Figure 1 and elaborated below, sets out a vision, the objectives and the principles to guide our programming approaches and results areas, which will be used by UNICEF country offices to determine context-specific interventions.

**Figure 1** UNICEF 2016–2030 WASH Strategic Framework



A set of “Core Accountabilities” will determine whether UNICEF contributes to the WASH agenda in a particular country, and guidance is provided on the types of interventions that could be considered in specific country contexts (see Section 3.1 and 3.2).

## 2.1 Vision and Objectives

UNICEF’s vision for WASH is the realization of the human rights to water and sanitation for all.

The WASH Strategy’s objectives are:

1. *By 2030, achieve universal and equitable access to safe and affordable drinking water for all;*
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.*

These objectives align with the SDG 6 targets for drinking water, sanitation and hygiene and will contribute to the broader 2030 Agenda for Sustainable Development that is critical for children (see Section 2.2.5).

We also recognize that in the absence of efforts by stakeholders to address all aspects of SDG 6 – including water quality, water efficiency, water resources management and the protection of eco-systems – safely managed drinking water and sanitation will always be at risk.

**Figure 2** Components of SDG 6: Ensure Availability and Sustainable Management of Water and Sanitation for All



## 2.2 Programming Principles

Seven programming principles will guide all of UNICEF's efforts to contribute to the realization of the human rights to water and sanitation and the achievement of the SDG 6. The application of these principles in the country context will be guided by UNICEF's technical programming guidance materials (Annex I).

### 2.2.1 Reduce inequality

*Equality is at the core of the UNICEF mandate to promote the human rights of every child, as outlined by the Convention on the Rights of the Child (CRC), as well as other international human rights instruments including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Convention on the Rights of Persons with Disabilities (CRPD) and the UN resolution on the rights to water and sanitation.*

UNICEF will strive to reduce inequalities for children through robust WASH programming, encouraging government duty-bearers and other stakeholders to prioritise support for the most disadvantaged and vulnerable children, such as those with disabilities, wherever they are. UNICEF will ensure that programme resources are targeted to the countries and communities of greatest need, while strengthening the sector as a whole to deliver services for all, especially the most vulnerable.

UNICEF will support efforts to strengthen monitoring systems to better identify the most vulnerable and disadvantaged groups. These may be women and girls, groups marginalized on the basis of ethnicity or geography, climate change and emergency-affected communities, people with disabilities, and the poorest households. Special attention will be paid to those experiencing multiple disadvantages such as girls in poor households, or children with disabilities living in isolated communities. UNICEF programmes will also strive to ensure that everyone – including children and adolescents – is given the opportunity and tools to participate in decision making and to voice their needs, concerns and preferences.

### 2.2.2 Sustain access to quality services at scale

*To realize the human rights to water and sanitation, quality services must be delivered at scale to achieve universal access, must be sustainable to protect past and future investments, and must be accessible even during emergencies.*

UNICEF will use its sector leadership, its in-country presence and its strong relationships with government and other partners including within the UN family to provide strategic long-term support for strengthening national capacity to deliver quality and sustainable services at scale. This support will focus not only on technical factors, but also on financial, social, institutional and environmental factors. UNICEF will promote and support this multi-faceted sustainability agenda by promoting innovative approaches and building new partnership frameworks. UNICEF will also encourage a greater role for the private sector in achieving sustainable and quality services at scale, ranging from community entrepreneurs and other local private sector actors to national and international financial institutions working with new sector financing models.

UNICEF will support the institutionalization of monitoring approaches that focus on the sustainability of WASH services and facilities, and of open-defecation free certification, including through the continued use of third-party sustainability check processes and comprehensive sustainability compacts, which are agreed upon between governments and sector partners. UNICEF will develop and continuously learn and adapt detailed tools and guidance, including those noted in Annex I, on planning, implementing and monitoring for sustainability.

### **2.2.3 Promote resilient development**

*The role of WASH in peacebuilding, disaster risk reduction, climate change adaptation, and environmental protection is fundamental to building resilience. Progress achieved by communities, governments, and development partners can be disrupted by disasters, conflict, and other shocks. The negative effects of climate change and environmental degradation further compound these risks. To enhance community resilience and the resilience of sector systems, programme designs must be risk-informed.*

UNICEF will use its multi-level presence and convening power to help communities build resilience to shocks, particularly from the impacts of climate change and emergencies. UNICEF will encourage multi-hazard risk analyses and risk-informed programming approaches, and provide support for building institutional capacity to improve risk mitigation. UNICEF will help communities build local capacity for resilience planning and systems management, while ensuring that community needs and priorities are reflected in national policy. UNICEF will also continue to provide support for specific adaptation measures in communities such as rainwater harvesting and groundwater research.

Given the negative impacts climate change can have on the sustainability of WASH services and behaviours, UNICEF will pay special attention to climate resilient WASH development. This will involve understanding and managing risks resulting in the protection of water resources, adaptation to increasing water scarcity and deteriorating water quality, and disaster-resilient water and sanitation technologies and systems.

Support at country level will be guided by the UNICEF/GWP (Global Water Partnership) Strategic Framework for WASH Climate Resilient Development, consisting of: understanding the problem, identifying and appraising options, delivering solutions and monitoring results.<sup>30</sup>

### **2.2.4 Strengthen accountability at all levels**

*A fundamental pre-condition for long-term sustainability is a strong accountability framework that sets out the roles, duties and responsibilities of different actors, and of their inter-relationships.*

UNICEF aims to strengthen and reinforce the accountability links between the key sets of actors: communities and users, the policy-maker, the service provider, and the regulator (as detailed in the box below and in Annex I). UNICEF will focus on supporting communities to claim their rights, helping government become more responsive to the voices of the poor, and strengthening government's capacity to create an enabling environment for service delivery.

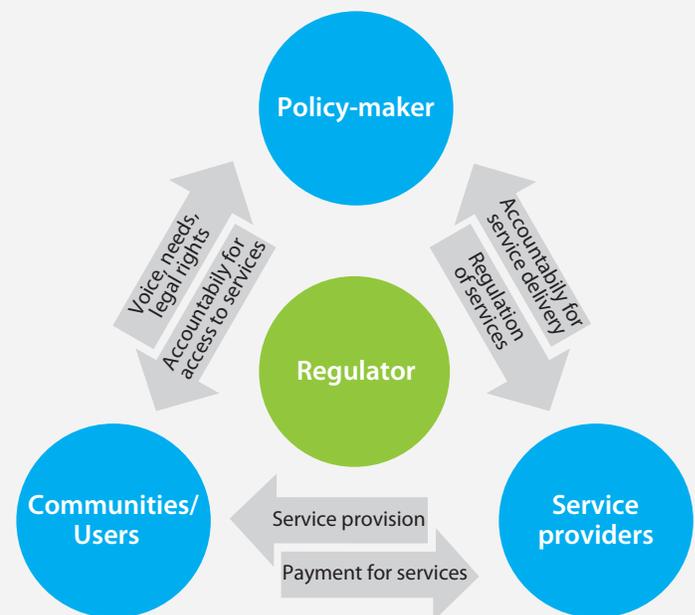
## The Accountability Framework for Sustainable Services

The policy-maker – national or sub-national government – is the duty bearer for delivery of services. They create the enabling environment and regulate the provider (for example, by establishing service standards, and tariffs). The provider is responsible for delivering the service to the population (rights holders), in line with policies, norms and contracts that govern service provision. The provider can be government or public sector bodies, private sector or indeed communities themselves. Users are responsible for utilising the service in accordance with the contracts and established norms, which can include paying for services that meet a specified standard.

The inter-relationship between these three broad categories of actors is critical to how services are provided and sustained, as it provides the core incentives for actions that either promote or hinder sustainability. A regulatory function, which establishes mechanisms for control and oversight of these inter-relationships, supports the fulfilment of agreed roles and responsibilities. In general, regulation protects consumers' rights and promotes good governance for service delivery improvement.

In this context, accountability refers to sets of mechanisms that make institutions in the public and private sector answerable for their actions and ensures that sanctions can be applied against poor performance, illegal acts and/or abuses of power. Users as citizens can claim their rights to services from the policy-maker and the policy-maker can influence the behaviour of the service provider using policy and regulatory instruments. In addition, users can draw on the "short route" of accountability that links them directly with the service provider, using their consumer voice and power to demand better service. Accountability thus enhances

Figure 3 The Accountability Framework for Sustainable Services



the quality of relationships between the different stakeholders to better respond to rights holders needs

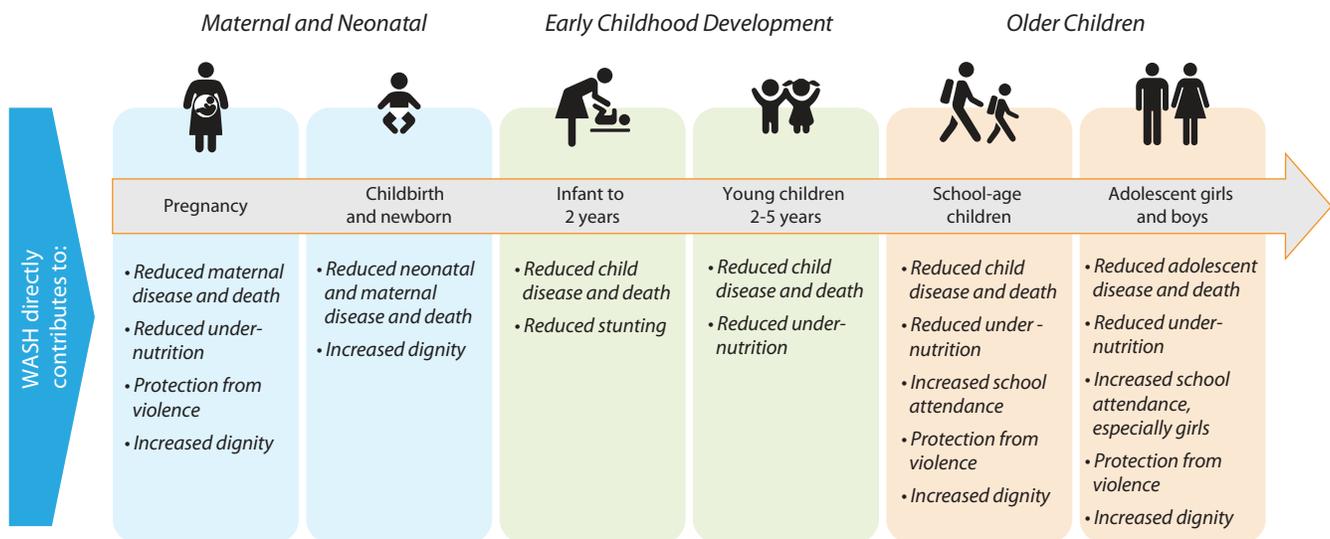
Arrangements that bypass this accountability framework can produce successes in pilot initiatives in the short-term, but do not achieve results at scale that are sustainable. Many well-intentioned initiatives by external support agencies have in the past undermined the accountability framework by stepping in to take on the role of policy-maker or service provider.

