

IOM
GLOBAL WASH
STRATEGIC PLAN 2019–2022



FOREWORD

The Strategic Plan for 2019–2022 was developed by the IOM Global WASH Steering Committee via a consultative process that was initiated in November 2018. A series of consultations were conducted to identify priorities and areas for development and to inform the content of the Strategic Plan. This process also involved discussions with other relevant parties within IOM, with significant contributions from the Shelter and NFI unit.

The Strategic Plan is the first of its kind for WASH programming in IOM, establishing the foundations for a long-term strategic position to ensure the quality of IOM's WASH interventions worldwide. It is envisioned that the Strategic Plan will serve as an outline for the establishment of harmonized country WASH strategies that will in return contribute to the realization of the objectives outlined herein. In line with this, IOM offices are encouraged to embrace the plan and support its implementation.

The successful implementation of the Strategic Plan will contribute to assure reliability of WASH service delivery, thus saving lives and improving the health and wellbeing of the people IOM assists.

The IOM Global WASH Steering Committee extends its gratitude to all the colleagues who supported the development of the Strategic Plan.

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INTRODUCTION

Access to water, sanitation and hygiene (WASH) is critical to human life. WASH interventions cover essential activities, from preparedness and emergency response to recovery and development work, having close linkages with health, the environment, shelter and other sectors of assistance. IOM is committed to providing assistance to migrants and crisis-affected communities in need through ensuring effective responses to the mobility dimensions of crises.

IOM has progressively consolidated a position of leadership as a WASH actor worldwide. The Organization is now one of the largest WASH agencies.¹ The growing portfolio of projects and countries where IOM is currently implementing WASH activities² demonstrates capacity and scale, and also attests to the level of confidence that donors, governments and other partners put in IOM. This position has been earned through quality programming and a multisectoral approach to crisis response in which IOM has increasingly integrated WASH into its interventions. Furthermore, IOM WASH programming is in accordance with the pledge of the 2030 Agenda for Sustainable Development to leave no one behind.

The Strategic Plan renews IOM's focus on constantly improving its processes and outcomes by using the best modalities and mechanisms for each context. The IOM Global WASH Steering Committee, a forum of key IOM staff members with a major role in WASH programming, was established in 2018 as the overarching body for strategy and vision for WASH-related activities. The Steering Committee was tasked with developing a global WASH strategy.

The Strategic Plan provides a road map to enable IOM to constantly improve the quality of WASH programming and strengthen the WASH component within the Organization.

SCOPE

The Strategic Plan covers the diverse areas of WASH programming within the Department of Operations and Emergencies. Its primary aim is to embrace interventions led by the Preparedness and Response Division and the Transition and Recovery Division, while also reaching the spheres of WASH in interventions undertaken by the Resettlement and Movement Management Division. The Strategic Plan also seeks to enhance coordination with the Department of Migration Management, in particular by strengthening the synergies and common goals with the Migration Health Division and the Migration, Environment and Climate Change Division.

1- IOM was the third largest direct recipient of emergency WASH funding in 2018 according to the Financial Tracking System, administered by the United Nations Office for the Coordination of Humanitarian Affairs.

2- IOM WASH interventions are implemented in 23 countries, with USD 69 million of received funding reported during 2018.

3- Statement endorsed by the Inter-Agency Standing Committee Principals on 17 December 2013.

4- General Assembly resolution 64/292 of 28 July 2010.

TARGET AUDIENCE

The Strategic Plan is intended for both internal and external audiences. Internally, it targets all Chiefs of Mission, Regional Directors, Thematic Specialists (at Headquarters and in the regional offices) and all staff with decision-making authority or advisory roles who could contribute to the realization of the Strategic Plan. Externally, the document will be presented to the donor community, the Global WASH Cluster, and other WASH agencies and organizations with involvement in WASH.

GOAL

The goal of the Strategic Plan is to enable IOM to deliver high-quality and comprehensive WASH programming at scale, ensuring the human right to water and sanitation and empowering affected populations to meet their needs.

JUSTIFICATION

Owing to its prominent role in migration governance and management (including migration crisis management), IOM is regularly involved in a diverse array of operations to uphold the dignity and well-being of migrants, in which access to WASH services plays a vital role. As part of its mandate, IOM is compelled to provide humanitarian assistance to migrants in need, be they refugees, displaced persons or other uprooted people. Ensuring the delivery of WASH services helps IOM to fulfil its mandate.

