UNICEF South Sudan

Program Component Strategy Note

Water, Sanitation and Hygiene (WASH)

July 2016 to June 2018

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WASH Programme Strategy Note

1. Introduction

The protracted conflict and continued worsening economic crisis, in 2013-2015 has had negative impact in the WASH sector reverting gains made in the past; South Sudan water and sanitation coverage before the recent conflict was at 41% and 14%\(^1\) respectively. Recent assessments indicate that only 40% of the water facilities are functioning country wide; most of the WASH facilities and Water systems were either destroyed or looted in conflict affected states. UNICEF WASH program will therefore focus on: the delivery of improved, equitable and sustainable essential WASH services to vulnerable and emergency-affected communities, with strengthened capacity at national and local level. The objective contributes to four of the five Interim Cooperation Framework (ICF) strategic outcomes namely:

- More resilient communities (Outcome 1);
- Strengthened social services for the most vulnerable (2);
- Strengthened peace and governance (3) and;
- Improved status of women and youth (5).

In collaboration with other UNICEF programmatic sections such as Health, Education and Protection, the WASH program plays a critical, cross-cutting role in the reduction of child morbidity& mortality cases by promoting healthy behaviours in school age children and adults contributing to disease prevention and improved well-being. WASH also contributes to the reduction of stunting and malnutrition by providing improved water and sanitation facilities in schools and at household levels; ensures provision of gender appropriate WASH facilities to support Gender Based Violence (GBV) prevention efforts in addition to promoting environmental conservation.

Water, Sanitation and Hygiene (WASH) activities will be designed in such a way that they support policy formulation where required to ensure delivery of improved, equitable and sustainable services in urban and rural areas (ICF Outcomes 1 and 2), prevent and respond to outbreaks of water-related diseases and focus on women and children (Outcome 5) in conflict affected, epidemic-prone and underserved communities. Specifically, WASH program activities will focus on:

- Supporting the final push to eradicate Guinea Worm: WASH Section Flagship already at final leg of eradication
- Improving urban and rural water supply by strengthening associations of water users and small-scale service providers to support the rehabilitation of destroyed water systems in post-conflict areas such as Malakal, Bentiu, Bor, and in Juba UN House and non-conflict areas such as Wau, Rumbek, Aweil and Kuajok
- Increasing the number of Open Defecation Free (ODF) villages by providing more sustainable and affordable sanitation options
- Developing inter-sectorial WASH programing and linkages: Efforts will be made to work in collaboration with other sectors in a more integrated manner to address child survival issues
- Building sector coordination and strategic partnerships: Government and Civil society organisations

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\(^{1}\) MEDIWR report 2014
• Accelerating integrated hygiene promotion: Increasing focus on high impact activities at household level, and that maximize community participation in hygiene promotion
• Innovative approaches to increase the efficiency and effectiveness of WASH interventions: Increased attention to low cost and high impact strategies that reduce costs.
• WASH in nutrition activities will be designed to include both institutional and household components that will include joint follow up monitoring and supplies disbursement at household and facility levels.

2. Prioritized issues and areas

2.1 Prioritized Issues

a) Due to lack of systematic data collection and updated data base, it is not possible to identify the exact number of people who lack safe water supply and adequate sanitation in South Sudan. However, the Ministry Electricity Dams, Irrigations and Water Resources (MEDIWR) estimates that 41 per cent of the population has access to improved water supply and 14 per cent to improved sanitation coverage. These extremely low rates, coupled with poor hygiene practices, have a serious impact on the health of women and children.

b) Cholera is endemic, and major outbreaks occur where safe water supply, sanitation, food safety and hygiene situations are inadequate and access to health care is not available. Prevention and response have however improved over time through initiatives by the Ministry of Health (MoH), UNICEF, the World Health Organization (WHO), and other key partners: in 2015, only 1818 cases were reported, from 6421 in 2014, 13,681 in 2009, and 17,241 in 2008. Another consequence of poor water supply is Guinea worm infestation. Although Guinea worm cases have substantially reduced in the last 10 years from over 20,000 cases in 2006 to 4 cases in 2015, South Sudan still represented a major contributor to the Guinea worm global cases. Finally, household storage of water is of concern, as even where water is taken from improved water sources, transportation and storage containers may not be clean.