Based on: UNDP Water Governance Facility at SIWI & UNICEF (2015). WASH and Accountability: Explaining the Concept; and World Bank (2003). World Development Report 2004: Making Services work for poor people, IBRD/WB 2003

### 2.2.5 Contribute across SDGs

WASH underpins many of the SDGs. Within the 17 SDGs, UNICEF’s priority cross-sectoral interventions to improve child health, welfare and development will include: WASH in education (SDG 4) and health care facilities (SDG 3), MHM and other interventions focusing on women and girls (SDG 5), targeted sanitation and hygiene interventions in support of programmes to reduce malnutrition (SDG 2) and to end child poverty (SDG 1), and sectoral interventions to protect children and women from violence and indignity (SDG 16). WASH inputs also contribute towards the achievement of other SDG goals and targets including sustainable cities (SDG 11), reduced inequalities between and within countries (SDG 10), environmental protection and climate change (SDG 13) and decent working conditions (SDG 8).

**Figure 4** WASH Contributions to UNICEF’s Key Outcomes for Children, Across the Life Course



Looking across a child’s life course, UNICEF will align and integrate programming efforts across sectors. UNICEF will actively seek alignment and partnership with the UN family and other stakeholders working in related SDG areas to ensure WASH inputs are addressed, and benefits are maximized for children. Specifically, UNICEF will use its long-standing and extensive multi-sectoral capacity to contribute to the key sectoral priorities through UNICEF’s programming in the areas of nutrition, health, HIV/AIDS, education, social policy and child protection. UNICEF will use its convening power to encourage cross-sectoral programming alignment with a focus on policy development, institutional strengthening and monitoring, while using multiple deprivation analysis to focus joint efforts in priority geographic areas.

While WASH inputs contribute directly to the realization of the human rights to water and sanitation for everybody through all stages of life, there are key points in a child and adolescent's life when these inputs contribute to particular outcomes in other sectors (Figure 4). For example, sanitation and hygiene interventions that reduce diarrhoea morbidity in the infant to two years period also contribute to reducing the incidence of stunting, while the provision of water, sanitation and handwashing facilities in HCFs can help reduce maternal and newborn mortality, and enable a mother to wash herself after childbirth, safeguarding her dignity.

### 2.2.6 Integrate humanitarian and development programming

*Response to humanitarian crises must be a continuum between rapid response and longer-term solutions that build the resilience of communities and sector systems to endure shocks and crisis. An investment during times of stability can effectively mitigate negative impacts during crisis and similarly, to the extent possible, use of development systems and stakeholders can contribute to long-term goals.*

UNICEF will encourage greater integration of humanitarian and development WASH programmes to improve both the effectiveness of humanitarian responses and the long-term sustainability of national WASH systems and of community resilience capacity. Using its expertise and leadership roles in both the humanitarian and development spheres, UNICEF will promote strengthened and more holistic sector coordination mechanisms, including the transition from the cluster approach to national coordination mechanisms. UNICEF will also ensure that emergency preparedness and prevention are standard components within national sector planning instruments.

### 2.2.7 Strengthen national systems

*Strong national systems and effective sector institutions are pre-requisites for the delivery of quality sustainable WASH services at scale. Support for strengthening national systems and capacity must be framed within the context of each country, taking into account institutional factors that fall outside of the WASH sector including national fiscal policies, budgetary allocation procedures, and decentralization processes.*

UNICEF will invest in systems-building and the development of national capacity on a priority basis to help all stakeholders contribute effectively towards the goal of sustainable WASH services at scale. This includes working with government stakeholders outside of ministries and institutions directly responsible for the delivery of WASH services, including in the nutrition, education, health and finance sectors. As part of this effort, UNICEF will work to enhance government leadership to help ensure inclusive stakeholder collaboration, including from women and women's groups.

To help strengthen government regulatory, planning, monitoring and procurement systems, UNICEF will use the existing systems, while providing support for improving them, including through efforts to strengthen national enabling environments. UNICEF will also support government and other partners, including the private sector, to develop and strengthen sector financing strategies.

## 2.3 Programming Approaches

UNICEF will utilize six programming approaches to deliver lasting results for children. These will be guided by the programming principles and applied in the context of UNICEF's medium-term Strategic Plans, which set out results, indicators and budgets across all outcome areas, including WASH. The selection and relative weight of each of these approaches within a particular country will be determined jointly with government partners through the UNICEF country programme development process, and will be informed by UNICEF's technical programming guidance materials (Annex I).

### 2.3.1 Strengthen enabling environments

Working closely with governments and partners including the World Bank and UN agencies, UNICEF will use its convening power to help develop the strong national WASH enabling environments that are of critical importance for building an effective sector that delivers results for children. This includes promoting women's leadership at all levels of government and advocacy with partners.

UNICEF will contribute to strengthened enabling environments at all levels, from national to local, through five areas of action, which correspond to the building blocks agreed upon by the Sanitation and Water for All (SWA) partnership:

- sector policy and strategy;
- institutional arrangements (coordination, service delivery arrangements, accountability and regulation);
- budgeting and financing;
- planning, monitoring and review;
- capacity development.

These building blocks sit within the broader political context – including political leadership, decentralization and social norms – which help or prevent the achievement of sector goals. UNICEF will work with others to address these structural issues. New emphasis will be placed on building the enabling environment for, and capacity of, private sector actors, including small scale operators and service providers.

UNICEF will use and further develop analytical tools, such as its WASH bottleneck analysis tool (WASH BAT), to analyse constraints within each enabling environment building block, identify solutions and develop costed action plans to address bottlenecks. These processes will be conducted jointly with government and other partners using existing collaboration and coordination mechanisms such as joint sector reviews, with an emphasis on sub-national capacity building in support of national decentralization efforts. UNICEF will stress the need to build its own capacity to support strengthened enabling environments for WASH through a dedicated training package and other tools (see Annex I).

Analytical work on national enabling environments will also be linked to processes at the global level (such as SDG monitoring and SWA), and regional level (including regional WASH monitoring initiatives such as AMCOW and consultative processes including the regional sanitation conferences).

### **2.3.2 Utilize evidence to promote child rights**

UNICEF will act as a key advocate for children within the WASH sector, encouraging government duty-bearers to fulfil – and others to respect and promote – the rights to water and sanitation for all. UNICEF will accelerate efforts to generate evidence on children and WASH, and use its influence and convening power to ensure that this evidence is used to set priorities within the WASH sector and other sectors such as education, health and nutrition.

UNICEF leadership with WHO on the JMP and other sector monitoring efforts, along with its ability to foster south-south engagement, will be used to ensure that the best possible information and data on children and WASH is available, and that it is used effectively to influence national, regional and global development agendas. UNICEF support will help strengthen and update sectoral monitoring systems to include new coverage parameters of accessibility, availability, quality and safe management. UNICEF will ensure that the voices of the most marginalized children are heard through these efforts—including children with disabilities—and that their needs are prioritized in both development and humanitarian contexts.

### **2.3.3 Leverage sustainable financial resources**

Tens of billions of dollars will be required annually to meet the SDG targets for basic water, sanitation and hygiene. UNICEF and other sector actors recognize that overseas development assistance (ODA) and other traditional sources of funding will not be sufficient to meet the targets. New funding sources and new financing mechanisms are required.

Working with the World Bank and other International Financial Institutions (IFIs), the private sector and other partners, UNICEF will help mobilize new funding sources to deliver results for children at scale. These efforts will focus on the critical areas of increasing the levels and effective use of domestic financial resources for WASH.

UNICEF will encourage and support the large-scale use of new and innovative financing mechanisms including blended financing (involving bilateral grants, loans and other funding sources), south-south financing, microfinance models, trust funds, the use of cash transfers for WASH (in both emergency and development contexts), emergency revolving funds and other approaches. UNICEF will influence new financing strategies to take into account the needs of the poorest segments of society, including through the use of targeted subsidies for capital costs, and for operation and maintenance costs when communities cannot afford them; to improve the outcomes for the poorest and most vulnerable groups.

### 2.3.4 Build sustainable markets

UNICEF will emphasize support for sustainable markets for water, sanitation and hygiene goods and services that balance demand and supply. UNICEF will continue to create demand through government and civil society outreach efforts, media campaigns and programmatic approaches such as the Community Approaches to Total Sanitation (CATS) model<sup>31</sup> and community water safety planning, while building local market capacity to meet incremental demand affordably and sustainably.

Supply-side efforts will focus on strengthening markets so that goods and services are delivered to communities reliably and affordably, including in isolated rural areas that are currently underserved in many countries. Interventions will include collaboration with government partners on building supportive business environments and regulatory frameworks, as well as support to the small-scale private sector, such as through continuing efforts to professionalize low-cost drilling, in order to deliver high-quality, affordable service. Particular attention will be placed on supporting robust supply chains and on encouraging businesses to offer a range of affordable, durable and high-quality water, sanitation and hygiene products to households, such as toilet construction materials, soap and household water treatment products. Businesses will also be encouraged to include demand creation components in their business models.

Experience shows that bottlenecks impeding the ability of markets to deliver goods and services vary significantly from country to country, even within the same region, as do prices and technology options.<sup>32</sup> UNICEF will accordingly emphasize the use of research and monitoring data to analyse the context-specific situation and design strategies of support accordingly. Partnering with others working in complementary areas both within and beyond the WASH sector – such as financing business and addressing systematic barriers to market entry – will be essential in addressing the full set of barriers and drivers to building sustainable markets.

### 2.3.5 Empower communities

UNICEF will continue to place communities at the centre of its programming. Empowered communities claim their rights, have capacity to actively engage with service providers and policy makers, and create and maintain social norms. UNICEF will support communities to:

- actively participate in WASH-related processes, including programme design and delivery, and have access to information, knowledge and tools – including monitoring – to hold service providers and local authorities accountable;
- obtain the necessary support and resources to have access to reliable services and increased resilience;
- establish and sustain healthy WASH practices by creating, changing or reinforcing social norms.

Using lessons from community approaches such as CATS programming<sup>33</sup> and C4D; UNICEF will promote behaviour change, generate demand and strengthen accountability. UNICEF will continue to advocate for stakeholders to go beyond measuring individual-level outcomes alone to also including community-level outcomes such as open defecation free communities. UNICEF support to communities will integrate sub-sectoral components (water, sanitation and hygiene), recognizing that efforts to address each of these areas must be sequenced according to specific needs and capacities.

These efforts will be reinforced through support to duty-bearers for policies, legislation and regulatory systems that formalize and strengthen local accountability structures and the leadership role of communities. UNICEF will continue to support an active role of the community itself in service delivery – as defined by the community – to help ensure that systems are reliable and meet the needs of all households, while protecting and managing local watersheds for future resilience.

### 2.3.6 Deliver services and supplies

UNICEF will continue to support the direct delivery of services and supplies, targeted where the capacity and resources of governments and other partners are not able to meet requirements.

Three specific purposes will guide the large-scale delivery of services and supplies to those most in need:

- to model evidence-based and innovative approaches and technologies on a large scale;
- to act in emergencies, when children are most vulnerable;
- to reach the poorest and most marginalized groups where no one else is able to do so, including results such as accessible WASH facilities for children with disabilities and menstrual hygiene management facilities and supplies for adolescent girls.

UNICEF will continue to work with civil society to deliver services; with the private sector to strengthen the resilience of supply chains through times of crisis; and will further develop and use tools such as cash transfers and vouchers.



## Urban WASH Programming

The mandate of reaching the most vulnerable children wherever they are means that UNICEF will increase its involvement in urban WASH both in times of stability and of crisis, strategically targeting resources on the basis of need and an assessment of the relative strengths of UNICEF and other partners. UNICEF's work in urban areas will not be at the expense of programmes in rural areas, where the majority of those without access are still to be found.