Through its Principles for Humanitarian Action and its commitment to the Centrality of Protection in Humanitarian Action³ and the Human Rights Up Front initiative, IOM ensures human rights are upheld through advocacy and direct action. These rights include the human right to water and sanitation, recognized by the United Nations since 2010.⁴

In support of its Members States, IOM has pursued the fulfilment of WASH needs for migrants and affected populations by direct service provision when capacity and circumstances allow, and by coordination with other actors to fill the gaps. Direct service provision has had a multiplier effect in which the capacity of IOM to provide WASH services has increased exponentially during the last decade.

Since the launch of the Migration Crisis Operational Framework (MCOF) in 2012 – the principal tool of the Organization to

address the mobility dimensions before, during and after a crisis – the provision of WASH services has become a central feature of several MCOF-related interventions. Through the provision of life-saving services in response to emergencies and durable WASH services in support of recovery and stabilization, WASH is a principal aspect of the Organization’s comprehensive approach to crisis prevention, response and recovery.

Given their relevance to the fulfilment of IOM’s mission, it is important that WASH interventions be driven by a harmonized framework that strategically and technically guides the direction and impact of projects so as to contribute to global organizational goals. In particular, the experience and knowledge acquired through the implementation of WASH projects should be effectively used to develop a solid platform for project design worldwide. This will enable systematic leverage of successful interventions in one country to develop quality WASH programmes in other countries. The establishment of the Strategic Plan is a necessary step to ensure a guiding framework for the development of the WASH component within IOM. It aims to enable the Organization to take up new and continue existing WASH endeavours and deliver an output of consistent quality, while gaining knowledge from its experience for continual improvement.

Additionally, the Strategic Plan intends to equip the IOM WASH component to address the humanitarian and development nexus to a greater degree and contribute to the achievement of the Sustainable Development Goals. WASH not only contributes to Goal 6 (clean water and sanitation), but also,

through the approaches and methodologies in WASH project implementation, supports the achievement of Goal 3 (good health and well-being), Goal 5 (gender equality) and Goal 7 (affordable and clean energy).

VISION

The vision of the Strategic Plan is to enable IOM offices worldwide to implement WASH projects that consistently deliver quality output at scale, with thorough design, expeditious implementation and systematic monitoring and evaluation. This will ensure that beneficiaries of IOM projects worldwide gain access to scalable, immediate, sustainable and appropriate WASH services of a high standard.

With a focus on quality, the IOM WASH component will be strengthened, able to sustain a position of leadership among WASH actors, attributable in part to stronger evidence-based quality programming achieved through centralized knowledge management and a prompt support system to enhance capacity in emerging programmes.

It is envisioned that, by the end of 2022, through the implementation of the Strategic Plan, IOM will be broadly recognized as a solid WASH agency, following the example set by the IOM shelter and non-food item component, backed with a strong global support structure and investing in research and innovation for improved quality programming.

STRATEGIC PRINCIPLES

The Strategic Plan is founded on four core principles that guide the design and implementation of IOM WASH interventions. These principles outline the envisaged attributes and elements that IOM WASH responses should strive for, with the underlying goal of ensuring accountability to the populations in need. According to these principles, interventions should be:

- **Scalable:** with WASH infrastructure and services that are planned to appropriately and efficiently address the needs of target populations during emergencies, while being designed with features that allow future upgrades to deliver a durable solution.
- **Immediate:** with WASH response that is opportune to control the spread of water-related diseases and to preserve the health of the target populations, with a focus on severely affected and hard-to-reach populations.
- **Sustainable:** with WASH responses that, through the combination of the right approaches and technologies, empower and enable the target populations to take ownership and adapt to resolve current and future WASH needs.
- **Appropriate:** with WASH responses that make use of technologies and approaches compatible with the needs, knowledge and circumstances of the affected population to fundamentally address critical health hazards.

STRATEGIC APPROACHES

The Strategic Plan is governed by approaches that provide conceptual guidelines to drive implementation and achieve its goal. These strategic approaches are:

- Comprehensive **knowledge management** that fosters the improved use of monitoring and evaluation processes, helps to design evidence-based interventions, supports continual improvement and enables **harmonization** to enhance performance and achieve quality results.
- Renewed advocacy to develop organizational frameworks for the methodical **integration** of WASH with the other sectors and components of IOM response, such as health, shelter and non-food items, the Displacement Tracking Matrix and camp coordination and camp management, taking advantage of the inherent synergies to enhance collaboration and provide comprehensive and effective responses.
- Promotion of enhanced **collaboration** within IOM among relevant entities responsible for water-related interventions to ensure technical robustness of the WASH component.
- Systematic **inclusion of cross-cutting issues**, such as protection, prevention of gender-based violence, gender, environmental sustainability, accountability to affected populations, social equity and marginalization.
- Systematic integration of hygiene promotion in water and sanitation interventions along with the inclusion of social components for service management.
- Emphasis on empowerment and capacity-building for local communities through **coordination and partnership** with local non-governmental organizations and community-based organizations.