c) Women have the responsibility of collecting water, while children sometimes accompany them. Because of the scarcity of improved water sources, they often have to walk long distances carrying heavy containers. This affects their health, makes them vulnerable to harassment, and further adds to their burden, leaving them less times to care for children and for household chores; making it even more difficult for them to engage in paid economic activities.

d) Government investment in the water, sanitation and hygiene (WASH) sector has been very limited since the creation of South Sudan and improved coverage has been mainly driven by donor investment. After the conflict that erupted in 2013, almost all donors suspended development funding in WASH, diverting resources to emergency response. This slowed progress in increasing sanitation coverage and the sustainability of the WASH facilities installed. Hence, one major constraint to ensuring improved water supply is the frequent breakdown of infrastructure. Similarly, sanitation coverage has been largely the result of donor investment: a Community Lead Total Sanitation (CLTS) program was endorsed as the main strategy to scale up sanitation coverage in 2012 and was launched in a few locations; the conflict has since disrupted progress and Open Defecation remains very high in South Sudan.

e) The delivery of and access to WASH services must also deal with floods, disease outbreaks and drought. Flooding is common countrywide and is a major contributor to communicable and water-borne diseases such as cholera, diarrhoea and malaria. The Greater Upper Nile region is the most affected, but Warrap and Northern Bahr el Ghazal
also suffer frequent flooding, and around 60 per cent of roads are impassable during the rainy season. In 2014, flooding further aggravated the situation of those displaced by conflict. Of the 1.3 million internally displaced persons (IDPs) across the country by mid-August 2014, 68 per cent were sheltering in flood-prone sites, and the Protection of Civilians (PoC) sites in Bentiu, Juba and Malakal were all affected by flooding. In addition to being flood-prone, South Sudan has an annual dry season that can sometimes lead to drought. In years with below average and sporadic rainfall, the country can face acute water shortage and reduction of yield of shallow ground waters and surface water which are South Sudan’s main water supply sources.

f) Capacity for delivering water and sanitation services at subnational level is minimal. In general, there are two to three salaried positions at the level of state governments and very limited representation at county level, where water and sanitation programs should be implemented. In many parts of the country, particularly rural areas, there is a shortage of technical capacity and of spare parts to maintain WASH infrastructure making both maintenance and repairs very challenging.

g) The Ministry of Electricity, Dams, Irrigation and Water Resources (MEDIWR) is mandated to lead and coordinate the management and development of water resources and the provision of sustainable safe water and sanitation services (Ministry of Water Resources and Irrigation, 2012). Although the 2011-2013 South Sudan Development Plan prioritized the provision of water and sanitation services, and although action and investment plans were developed as well both for rural and urban areas in 2012 and 2013, the conflict broke before these plans were endorsed. They have yet to be implemented and now need to be reviewed and updated to match the evolving needs.

h) Development of the legislative framework on water-related issues is constrained by the slow pace of enacting legislation. In particular, the Water Act that should guide humanitarian, early recovery and development activities in WASH has stalled for several years in parliament.

The conflict that began in 2013 has also led to heightened challenges:

- It is estimated that 40 per cent of WASH facilities in the conflict-affected states have been destroyed since late 2013. In Bentiu, Malakal and Bor, for example, many water supply systems have been damaged and generators, pumping stations and solar panels looted. In this context communities have reverted to using contaminated water sources.
- The crisis has also affected water supply and sanitation in other parts of the country. The lack of both government and donor funding for basic services means that most water supply systems across the country are either not functional or only operating at low capacity. The economic downturn has further increased the cost of transportation, making trucked water unaffordable for many poor communities.
- Large influxes of Internally Displaced Persons (IDPs) have led to the over- utilization of existing water and sanitation facilities, which has resulted in huge operational and maintenance needs in the sector. The logistics of providing water and sanitation facilities, as well as of ensuring hygienic conditions in the PoC camps and other places where IDPs settle is challenging, particularly when numbers increase rapidly and erratically.
- Overcrowding in camps and settlements often without access to clean water and with poor hygiene conditions can lead to outbreaks of water-borne diseases including cholera, which caused 6,421 recorded cases and 167 deaths in 2014 (WHO, 2015). In 2015, another outbreak that began in the Juba PoC in May, led to 1,818 cases and 47 deaths end October.
• Gender based Violence (GBV) has increased with the conflict as women often have to walk further to collect water and are subjected to additional dangers from armed men.
• Rapid inflation in the cost of many essential goods, including water, has further reduced access to safe water and sanitation services.