Recognizing the differences between urban and rural service delivery in context, actors, technology and financing, UNICEF will engage in urban WASH on the basis of the following programmatic emphases:

**Mix of programming approaches:** UNICEF will address systemic and policy issues with interventions targeted at reaching the most marginalized people. Primarily in emergencies – but also whenever no one else is addressing the need – UNICEF will directly engage with service delivery, including water supply, faecal waste, solid waste and drainage, where the continued functioning of the infrastructure is critical in delivering results for children.

**Target the poorest and most vulnerable children:** Recognizing other stakeholders' efforts and based on in-depth situation analyses, UNICEF will identify and target efforts to those most in need, whether they are in small towns, peri-urban settings or urban slums. UNICEF will work to strengthen disaggregated data collection and monitoring to facilitate the targeting of resources for the urban poor.

**Advocacy and leadership:** Advocate with and to partners, for targeting national and municipal resources on poor and unserved populations and for the development of improved strategies and policies. This can occur even in countries where UNICEF does not fund urban WASH programmes in the field. Advocacy will be based on best available evidence, stressing the specific requirements and preferences of the urban population.

**Partnerships:** Build new relationships and collaboration frameworks with the World Bank, UN-Habitat, Water and Sanitation for the Urban Poor (WSUP), and other development partners with expertise and programmes in urban WASH, as well as with municipal government actors, service providers, and the private sector.

**Environmentally sustainable WASH:** Stress the need to manage faecal waste, solid waste and drainage, reducing threats to children through sanitation and hygiene promotion, and water safety and security interventions appropriate to the challenges of the urban environment.

**Financing:** Work with partners to leverage resources for the urban poor through the promotion of innovative financing instruments to ensure realistic tariff structures while ensuring affordable access to all, including through the use of sustainable subsidy models as appropriate.

**Innovation:** Use evidence, experience and lessons from different contexts to test innovative approaches in urban areas on a large scale, working with partners.



## 2.4 Results Areas

UNICEF will focus on five results areas: water, sanitation, hygiene, WASH in institutions and WASH in emergencies. The scale, scope and exact nature of UNICEF engagement across these areas will vary from country to country based on context, specific needs and the capacity of key stakeholders. The balance of approaches used by UNICEF in each of the results areas will also depend on the maturity of each sub-sector as indicated by coverage status and strength of national systems.

Our core accountability will be to act where children do not have at least a basic level of service within each of the results areas (see Section 3.1), and we will also focus on the more ambitious goal of “safely managed” services embedded in SDG 6. The balance between interventions focusing on a “basic” level of service and on moving people up the ladder towards “safely managed” services will be informed by the specific context, and be dependant upon priorities, access levels, capacities and financial resources available.

### 2.4.1 Water

UNICEF's water supply programming will support the realization of the SDG drinking water target: *“By 2030, achieve universal and equitable access to safe and affordable drinking water for all.”*

The water supply service ladder has been redefined for the SDG era (see box). The ladder aims to capture progressive improvements from no service at all through to safely managed drinking water. The SDG global indicator *“percentage of the population using a safely managed drinking water source”* captures the main elements of the agreed target and is defined as:

- an improved drinking water source:
  - » which is located on premises;
  - » available when needed;
  - » compliant with national water quality standards with respect to faecal contamination and chemical contaminants, including arsenic and fluoride.

## SDG Target and Implications: Water

The new SDG targets are more ambitious and transformational than the MDG targets. The targets were carefully formulated by UN Member States using very specific language. Table 1 provides a normative interpretation of each of the terms used to assist UNICEF, government partners and others to understand what is required to achieve the target, and where more programming emphasis is required.

**Table 1** Normative Interpretation of the Drinking Water Target (SDG 6.1)

	<i>Language in targets</i>	<i>Normative interpretation</i>
<b>By 2030, achieve</b>	<i>universal</i>	Implies all exposures and settings including households, schools, health facilities, workplaces, etc.
	<i>and equitable</i>	Implies progressive reduction and elimination of inequalities between population sub-groups
	<i>access</i>	Implies sufficient water to meet domestic needs is reliably available close to home
	<i>to safe</i>	Safe drinking water is free from pathogens and elevated levels of toxic chemicals at all times
	<i>and affordable</i>	Payment for services does not present a barrier to access or prevent people meeting other basic human needs
	<i>drinking water</i>	Water used for drinking, cooking, food preparation and personal hygiene
	<i>for all</i>	Suitable for use by men, women, girls and boys of all ages including people living with disabilities

Source: JMP, 2015

## SDG Target and Implications: Water (cont.)

The global indicator for monitoring SDG target 6.1 is the “Proportion of population using safely managed drinking water”. The SDG indicator builds on the previous MDG target for water supply with the addition of a further rung in the service ladder of “safely managed” (Figure 5).

**Figure 5** SDG Service Level Ladder for Drinking Water

MDG/SDG	Service ladder	Description
SDG 6.1	Safely managed drinking water	Improved facility located on premises, available when needed, and free from contamination
	Basic water	Improved facility within 30 minutes round trip collection time
MDG continuity	Unimproved water	Facility which does not protect against contamination
	No service	Surface water

**Progressive realization**

Source: JMP, 2015

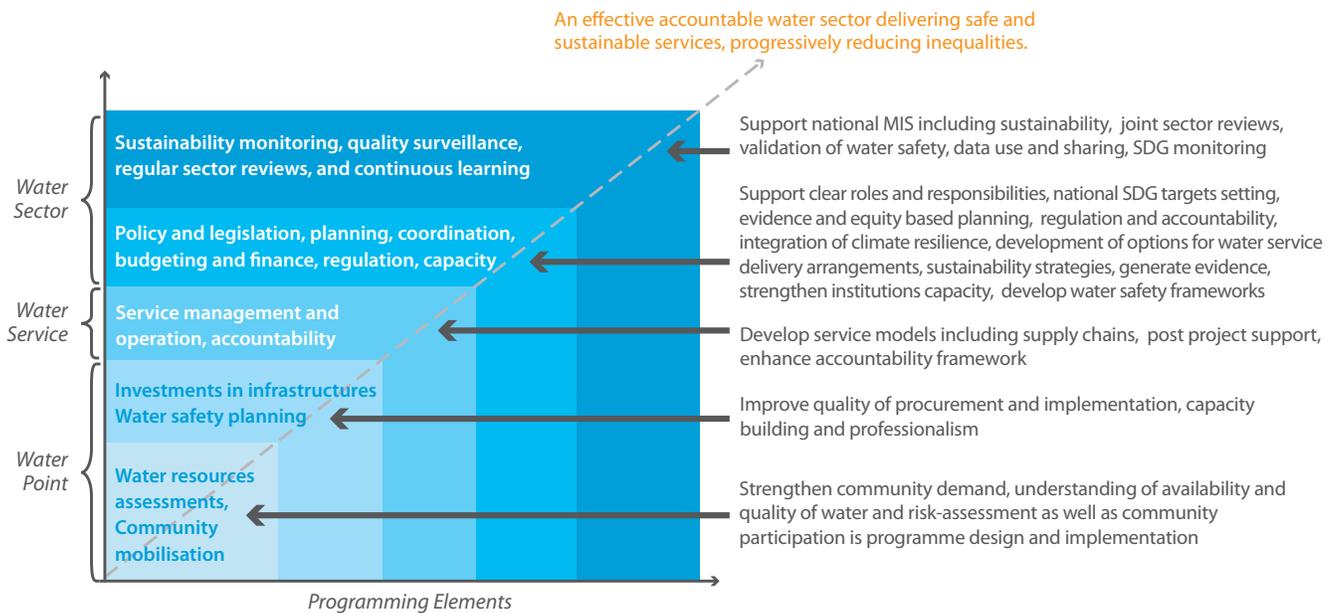
An important interim step on the ladder is “*basic water*” which is defined as an improved drinking water facility (same as the MDG definition) that is within 30 minutes round trip collection time. The balance between UNICEF’s interventions focusing on a “basic” level of service and on moving people up the ladder towards a “safely managed” service will be informed by the specific context, depending on priorities, access levels, capacities and financial resources available.

For UNICEF, universal and equitable access means prioritizing support for services to marginalized and vulnerable communities that are still unserved or underserved, to ensure the availability of safe water for children. Only by making sure these communities are targeted first will universal access be reached.

The new agenda requires UNICEF to increase its support to governments to strengthen institutions and build systems to make services reliable over time and water safe to drink. UNICEF will contribute to an effective and accountable water sector; reliable regulation for oversight; performance monitoring, sound pricing and tariffs to ensure affordability; models for service management and operations; and the adoption of national water safety frameworks and community level water safety planning (including managing risks to water quality from the water source to the point of consumption). Support will also focus increasingly on improving household water security and the resilience of water supply systems through the use of risk assessments and management methodologies.

Programming inputs will target three levels of intervention depending on country context: the water point level, the water service level and the water sector level, as illustrated in Figure 6. At each of these levels, UNICEF support will address access to drinking water, water safety and the sustainability of services and water sources.

**Figure 6** Elements of Good Water Programming at Water Point, Water Service and Water Sector Level



At the water point level, UNICEF will help to mobilize and enable households and communities to steward local water resources and demand easily accessible, safe, sustainable and affordable water services, while improving the capacity and professionalism of water well drillers and other service providers. Participation of women in planning, implementation and management of the drinking water service is critical, and will be systematically encouraged. At the water service level UNICEF will focus on strengthening regulation and accountability frameworks for service providers and developing a range of robust service models for the finance, management, operation and maintenance of water supply systems, including with the private sector. Communities will be enabled to participate in planning processes and to monitor and report on the services received. At the sector level, UNICEF will support a range of interventions to improve governance and build national enabling environments, with a focus on sustainability and monitoring for accountability.

### 2.4.2 Sanitation

UNICEF's sanitation programming will support the realization of the SDG sanitation and hygiene target: *"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."*

The sanitation ladder has been redefined for the SDG era (see box). The ladder aims to capture progressive improvements from no service at all (open defecation) through to safely managed sanitation – which reflects consensus that management of faecal waste along the entire sanitation chain needs to be addressed.

UNICEF will continue efforts to eliminate open defecation while also working with government and partners to achieve a basic level of access to sanitation for all, and move towards progressively achieving safely managed sanitation, which is defined as:

- an improved sanitation facility:
  - » not shared with other households, and
  - » where excreta (including infant and child faeces) are safely disposed in situ, or transported and treated off-site, and
  - » a handwashing facility with soap and water is present (see Section 2.4.3).

## SDG Target and Implications: Sanitation and Hygiene

The new SDG targets are more ambitious and transformational than the MDG targets. The targets were carefully formulated by UN Member States using very specific language. Table 1 provides a normative interpretation of each of the terms used to assist UNICEF, government partners and others to understand what is required to achieve the target, and where more programming emphasis is required.