STRATEGIC OBJECTIVES

The IOM Global WASH Strategic Plan 2019–2022 has three strategic objectives, as described below.

Strategic objective 1: To strengthen the capacity of the IOM WASH component to respond to challenges and changing operational environments

This objective aims to provide IOM with the necessary tools to improve its ability to respond to WASH emergencies and priority WASH interventions. This entails a constant review of strategic priorities to adapt the approach and direction of IOM WASH programming to sustain its relevance in the humanitarian context.

To enable immediate and appropriate responses by IOM offices

to emerging WASH needs, this objective proposes the creation of a troubleshooting mechanism that will fast-track response time and improve the quality of the support provided. Also, it proposes tools to expedite the acquisition of human resources by offices. Similarly, this objective intends to facilitate the steps and timelines that offices should adopt to acquire essential equipment and supplies through the establishment and review of global long-term agreements and enhanced collaboration with the global stock pre-positioning project in coordination with the Global Procurement and Supply Unit.

ACTIVITIES

- Conduct regular meetings of the IOM Global WASH Steering Committee to review and evaluate the Strategic Plan and strategic issues
- Develop and maintain a global WASH team
- Establish a troubleshooting mechanism to provide support to IOM WASH programmes worldwide
- Create and maintain a database of carefully selected WASH experts
- Develop tools to facilitate human resources processes to acquire and manage WASH staff in the field
- Improve human resources capacities for WASH through agreements with academic institutions, stand-by partners, non-governmental organizations and the private sector
- Coordinate and review systematically the technical aspects of global long-term agreements with the suppliers of essential equipment and materials

Strategic objective 2: To provide a framework to develop and institutionalize WASH knowledge management in IOM

This objective aims to improve the way in which IOM handles the knowledge acquired from WASH project implementation. It proposes the organization of a community of practice that would bring together WASH staff from different offices and with different skills to discuss, identify, document and share best practices and lessons learned to improve interventions and harmonize approaches. It also aims to make available to country-level WASH programmes a set of tools for the development of harmonized monitoring, evaluation and learning systems that yield evidence for the constant improvement and strengthening of IOM WASH interventions globally. In a broader sense, meeting the objective is instrumental for the Organization to design more evidence-based and quality programming.

ACTIVITIES

- Establish a community of practice as a platform to enable discussion among IOM WASH staff and the sharing of resources and to provide mutual support on WASH-related aspects
- Regularly update the WASH section in the IOM Emergency Manual and other IOM publications
- Create a web page dedicated to WASH on the IOM website
- Develop fit-for-purpose and IOM-specific technical guidance notes for key activities and processes
- Develop awareness-raising materials to encourage and provide guidance for integration and collaboration between WASH and the other sectors of IOM response
- Develop visibility materials that illustrate the reach, impact and success of IOM WASH projects, technical approaches and experience
- Establish a monitoring, evaluation and learning global framework for WASH in IOM
- Promote capacity-building opportunities in priority areas for WASH staff
- Expand knowledge beyond WASH through formal consultations organized with divisions within IOM that oversee thematic areas, such as disaster risk reduction, peacebuilding, border management, and migration, the environment and climate change to explore opportunities for WASH project implementation
- Promote skills development and knowledge transfer for national staff through staff exchanges among IOM offices

Strategic objective 3: To develop strategic partnerships and strengthen coordination with relevant stakeholders

This objective intends to support IOM collaboration with various organizations to achieve common goals, seeking to expedite processes and acquiring resources or data that ultimately could provide inputs for the development of quality WASH programming. It also intends to enhance coordination with global partnerships and groups where WASH and related aspects of WASH, such as sustainable energy and climate change, are on the agenda.

ACTIVITIES

- Engage consistently in global coordination mechanisms and partnerships.
- Foster innovation and the use of new technologies through partnerships with academic institutions, research organizations, companies and government enterprises that promote innovation in the humanitarian sector

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