**Table 2** SDG Target and Implications: Sanitation and Hygiene

	<i>Language in targets</i>	<i>Normative interpretation</i>
<b>By 2030, achieve</b>	<i>access</i>	Implies facilities close to home that can be easily reached and used when needed
	<i>to adequate</i>	Implies a system which hygienically separates excreta from human contact as well as safe reuse/treatment of excreta in situ, or safe transport and treatment off-site
	<i>and equitable</i>	Implies progressive reduction and elimination of inequalities between population sub-groups
	<i>sanitation</i>	Sanitation is the provision of facilities and services for safe management and disposal of human urine and faeces
	<i>and hygiene</i>	Hygiene encompasses the conditions and practices that help maintain health and prevent spread of disease including handwashing, menstrual hygiene management and food hygiene
	<i>for all</i>	Suitable for use by men, women, girls and boys of all ages including people living with disabilities
	<i>end open defecation</i>	Implies halting incidents where excreta of adults or children are: deposited (directly or after being covered by a layer of earth) in the bush, a field, a beach, or other open area; discharged directly into a drainage channel, river, sea, or other water body; or are wrapped in temporary material and discarded
	<i>paying special attention to the needs of women and girls</i>	Implies reducing the burden of water collection and enabling women and girls to manage sanitation and hygiene needs with dignity. Special attention should be given to the needs of women and girls in 'high use' settings such as schools and workplaces, and 'high risk' settings such as health care facilities and detention centres
	<i>and those in vulnerable situations</i>	Implies attention to specific WASH needs found in 'special cases' including refugee camps, detention centres, mass gatherings and pilgrimages

Source: JMP, 2015

## SDG Target and Implications: Sanitation and Hygiene (cont.)

The global indicator for monitoring SDG target 6.2 is the “Proportion of population using safely managed sanitation services, including a handwashing facility with soap and water”. Safely managed sanitation represents a new higher service threshold and a new “rung” at the top of the sanitation ladder (Figure 7). In addition the proportion of population with a hand washing facility with soap and water at home will also be monitored during the SDG era (see Section 2.4.3).

**Figure 7** SDG Service Level Ladder for Sanitation

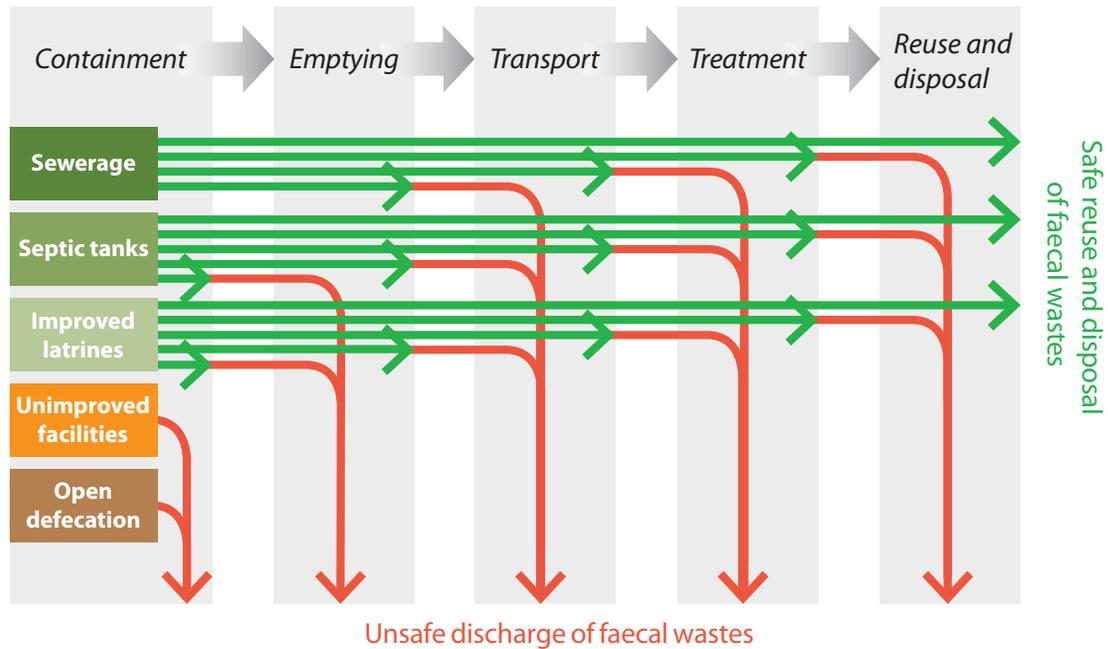
MDG/SDG	Service ladder	Description
SDG 6.2	<b>Safely managed sanitation</b>	Private improved facility where faecal wastes are safely disposed on-site or transported and treated off-site; plus a handwashing facility with soap and water
	<b>Basic sanitation</b>	Private improved facility which separates excreta from human contact
MDG continuity	<b>Shared sanitation</b>	Improved facility shared with other households
	<b>Unimproved sanitation</b>	Unimproved facility does not protect against contamination
	<b>No service</b>	Open defecation

**Progressive realization**

Source: JMP, 2015

UNICEF will work across the sanitation management chain (Figure 8) to help reduce the unsafe discharge of faecal wastes into the environment. This will include promoting and supporting a range of technologies and systems from containment to re-use and disposal, but will generally not include support for large sewerage systems. The focus will be on those parts of the management chain that particularly impact the poorest and most vulnerable people, and that provide the largest return in terms of health and non-health benefits.

**Figure 8** Sanitation Management Chain



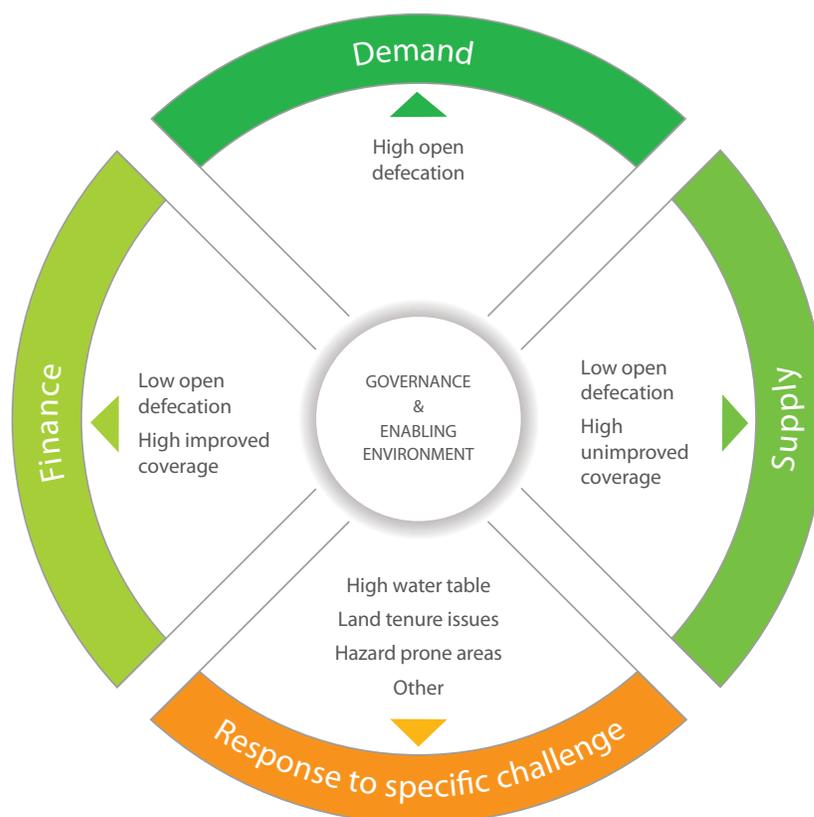
Source: JMP, 2015

UNICEF aims to:

- eliminate open defecation by 2030, which involves accelerating current rates of progress;
- improve the quality of sanitation programming to ensure communities are investing in improved toilets and can move up the ladder;
- strengthen sub-national capacities for effective monitoring and verification processes;
- support innovations and business models on a large scale.

UNICEF will define its support based on the specific context of sanitation in communities. As illustrated in Figure 9, programmes will stress demand creation in communities where open defecation is still common; improve supply in communities where open defecation is low but there are high proportions of unimproved latrines (i.e. where demand exists but the availability of affordable and aspirational sanitation solutions are limited); and promote innovative financing solutions in communities where basic sanitation coverage is high, but some households (often the poorest and marginalized) have yet to be reached. Where communities face space limitations, land tenure issues, high water tables, climate vulnerability, or other geophysical hazards, the response will be designed to meet these challenges.

**Figure 9** Context-specific Sanitation Programming Response



UNICEF will build on its experience implementing the CATS approach while also supporting households to climb the sanitation ladder to progressively achieve “safely managed” status in line with the SDGs. This will include efforts to ensure quality facilitation and engagement with communities from pre-triggering onwards to open defecation free (ODF) status, and continuing post-ODF. UNICEF support will emphasize the institutionalization of CATS into national and sub-national governance frameworks, and the rapid scaling up to the national level with particular emphasis on financing models. This will include efforts to integrate community goals and action plans into local government planning processes, support local governments and other implementers for achieving locally-defined targets, and develop improved monitoring systems linking programmatic outcomes with expenditures. UNICEF will also work with partners to develop more robust measures for normative and behavioural change with respect to sanitation demand and practices, including improved disposal of faeces in the young child’s home environment.

UNICEF considers that public financing should only be given directly to households, as hardware subsidies in very specific circumstances. Such approaches are not only expensive, they tend to generate negative incentives, as households not receiving such subsidies will be reluctant to participate in programmes offering a lower level of subsidy, thus suppressing demand for sanitation. However, in some contexts such as urban areas with higher population densities or areas with a high water table or where ground conditions are difficult and require more engineered solutions, households can face significant affordability constraints to access sanitation. Here, innovative financing solutions may be needed as part of a broader national financing policy where funds are specifically earmarked for this purpose, administered in a way that rewards positive behaviours, allow for household choice, and are targeted to reach the poorest and most vulnerable people. They can take different forms, such as subsidized products or services through voucher systems or cash-transfers so as to not undermine the sanitation market.

UNICEF will support the sustainability of open defecation elimination programmes by promoting regular engagement with communities before and after they have reached their goals to ensure they do not slip back from earlier achievements. At the same time, UNICEF will encourage innovative approaches responsive to the needs of the disadvantaged and most vulnerable.

### 2.4.3 Hygiene

Hygiene is part of the Sustainable Development Agenda with its explicit inclusion in Target 6.2 along with sanitation (see Table 2, above) and the inclusion of handwashing with soap and water within the global SDG indicator (see box in Section 2.4.2).

UNICEF will focus on influencing hygiene behaviour change in the four key areas of handwashing, menstrual hygiene management (MHM), safe water handling, and the safe disposal of excreta. These areas will be emphasized in programme design based on evidence of their importance to the health and well-being of children, women and communities and on the fact that they are still areas of weakness in national WASH programmes in many countries.

To help ensure that hygiene, and especially handwashing with soap (or with ash), become lifelong practices, UNICEF will leverage its organizational focus on children to instil habits at a young age. This will include the promotion of innovative approaches such as daily group handwashing in schools, as well as collaboration with early childhood education, education and nutrition programmes, and through the use of UNICEF's extensive C4D capabilities.

UNICEF will develop and promote more robust handwashing behaviour change and social norm strategies that go beyond promotional models centred on the fear of disease and epidemics. These strategies will be driven by emerging programming toolsets from the fields of psychology, anthropology and marketing on motivation, emotions and habits.

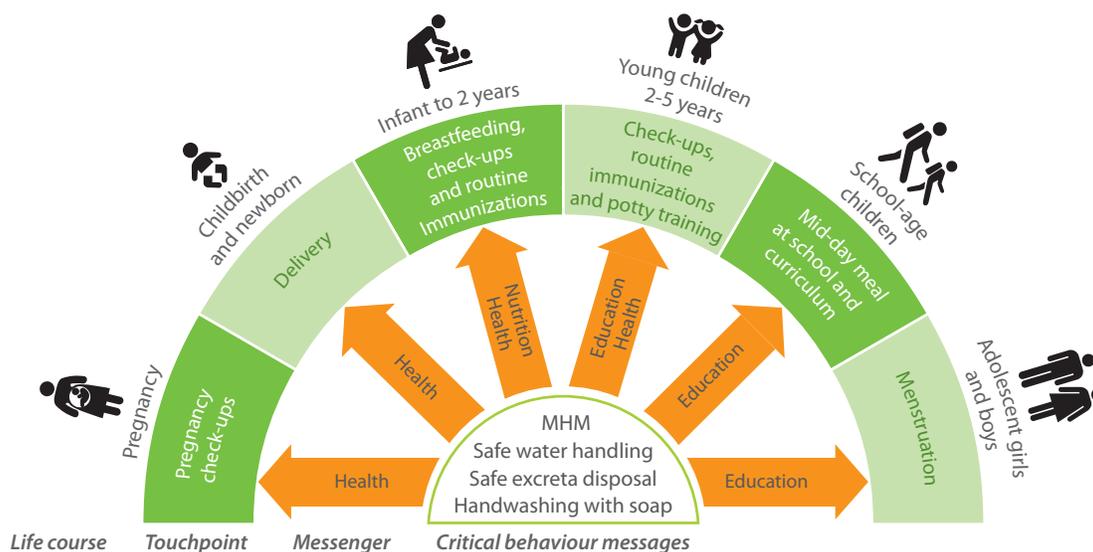
UNICEF will work with partners to expand MHM initiatives to reduce barriers to education for girls, fight stigma, and contribute to positive health and well-being outcomes for girls and women. Programming will include the fostering of multi-sectoral partnerships and action on MHM, support for formative research, capacity building and engagement with government and partners on building enabling environments. UNICEF involvement in MHM programming will continue to be centred on the school environment, with an increased focus on related activities in health facilities and communities.

UNICEF will continue to incorporate safe water handling within its behaviour change promotion efforts, to help ensure that water quality is not compromised between the point of extraction and the point of use. UNICEF will emphasise improved practices for the disposal of infant and child faeces as an integral part of its sanitation and hygiene programming, in response to evidence that the improper disposal of child faeces is a significant health-risk.<sup>34</sup>

Delivering key messages at critical moments will be essential to improving hygiene (Figure 10). For example, health workers can reach new mothers before they leave a health care facility after childbirth, with key messages on handwashing with soap and on safe excreta disposal.

Engagement across sectors and co-location of interventions relating to policy, implementation and monitoring is especially effective for promoting and reinforcing behaviour change, allowing governments to support the promotion of critical behaviours through a wide range of channels.

**Figure 10** Promoting Hygiene through Other Sectors: Touchpoints across the Life Course



#### 2.4.4 WASH in institutions

UNICEF will work on improving access to WASH in schools and HCFs as part of the SDG 6 agenda of universal access as well as in support of SDG targets relating to health, education and gender equality. UNICEF will continue to emphasize WASH in schools while leveraging its experience and leadership in this area into broader support for WASH in HCFs and in other institutions where children are at risk from poor WASH, such as early childhood care facilities. UNICEF will also use evidence-based advocacy and its leadership roles in health and education to help ensure that WASH is institutionalized within these sectors.

WASH in schools programming will focus strongly on scaling up with simplicity: using UNICEF's convening power and global presence to advocate and support the expansion of proven cost-effective interventions, while continuing to encourage the institutionalization of WASH within the education sector. In primary schools, secondary schools and early childhood development centres UNICEF will:

- accelerate efforts to institutionalise WASH in schools within the education sector, including the financing and monitoring of WASH in Schools within national education systems;
- continue to work at school level to further develop and refine evidence-based intervention models such as the cost-effective Three Star Approach, which focuses on the promotion of daily group handwashing with soap and a stepped approach to improving conditions in schools;
- develop models to reduce bottlenecks for upscaling, such as the high cost of water supply systems, issues of sustainability, and WASH facility maintenance.

UNICEF will continue to work with WHO and ministries of health to formulate, promote and support viable approaches for ensuring adequate WASH in HCFs, informed by priorities outlined in the joint WHO/UNICEF review of the current status of WASH in HCFs in low and middle income countries<sup>35</sup>, with a focus on facilities providing maternal and newborn health services. Drawing on experience from WASH in Schools programming, UNICEF will:

- encourage the institutionalization of WASH in HCFs within the national health sector;
- advocate for and support the inclusion of WASH in health sector baseline studies and national surveys;
- support the development of national standards for WASH in HCFs and evidence-based models for scaling up with quality;
- promote cost-effective approaches;
- encourage the implementation of hygiene protocols, including hygiene practices of health workers.

UNICEF will use its leadership role in monitoring to foster improved monitoring mechanisms for WASH in Institutions, including through the use of the JMP and strengthened health and education sector monitoring systems. UNICEF will sponsor research on WASH in Institutions to improve the knowledge base in the area for enhanced programme design and more effective advocacy.

WASH in Institutions will be a key point of entry for WASH-related contributions to gender equality and the empowerment of girls. UNICEF will encourage the construction of private, gender-separated sanitation, washing and MHM facilities for girls in schools, while ensuring that national standards are based on gender-aware criteria. In health care facilities, initiatives to improve water, sanitation and hygiene practices will focus on improving the safety and dignity of childbirth. WASH in Institutions will also be at the forefront of UNICEF efforts to ensure access to WASH for children with disabilities.

### 2.4.5 WASH in emergencies

WASH is life-saving in emergencies and the interruption or degradation of WASH services during times of crisis affects health, nutritional status, and the safety and dignity of children and women. Access to WASH is affected in most emergencies, and the delivery of WASH supplies and continuity of WASH services are often the highest priority at the onset of an emergency, and remain important through all stages of a humanitarian crisis.

UNICEF will continue to play a key role in supporting vulnerable populations gain and maintain access to WASH in emergencies; both through direct response and by leading efforts to coordinate the overall emergency WASH response effort through the Inter-Agency Standing Committee (IASC) cluster system.

UNICEF response and coordination efforts in emergencies are guided by the Core Commitments for Children (CCCs) in Humanitarian Action,<sup>36</sup> which outline key commitments and responses for saving lives and upholding the rights of children in crisis and emergency situations in line with international standards and humanitarian principles. The CCCs define specific commitments and performance benchmarks in the areas of coordination, water supply, sanitation, hygiene and WASH in learning spaces.

UNICEF will continue its close collaboration with UNHCR on WASH in refugee crises, improving responses by combining UNICEF's WASH experience and rapid response capacity with UNHCR's experience in long-term systems operation in camps.

The IASC's Transformative Agenda, which stresses the need for improved accountability to affected populations,<sup>37</sup> will continue to guide UNICEF humanitarian programming for WASH. UNICEF will support governments that have adopted the cluster approach to gradually transition to national WASH humanitarian coordination mechanisms, and build national capacity for coordination, preparedness and response.

UNICEF will also integrate climate and disaster risk reduction measures, and help build the resilience of communities and national systems. These efforts will be connected to the broader programming principle of linking development and emergency programming to improve both the effectiveness of humanitarian response and the long-term sustainability of national WASH systems.



UNICEF's response programmes will focus on children and women having access to water, sanitation and washing facilities that are culturally appropriate, secure, user-friendly, gender-appropriate, and designed to help mitigate social and gender-based tensions in humanitarian situations. Washing facilities will be specifically designed to meet requirements for handwashing with soap and menstrual hygiene, along with other hygiene needs. Providing context-specific hygiene information to people affected by emergencies will also be a priority.

The UNICEF WASH response will prioritize support to women and girls who are at higher risk, because they are the most likely to act as primary caregivers and water collectors, and are especially vulnerable when open defecation is the only sanitation option. UNICEF work in emergency WASH is guided by the IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action.<sup>38</sup> UNICEF will also support other vulnerable groups such as people living with disabilities and HIV/AIDS.

WASH facilities and programming are critical requirements for other sectoral interventions in emergencies, including protection, nutrition, education and health. Through coordination and direct response, UNICEF will aim to ensure that the WASH needs of children in their learning environments and child-friendly spaces are met, and that WASH facilities and supplies are adequate in HCFs, especially at the time of childbirth and during newborn care.

WASH is essential in public health emergencies both in terms of contributing to the control of disease as well as ensuring continuous service in communities and in HCFs. UNICEF will focus WASH efforts in public health emergencies in four key ways:

- support the continuous delivery of WASH services where existing systems are disrupted in order to prevent the spread of water-related diseases such as cholera;
- contribute to efforts to control vectors like mosquitos in order to prevent Zika, dengue and other diseases;
- support health system response to outbreaks such as Ebola virus disease by aiming to ensure adequate safe water and sanitation facilities;

- convene key sector partners to put in place coherent guidelines and a coordinated approach to the WASH response in all major public health emergencies.

UNICEF will actively support cash and market-based WASH solutions in humanitarian situations. While cash is not a substitute for essential WASH services – which must be restarted with urgency in humanitarian response – cash and market-based solutions have an even greater impact in combination with services.

People in urban areas are often particularly vulnerable in emergencies due to congestion, comparatively fewer coping strategies and a higher reliance on service providers. To meet this challenge UNICEF will continue to build capacity for urban humanitarian response, taking into account the need for enhanced coordination efforts and technical support, in addition to direct response, especially for vulnerable populations.

## 2.5 Evidence-Based Programming and Monitoring

Measurement of results and identification of lessons learned are critical activities to drive continuous improvement of programme design and to increase accountability for delivering on results.

UNICEF has increasingly become both a consumer and producer of evidence in order to improve programme design and delivery. This trend will accelerate as programmes become increasingly sophisticated to meet the challenge of the SDG agenda. Where sufficient evidence to support programme design exists from research, monitoring and evaluation UNICEF will use it; where there are information gaps, UNICEF will help close them. Special emphasis will be placed on strengthening UNICEF and national monitoring and evaluation systems to better identify marginalized groups, and to assess the extent to which they are being served.

This work on generating evidence will include continuing support for the JMP, UN-Water Global Analysis and Assessment of Drinking-Water and Sanitation (GLAAS) and other global monitoring mechanisms as well as ongoing support for national monitoring systems and the promotion of monitoring innovation, including citizen monitoring tools to improve social accountability and consumer voice. UNICEF will also expand its support for research, building on existing relationships with universities and research institutes (such as in the areas of water security, MHM, WASH in Schools, sanitation marketing and governance). UNICEF will also use its global in-country presence to contextualize research findings across countries and regions, as well as encouraging south-south engagement on research and the formulation of evidence-based programme strategy development.

UNICEF will also continue to use its extensive field presence to learn and disseminate lessons to help improve its own programme designs, and that of its partners, through the UNICEF country programme development process, evaluations and day-to-day learning opportunities. Field presence will also be used to develop and apply new approaches and innovations at scale.



## 3 Implementing the Strategy

To implement the new Strategy for children and contribute effectively to achieving the SDGs, UNICEF will build on its current breadth and depth of programming and will implement the following five strategic shifts:

- make UNICEF programming the benchmark of best practice in supporting governments to deliver results for children – this includes managing our own internal capacity and having the right people in the right places;
- achieve scale and transformational change by putting in place a theory of change for our work on improving enabling environments and monitoring progress against this;
- work across sectors and outcome areas to achieve results for children – using multiple platforms such as health, education and social inclusion systems to both achieve outcomes in WASH and to use WASH interventions to contribute to improving results in other outcome areas;
- reinforce our leadership role in coordinating and responding to emergencies;
- manage the evidence, knowledge and experience gained from programming across over 100 countries and make it available to governments and other partners.

UNICEF will contribute to SDG 6 by mobilizing the entire organization, using not just WASH expertise and resources, but also our capacity in other programming areas as well as public and private partnerships, procurement of supplies, communication and public advocacy, and research, policy and data.

### 3.1 Core Accountabilities: What UNICEF will do where

The universality imperative inherent in the SDG agenda means that UNICEF will engage in WASH wherever there are inequalities and unserved vulnerable populations lacking access to even a basic level of service. In line with UNICEF's mandate "to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential",<sup>39</sup> whether or not UNICEF contributes to improved WASH for children in a particular country will be determined by a set of six Core Accountabilities (see text box on the next page).

The Core Accountabilities for WASH will be to achieve the "basic" level of service for all; however, UNICEF WASH programming will also focus on the more ambitious goal of "safely managed" services embedded in SDG 6 as that is critical for both sustaining the gains that have been made over the past 20 years and for addressing inequalities.

## UNICEF Core Accountabilities for WASH

Collectively, all stakeholders contribute to the fulfilment of Core Accountabilities. Where the Core Accountabilities are not met, UNICEF will act.

1. Children and their families use basic sanitation at home, and live in communities free from open defecation.
2. Children and their families use a basic drinking water service and drink safe water at home.
3. Children and their families practice effective handwashing with soap or ash at critical times.
4. Learning environments have basic drinking water, gender-separated sanitation, and handwashing with soap facilities, which are accessible to all.
5. Health care facilities have basic drinking water, gender-separated sanitation, and handwashing with soap facilities, which are accessible to all, especially at the time of childbirth and during newborn care.
6. Governments are accountable in ensuring that sustainable and equitable services are prioritized for the most vulnerable and delivered at scale.

In each country, UNICEF will review the specific context for the fulfilment of the Core Accountabilities. If gaps are identified, UNICEF will determine what role it can play in consultation with governments and based on the resources available.

The Core Accountabilities are an organization-wide commitment, and will apply even in countries without a UNICEF WASH programme or full-time WASH staff. In cases where gaps are not being bridged by any actor, UNICEF will consider options for increasing our own efforts ranging from data analysis and advocacy, to wide-scale provision of services and supplies.

### 3.2 Determining UNICEF's Context-specific Contribution to WASH

In each country, UNICEF will analyse the situation in consultation with government and partners, and based on the resources available, and guided by the WASH Strategy, will determine the scope, scale and role of UNICEF support.

As part of a situation analysis, UNICEF can assess "context capacity" to determine how UNICEF efforts can complement and strengthen the work of governments. Context capacity is a composite definition comprising infrastructure functionality, government effectiveness and resource availability.

**Table 3** Definition of Programming Contexts According to Capacity

Emergency	Fragile	Low capacity	Medium capacity	High capacity
A situation that, due to exceptional burden on existing resources, threatens the lives and well-being of large numbers of a population and requires extraordinary action to ensure their survival, care and protection.	Areas with post-conflict or prolonged crisis where all components of "context capacity" are significantly inadequate. Inability to meet the population's expectations or manage changes in expectations and capacity through the political process.	Insufficient fiscal resources; low functioning government and infrastructure.	Limited fiscal resources; medium functioning government and infrastructure. May struggle with persistent equity challenges among sub-populations.	Adequate fiscal resources; high functioning government and infrastructure. May struggle with persistent equity challenges among sub-populations.

Source: Based on UNICEF's Strategy for Health, 2016-2030.

By mapping the national and sub-national contexts, UNICEF - in partnership with government - can determine the appropriate programming approaches to deploy and define the skills and resources UNICEF requires to maximize results. A given country may have more than one context; for example, a different context in different provinces or districts, which is often the case, especially in large countries. The exact programme design will be determined by the specific context; however there will generally be a shift in the types of programming approaches deployed as capacity increases.

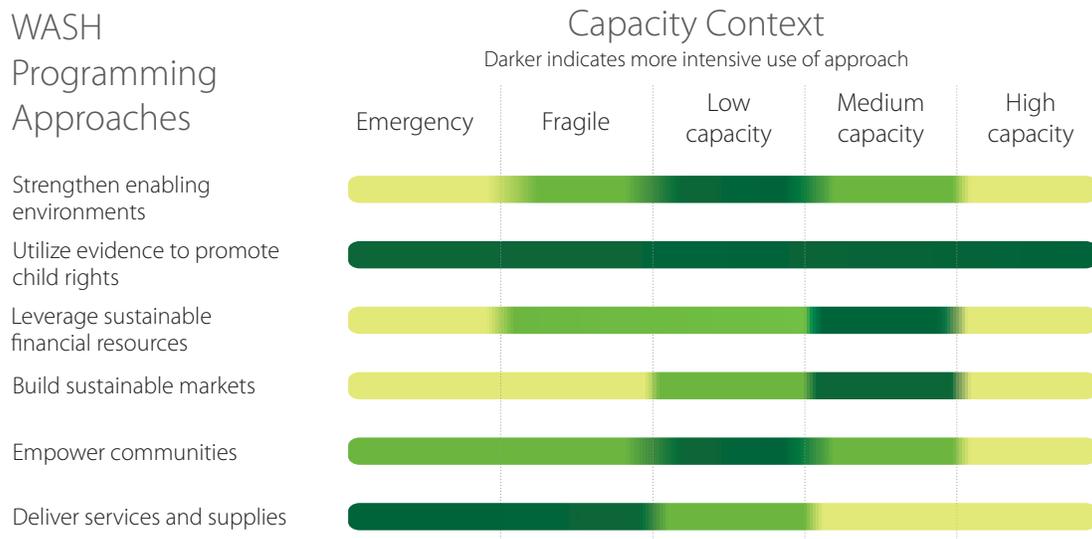
For example, UNICEF's direct delivery of services and supplies will be more intensive in emergency and fragile contexts and diminish as capacity increases. However, UNICEF's involvement in strengthening enabling environments will be greater as capacity increases. In high capacity contexts, UNICEF's main involvement will be utilizing evidence to promote child rights to WASH; for example, by monitoring progress against the realization of these rights.

It is important for UNICEF to fully analyse the context, define an appropriate role and recognize the foreseeable trajectory of the capacity of a given country or context. This will allow a smoother and gradual transition within a WASH programme and the ability to develop and shift staff skill sets and resources needed to implement an evolving program.

Indicatively, Figure 11 provides a signal of the intensity of each WASH programming approach as applied to each context capacity. These categories and classifications are indicative only. In all cases, UNICEF will base its programme design in response to a high-quality situation analysis and engage extensively with government and development partners to design programmes.

UNICEF may deploy any of the programming approaches in any context. However, the reality of available resources means that priorities will need to be set.

**Figure 11** Indicative Intensity of Application of WASH Programming Approaches



### 3.3 Mobilizing the Entire Organization

UNICEF will use its entire operational and cross-cutting programming capacity and convening power to ensure that quality WASH-related results for children are delivered at the global, regional, national and sub-national levels. This includes capacity in the areas of research, evaluation and social policy analysis, public and private partnership development, and access to decision makers and partnership networks across all sectors in which UNICEF works. UNICEF's global and regional emergency coordination units and operation centres help to ensure effective humanitarian response, as do organizational mechanisms that rapidly deploy staff and funds as needed. UNICEF's Supply Division is a major global purchaser of WASH-related supplies and equipment, and a hub for innovation. UNICEF's global communication capacity raises the voice of children on the world stage, while effectively supporting country efforts to promote social and behaviour change through the use of C4D tools.

As a multi-sectoral agency with a global reach, UNICEF will maximise WASH results for children through the use of reinforcing interventions from health, education, nutrition, child protection, gender equality, social inclusion and other sectors. Comprehensive programmes to reduce under-five diarrhoeal morbidity and mortality, for example, involve not only preventative measures within the sphere of WASH but also health and nutrition interventions including safe childbirth delivery protocols, rotavirus vaccination, oral rehydration therapy, food hygiene and the promotion of breastfeeding. Similarly, efforts to improve girls' performance in schools through MHM and sanitation interventions are more effective when carried out under the aegis of the education sector in partnership with WASH actors.

### 3.4 Managing Talent

The success of this strategy will depend largely on the ability of UNICEF to deploy the right people in the right places at the right time, and to support them to do their work.

UNICEF's team of WASH professionals – one of the largest of any international development partner working in the sector – will be well-equipped to play its normative and convening role at the global, regional and national levels. UNICEF will review the generic job profiles for our WASH positions to achieve the right balance of skills and competencies that are required. UNICEF will maintain its capabilities in key results areas, while equipping staff with a wider variety of skills, and building their capacity to deliver results in emerging areas of programming. Capacity building initiatives for WASH staff will focus on strengthening skills and expertise in strategic areas such as: urban WASH programming, risk-informed planning and climate change resilience, market-based approaches, results-based management, sector governance, public financing for children and working with the private sector.

UNICEF will continue to use staff placement, transfer and rotation mechanisms to deploy its WASH staff cadre according to programming and geographic priority areas. This will include temporary placement procedures for humanitarian response initiatives. UNICEF will also continue to use the services of outside agencies, companies and consultants to fill gaps and perform specialized tasks, working to improve the effectiveness of such support through stand-by arrangements and other mechanisms.

UNICEF will also make full use of its multi-sectoral teams of professionals at the global, regional and country levels for the design and implementation of WASH programmes. This will include collaboration and team work in technical areas, notably in the areas of education, health and nutrition, as well as in the cross-cutting areas of gender equality, communication for development, social policy and partnerships.

UNICEF will further improve how the performance of our staff is managed by better aligning staff performance evaluations to the overall corporate results frameworks and by making better use of mentoring and coaching to support continuous staff development.

At the same time, to address the continuing under-representation of women in positions of authority in the sector, we will address gender inequalities and promote women's leadership within UNICEF's own WASH staff cadre, and will encourage other sectoral stakeholders to do the same.

### 3.5 Partnering Effectively

In a changing world, with an ambitious new SDG agenda, effective collaboration among stakeholders has never been more important. UNICEF will partner across our work and especially on multi-faceted complex issues requiring complementary skills, networks and capacities, such as urban WASH, the broader water agenda, the building of sustainable markets and the strengthening of enabling environments.

To encourage enhanced partnerships and collaborative frameworks UNICEF will bring its organizational strengths to the table, and work to:

- convene diverse stakeholders around common results;
- broker coalitions and alliances;
- stimulate technical dialogue across countries;
- leverage resources, capacities, networks and social movements for children;
- influence partners to prioritize children’s rights to water and sanitation.

UNICEF will maintain and strengthen strong partnerships with national and sub-national governments – including stakeholders outside of the WASH sector such as those in education, health, nutrition, etc. - and work with community leaders, families and adolescents to strengthen systems and accountability at all levels.

UNICEF will work with a range of development partners at national, regional and global levels. This includes the UN family, international financial institutions, NGOs, foundations, faith-based groups, legislators and academia. UNICEF will continue to play active roles in key sectoral partnerships and coordination mechanisms including SWA, the Inter-Agency Standing Committee (IASC) cluster system, the JMP, and regional bodies such as the African Ministers’ Council on Water (AMCOW) and the South Asian Conference on Sanitation (SACOSAN). UNICEF will work with and strengthen civil society organizations, both to facilitate engagement with communities and to influence societal change, and will work as advocacy partners, to inform policy change.

Greater efforts will be made to deepen and broaden relationships with the private sector. This will include encouraging more efficient service delivery and technical innovation from companies, both large and small, as well as leveraging private sector capacity and platforms in the areas of sector financing, information analysis, social change and the strengthening of enabling environments (see box).



## Working with the Private Sector

In line with the SDGs, UNICEF recognizes that the private sector can contribute talent, innovation, capacity, expertise and resources to promote child rights to WASH. UNICEF will build on existing engagement with the private sector and build new partnerships which leverage all private sector contributions for children. Our engagement with the private sector will be driven by the UN OHCHR

*Guiding Principles for Business and Human Rights* and the UN Global Compact's *Children's Rights and Business Principles*,<sup>40</sup> including the recognition that business has a responsibility to respect the human rights to water and sanitation.

Broadly, UNICEF will work with the private sector directly on the provision of WASH goods and services as well as on a wider scope of activities which contribute to the enabling environment for WASH such as advocacy and mobilizing the broader business communities' contribution to SDG 6.<sup>41</sup> Working with a range of business actors – from local artisans to national companies to multi-national corporations – and in partnership with other stakeholders, UNICEF will:

- Procure WASH goods and services and also partner with business to innovate new approaches, technologies and business models essential for sustainable WASH;
- Leverage financial resources for children, by encouraging and brokering innovative financing models and bringing new partners to the table;
- Build capacity of local and national businesses providing goods and services;
- Strengthen market systems in both humanitarian and development contexts;
- Encourage business to respect human rights in the workplace, and promote those rights in the communities where they work to benefit children and their families;
- Advocate for child rights to WASH in partnership with the private sector to other businesses as well as government;
- Support government and broker regulation of the private sector, to protect the rights of the poorest and most marginalised;
- Convene and encourage a diverse set of stakeholders to engage the private sector;
- Develop the evidence base for where and how private sector involvement makes a strong contribution to improved WASH;
- Raise funds to directly contribute to UNICEF's results for children.

### 3.6 Managing Knowledge and Using Evidence

UNICEF will further develop its knowledge management systems to ensure that internal and external global networks of knowledge and expertise are effectively used both to improve UNICEF's own programmes of support, and to inform decision making within the sector. Knowledge management systems will be designed to share innovations and best practices from UNICEF's experience in countries around the world, and contextualize them within the local programming context. It will also systematize processes for synthesizing knowledge from UNICEF and external sources – including from outside of the WASH sector – into state-of-the-art technical and programmatic guidelines for use by UNICEF staff and other stakeholders.

UNICEF will also build its internal capacity within WASH programmes to define research and evaluation priorities, commission and manage research initiatives, and report on results in sectoral publications (including open access papers in high impact, peer reviewed journals). To achieve this UNICEF will make the best possible use of internal organizational capacity, draw on the resources of academic institutions, and help build the capacity of local research partners.

### 3.7 Managing for Results

UNICEF programming is guided by the principles of results based management (RBM) in which organizational management systems are used to ensure that financial and human resources are fully focused on results, and that the monitoring and evaluation of results are used to develop and modify the design, resourcing and delivery of programmes.

UNICEF's results structure is reflected through results frameworks within country programme documents and aligned to our corporate strategic plans. This Strategy sets out the key results areas for WASH and provides guidance at all levels on priority areas for action and how to respond in specific contexts. The strategy is complementary and supports corporate results frameworks and does not seek to provide an alternative or parallel results reporting structure.

UNICEF RBM efforts emphasize the organization's equality agenda for children. This includes the use of a monitoring framework that focuses planning, programming, implementation, monitoring, and management systems on results for the most disadvantaged children. UNICEF will continue to develop innovative programming approaches to address inequalities in the context of humanitarian and fragile programming contexts in a more dynamic way, and systematically incorporating risk informed planning principles into programme designs. UNICEF will also ensure that results monitoring will better assess the effectiveness of the targeting of interventions on disadvantaged groups, and the quality and sustainability of outputs.

UNICEF will apply value for money (VfM) principles to the design, implementation and evaluation of WASH programmes to better understand and control costs, while maximizing the outputs, outcomes and impact of programmes. UNICEF will maximize VfM by applying the most effective approaches for each context, informed by the best available evidence.

### 3.8 Resourcing the Strategy

UNICEF expenditure for WASH increased by 175 percent during the 2006-2015 WASH Strategy period, with both the development and emergency components of the programme growing at about the same rate. In 2015, expenditure on WASH was at \$868 million, 50 percent of which was for humanitarian action. It is anticipated that this budget growth will continue, especially for humanitarian programming. UNICEF will seek out new funding partners, including more strategic partnerships with foundations and the private sector to complement the well-established partnerships with bilateral funding partners.

Over the course of the Strategy period, as governments and other national actors increase their own financial resources, UNICEF will increase the impact of its programmes by allocating resources to strengthen the enabling environment and influence the allocation and use of domestic resources in order to fulfil our mandate for children.



# Annex I: UNICEF's Technical Programming Guidance

(Listed by the elements in Chapter 2: Strategic Framework) (As of August 2016)

The list below includes technical programming guidance on the elements of the UNICEF WASH Strategic Framework (2016-2030). This is a living document and will be updated periodically as new resources become available to fill gaps and augment existing guidance.

Section		Guidance documents	URL
2.1	Vision and objectives	Human Right to Water and Sanitation (HRWS): Resolution adopted by the UN General Assembly (July 2010)	<a href="http://www.un.org/es/comun/docs/?symbol=A/RES/64/292&amp;lang=E">http://www.un.org/es/comun/docs/?symbol=A/RES/64/292&amp;lang=E</a>
		Realizing the human rights to water and sanitation: A Handbook (UN Special Rapporteur on the human right to safe drinking water and sanitation, 2014)	<a href="http://www.ohchr.org/EN/Issues/WaterAndSanitation/SRWater/Pages/Handbook.aspx">http://www.ohchr.org/EN/Issues/WaterAndSanitation/SRWater/Pages/Handbook.aspx</a>
		The UNICEF Strategic Plan 2014-2017 (July 2013)	<a href="http://www.unicef.org/strategicplan/files/2013-21-UNICEF_Strategic_Plan-ODS-English.pdf">http://www.unicef.org/strategicplan/files/2013-21-UNICEF_Strategic_Plan-ODS-English.pdf</a>
2.2	Programming principles		
2.2.1	Reduce inequality	For every child, a fair chance: The promise of equity (UNICEF, 2015)	<a href="http://www.unicef.org/publications/index_86269.html">http://www.unicef.org/publications/index_86269.html</a>
2.2.2	Sustain access to quality services at scale	Programming for Sustainability Framework	<a href="https://agora.unicef.org/course/info.php?id=2449">https://agora.unicef.org/course/info.php?id=2449</a>
2.2.3	Promote resilient development	WASH Climate Resilient Development - Strategic Framework (UNICEF and GWP, 2014)	<a href="http://www.unicef.org/wash/files/Strategic_Framework_WEB.PDF">http://www.unicef.org/wash/files/Strategic_Framework_WEB.PDF</a>
		WASH Climate Resilient Development- Technical Brief: Integrating climate resilience into national WASH strategies and plans (UNICEF and GWP, 2014)	<a href="http://www.unicef.org/wash/files/GWP_UNICEF_Tech_B_WEB.PDF">http://www.unicef.org/wash/files/GWP_UNICEF_Tech_B_WEB.PDF</a>
		WASH Climate Resilient Development – Technical Brief: Local participatory water supply and climate change risk assessment: Modified water safety plans (UNICEF and GWP, 2014)	<a href="http://www.unicef.org/wash/files/GWP_UNICEF_Tech_A_WEB.PDF">http://www.unicef.org/wash/files/GWP_UNICEF_Tech_A_WEB.PDF</a>
		Disaster Risk Reduction and Water, Sanitation and Hygiene – Comprehensive Guidance (Global WASH Cluster, 2011)	<a href="http://www.preventionweb.net/files/25105_disasterriskreductionandwashcompreh.pdf">http://www.preventionweb.net/files/25105_disasterriskreductionandwashcompreh.pdf</a>
		Addressing the impact of climate change on children: Executive Directive (UNICEF, March 2016) – (Internal Document)	<a href="https://unicef.sharepoint.com/teams/Communities/ESC/Documents/03.10.2016%20Executive%20Directive%20Climate%20Change%20CF%20EXD%202016%202.pdf">https://unicef.sharepoint.com/teams/Communities/ESC/Documents/03.10.2016%20Executive%20Directive%20Climate%20Change%20CF%20EXD%202016%202.pdf</a>

Section	Guidance documents	URL	
2.2.4	Strengthen accountability at all levels	Accountability in WASH – Explaining the concept (UNICEF, 2015)	<a href="http://www.unicef.org/wash/files/Accountability_in_WASH_Explaining_the_Concept.pdf">http://www.unicef.org/wash/files/Accountability_in_WASH_Explaining_the_Concept.pdf</a>
		Accountability in WASH - A Reference Guide for Programming (UNDP Water Governance Facility and UNICEF, 2015)	<a href="http://watergovernance.org/wp-content/uploads/2015/07/2015-UNICEF-Reference-Guide-ENG-digital-3.pdf">http://watergovernance.org/wp-content/uploads/2015/07/2015-UNICEF-Reference-Guide-ENG-digital-3.pdf</a>
		Accountability to Affected Populations: The Operational Framework (IASC, 2013)	<a href="http://www.fao.org/fileadmin/user_upload/emergencies/docs/IASC%20AAP%20Operational%20Framework%20March%202013.pdf">http://www.fao.org/fileadmin/user_upload/emergencies/docs/IASC%20AAP%20Operational%20Framework%20March%202013.pdf</a>
2.2.5	Contribute across SDGs	Improving Nutrition Outcomes with Better Water, Sanitation and Hygiene: Practical Solutions for Policies and Programmes (UNICEF, WHO and USAID, 2015)	<a href="http://apps.who.int/iris/bi-stream/10665/193991/1/9789241565103_eng.pdf">http://apps.who.int/iris/bi-stream/10665/193991/1/9789241565103_eng.pdf</a>
		UNICEF's Strategy for Health 2016-2030 (UNICEF, 2015)	<a href="http://www.unicef.org/health/files/UNICEF_Health_Strategy_Final.pdf">http://www.unicef.org/health/files/UNICEF_Health_Strategy_Final.pdf</a>
		UNICEF's Approach to Scaling Up Nutrition: For Mothers and Their Children (UNICEF, 2015)	<a href="http://www.unicef.org/nutrition/files/Unicef_Nutrition_Strategy.pdf">http://www.unicef.org/nutrition/files/Unicef_Nutrition_Strategy.pdf</a>
2.2.6	Integrate humanitarian and development programming	Methodological Process for Strengthening National Humanitarian WASH Coordination (UNICEF, 2015) (Internal Document)	<a href="https://unicef.sharepoint.com/teams/PD/WASH/Shared%20Documents/Strengthening%20National%20Humanitarian%20WASH%20Coordination%20-%20Methodological%20Process%20-%20Final%20Draft%20(17%20Feb%202015).pdf">https://unicef.sharepoint.com/teams/PD/WASH/Shared%20Documents/Strengthening%20National%20Humanitarian%20WASH%20Coordination%20-%20Methodological%20Process%20-%20Final%20Draft%20(17%20Feb%202015).pdf</a>
2.2.7	Strengthen national systems		
2.3	<b>Programming Approaches</b>		
2.3.1	Strengthen enabling environments	The Enabling Environment Training Package	<a href="https://agora.unicef.org/course/info.php?id=2449">https://agora.unicef.org/course/info.php?id=2449</a>
		Guidance on Application of Monitoring Results for Equity Systems (MoRES) in Water, Sanitation and Hygiene (WASH) Programmes (Internal Document)	<a href="https://unicef.sharepoint.com/teams/PD/WASH/Shared%20Documents/Guidance%20on%20Application%20of%20Monitoring%20Results%20for%20Equity%20Systems%20(MoRES)%20in%20Water,%20Sanitation%20and%20Hygiene%20(WASH)%20Programmes.pdf">https://unicef.sharepoint.com/teams/PD/WASH/Shared%20Documents/Guidance%20on%20Application%20of%20Monitoring%20Results%20for%20Equity%20Systems%20(MoRES)%20in%20Water,%20Sanitation%20and%20Hygiene%20(WASH)%20Programmes.pdf</a>
2.3.2	Utilize evidence to promote child rights		

Section		Guidance documents	URL
2.3.3	Leverage sustainable financial resources		
2.3.4	Build sustainable markets		
2.3.5	Empower communities	"Social Norms, Social Change I" Open Online Course	<a href="https://www.coursera.org/learn/norms">https://www.coursera.org/learn/norms</a>
2.3.6	Deliver services and supplies	UNICEF Supply Catalogue: Water and Sanitation Products	<a href="https://supply.unicef.org/unicef_b2c/app/displayApp/(layout=7.0-12_1_66_67_115&amp;area=%24ROOT)/.do?rf=y">https://supply.unicef.org/unicef_b2c/app/displayApp/(layout=7.0-12_1_66_67_115&amp;area=%24ROOT)/.do?rf=y</a>
		UNICEF WASH Programme Supplies Strategies and Guidance Notes	<a href="https://intranet.unicef.org/Denmark%5CDanHomepage.nsf">https://intranet.unicef.org/Denmark%5CDanHomepage.nsf</a>
2.4	<b>Results Areas</b>		
2.4.1	Water	UNICEF Handbook on Water Quality (UNICEF, 2008)	<a href="http://www.unicef.org/wash/files/WQ_Handbook_final_signed_16_April_2008.pdf">http://www.unicef.org/wash/files/WQ_Handbook_final_signed_16_April_2008.pdf</a>
		Manual Drilling Compendium 2015 (RWSN, 2015)	<a href="http://www.rural-water-supply.net/_ressources/documents/default/1-653-34-1442223588.pdf">http://www.rural-water-supply.net/_ressources/documents/default/1-653-34-1442223588.pdf</a>
		Toolkit for the Professionalization of Manual Drilling in Africa (UNICEF, PRACTICA, and EWV, 2010)	<a href="http://www.unicef.org/wash/3942_59785.html">http://www.unicef.org/wash/3942_59785.html</a>
		Sustainable Groundwater Development for Rural Water Supplies Technical Guidelines (RWSN)	<a href="http://www.rural-water-supply.net/en/sustainable-groundwater-management">http://www.rural-water-supply.net/en/sustainable-groundwater-management</a>
		Arsenic Contamination in Groundwater: Current Issues Paper (UNICEF, 2013)	<a href="http://www.unicef.org/media/files/Current_Issues_Paper_-_Arsenic_Contamination_in_Groundwater.pdf">http://www.unicef.org/media/files/Current_Issues_Paper_-_Arsenic_Contamination_in_Groundwater.pdf</a>

Section	Guidance documents	URL	
2.4.2	Sanitation	Towards Better Programming: A Sanitation Handbook (UNICEF, 1997)	<a href="http://www.unicef.org/wash/files/San_e.pdf">http://www.unicef.org/wash/files/San_e.pdf</a>
		Evaluation of The WASH Sector Strategy "Community Approaches To Total Sanitation" (CATS) Final Evaluation Report	<a href="http://www.unicef.org/evaluation/files/Evaluation_of_the_WASH_Sector_Strategy_FINAL_VERSION_March_2014.pdf">http://www.unicef.org/evaluation/files/Evaluation_of_the_WASH_Sector_Strategy_FINAL_VERSION_March_2014.pdf</a>
		Management Response to Evaluation of The WASH Sector Strategy "Community Approaches To Total Sanitation" (CATS) Final Evaluation Report (Internal Document)	<a href="https://icon.unicef.org/apps02/cop/EMRTracker/SitePages/Response.aspx?ResponseId=526">https://icon.unicef.org/apps02/cop/EMRTracker/SitePages/Response.aspx?ResponseId=526</a>
		Sanitation Monitoring Toolkit	<a href="http://www.sanitationmonitoringtoolkit.com/">http://www.sanitationmonitoringtoolkit.com/</a>
		Sanitation Marketing Guidance Notes (Topics: Favourable Conditions for SanMark, Consumer Behaviour, Developing Supply Chains and Business Models, Business Development, Getting the Product and Service Right, Enabling Environment, Demand Creation, Reaching the Poor, Monitoring and Evaluation, Sanitation Marketing and CATS) (UNICEF, 2013)	<a href="http://www.unicef.org/wash/index_documents.html">http://www.unicef.org/wash/index_documents.html</a>
		Investment Priorities For Sanitation In Rural Areas: Current Issues Paper (UNICEF, 2014)	<a href="http://www.unicef.org/media/files/Current_Issues_Paper-_Financing_Sanitation.pdf">http://www.unicef.org/media/files/Current_Issues_Paper-_Financing_Sanitation.pdf</a>
		Community Approaches to Total Sanitation: Based on case studies from India, Nepal, Sierra Leone, Zambia – Field Notes: UNICEF Policy and Programming in Practice (UNICEF, 2009)	<a href="http://www.unicef.org/socialpolicy/files/Field_Note_-_Community_Approaches_to_Total_Sanitation.pdf">http://www.unicef.org/socialpolicy/files/Field_Note_-_Community_Approaches_to_Total_Sanitation.pdf</a>
2.4.3	Hygiene	Handwashing Promotion - Monitoring and Evaluation Module (UNICEF, 2013)	<a href="http://www.unicef.org/wash/files/M_and_E_Toolkit_.pdf">http://www.unicef.org/wash/files/M_and_E_Toolkit_.pdf</a>

Section	Guidance documents	URL	
2.4.4	WASH in institutions	Water, sanitation and hygiene in health care facilities: Status in low- and middle-income countries and way forward – WASH in Health Care Facilities: for Better Health Care Services (UNICEF and WHO, 2015)	<a href="http://apps.who.int/iris/bitstream/10665/154588/1/9789241508476_eng.pdf">http://apps.who.int/iris/bitstream/10665/154588/1/9789241508476_eng.pdf</a>
		Water and Sanitation Health Facility Improvement Tool 'WASH FIT': A field guide to improving water, sanitation and hygiene in health care facilities in low-income countries (UNICEF and WHO, 2016)	<a href="http://www.washinhc.org/fileadmin/user_upload/documents/WASH-FIT-v1.pdf">http://www.washinhc.org/fileadmin/user_upload/documents/WASH-FIT-v1.pdf</a>
		WASH in schools for girls (WinS4Girls): Voices from the field – Advocacy and capacity building for menstrual hygiene management through WASH in schools programmes (UNGEI and UNICEF, 2015)	<a href="http://www.unicef.org/wash/schools/files/WinS4Girls_-_Voices_from_the_field.pdf">http://www.unicef.org/wash/schools/files/WinS4Girls_-_Voices_from_the_field.pdf</a>
		WASH in Schools for Girls E-course: Increasing national capacity to conduct research on menstrual hygiene management in schools (UNGEI, UNICEF, and EMORY RSPH, 2015)	<a href="http://www.ungei.org/resources/files/WinS4Girls-_Distance_Learning_Coursebook-Web_Version.pdf">http://www.ungei.org/resources/files/WinS4Girls-_Distance_Learning_Coursebook-Web_Version.pdf</a>
		The WASH in Schools Distance-Learning Course (UNICEF, 2012)	<a href="http://www.unicef.org/wash/schools/files/WinS_101_Distance_Learning_Course_Book_-_Part_1.pdf">http://www.unicef.org/wash/schools/files/WinS_101_Distance_Learning_Course_Book_-_Part_1.pdf</a>
		Field Guide: The Three Star Approach for WASH in Schools (UNICEF and GIZ, 2013)	<a href="http://www.unicef.org/wash/schools/files/UNICEF_Field_Guide-3_Star-Guide(1).pdf">http://www.unicef.org/wash/schools/files/UNICEF_Field_Guide-3_Star-Guide(1).pdf</a>
		Raising (Even More) Clean Hands: Advancing Health, Learning and Equity through WASH in Schools (UNICEF, 2012)	<a href="http://www.unicef.org/wash/schools/files/Raising_Even_More_Clean_Hands_Web_17_October_2012.pdf">http://www.unicef.org/wash/schools/files/Raising_Even_More_Clean_Hands_Web_17_October_2012.pdf</a>
		Water, Sanitation and Hygiene in Schools: A companion to the Child Friendly Schools Manual (UNICEF, 2009)	<a href="http://www.unicef.org/publications/files/CFS_WASH_E_web.pdf">http://www.unicef.org/publications/files/CFS_WASH_E_web.pdf</a>
2.4.5	WASH in emergencies	Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing risk, promoting resilience and aiding recovery (IASC, 2015)	<a href="http://gbvguidelines.org/wp-content/uploads/2015/09/2015-IASC-Gender-based-Violence-Guidelines_full-res.pdf">http://gbvguidelines.org/wp-content/uploads/2015/09/2015-IASC-Gender-based-Violence-Guidelines_full-res.pdf</a>
		UNICEF Cholera Toolkit (UNICEF, 2013)	<a href="http://www.unicef.org/cholera/index_71222.html">http://www.unicef.org/cholera/index_71222.html</a>
		Core Commitments for Children in Humanitarian Action (UNICEF, 2010)	<a href="https://intranet.unicef.org/pd/pdc.nsf/0/F26FBCD2147D01C58525770A00745E2A/\$FILE/CCC_final.pdf">https://intranet.unicef.org/pd/pdc.nsf/0/F26FBCD2147D01C58525770A00745E2A/\$FILE/CCC_final.pdf</a>
		Global WASH Cluster Strategy Plan 2011-2015 (Global WASH Cluster, 2011)	<a href="http://washcluster.net/wp-content/uploads/sites/5/2014/05/Global-WASH-Cluster-Strategic-Plan-2011-2015-Vs3.pdf">http://washcluster.net/wp-content/uploads/sites/5/2014/05/Global-WASH-Cluster-Strategic-Plan-2011-2015-Vs3.pdf</a>
		UNICEF-UNHCR Memorandum of Understanding and related guidance documents	<a href="https://intranet.unicef.org/emops/emopssite.nsf/0/CC59D8D7D79BAF3285257F1000521168?OpenDocument">https://intranet.unicef.org/emops/emopssite.nsf/0/CC59D8D7D79BAF3285257F1000521168?OpenDocument</a>

# Forthcoming Annexes

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Annex II: Indicative Activities at Country Level

Annex III: Monitoring and Evaluation of the Strategy

The Strategy will be reviewed every five years and adapted based on lessons learned and the evolving programming landscape.

# Notes

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For further information, please contact:  
Water, Sanitation and Hygiene (WASH) Section  
Programme Division, UNICEF New York

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