2.2 Prioritized Areas

Delivery of improved, equitable and sustainable essential WASH services:

The United Nations Country Team (UNCT)’s two-year Interim Cooperation Framework (ICF) that will replace the United Nations Development Assistance Framework (UNDAF) in January 2016 provides clear guidance for UN-wide strategic and coordinated intervention in the delivery of social services. The delivery of improved, equitable and sustainable services and capacity building at national and local level in WASH contributes to four of the five ICF strategic outcomes.

Strengthened Capacity at National and Local level:

The Peace Agreement signed in August 2015 provides directions, and a possible framework for action in supporting government over the duration of UNICEF’s next program cycle (July 2016-June 2018) in the coordination and delivery of essential services to returning IDPs and refugees (in Chapter I 16.6, and III 1.1, 1.2.1 of the Agreement) and more generally to vulnerable and conflict-affected individuals and communities (Chapter I 16.6, and III 1.1, 1.2.1 of the Agreement).

Integrated Programming and Collaboration:

In collaboration with national, state and county level administration; other UNICEF sections and partner organizations; WASH will adopt a multi-sectorial, integrated approach to deliver strategic interventions that will target vulnerable and emergency affected communities, IDPs, women and children in the following geographical areas:

- Country-wide for Rural WASH operations
- Juba, Bentiu, Malakal, and Bor for urban WASH

2.3 Lessons Learnt

Experience with WASH operations during UNICEF’s last programming cycle in South Sudan has yielded lessons, which have informed and been integrated in the proposed program strategy as follows:

• **Strategic leadership and alliances with WASH institutions**—government and non-government—have led to timely and coordinated response to crises.
• **Linking emergency interventions with recovery** by providing sustainable WASH services for emergency-affected areas and host communities helped reach additional populations with improved WASH services as well as contributing to social cohesion and peace.
• **Focus on integrated services with other sections**—child protection, health, and education—has expanded the ability of the WASH section to reach some of the most vulnerable groups such as victims of GBV and child soldiers in the Greater Pibor Administrative Area (GPAA).
• WASH in schools can be sustainable if all stakeholders are involved and investment in operation maintenance is given the priority required.

• Low capacity of implementing partners coupled with high turnover and limited funding to support development programs has negatively impacted sustainability, expansion and coverage in non-conflict states in which focus is required on capacity building.

• Increasing sustainable access to water at the household level provides mothers with more time for other activities but also protects them from Gender Based Violence, which they are often subjected to when they have to get-up early and walk miles to fetch water.

• Access to sanitation, safe water and improved hygiene practices impacts the economic status and well-being of the household by reducing incidences of water-borne diseases and money spent on medication and lost productivity.

3. Theory of Change for Programme Components

The WASH section theory of change draws on the ICF theory of change and key principles in an effort to 'realize the rights of every child, especially the most disadvantaged'. WASH section has prioritized interventions that support the implementation and achievement of national action plans and; take into consideration equity, gender equality, human rights and environmental sustainability and; support the realization of the following four closely-linked ICF outcome areas: (1) enhancing resilience of communities, (2) strengthening social services for the most vulnerable, (3) strengthening peace and governance, and (5) cross-cutting support for the improvement of the status of women and youth; geared toward the realization of sustainable peace and development in South Sudan.
Impact: By June 2018, 2.4 million of South Sudan’s children will have improved access to integrated basic social services and improved rights, with a focus on empowering girls, supporting the return and reintegration of displaced populations, and building the resilience of the most disadvantaged communities to chronic stresses and sudden shocks.

Outcome 2: Target population, particularly children and other vulnerable groups in conflict-affected, underserved, and epidemic-prone communities in South Sudan have improved access to equitable and sustainable WASH services by 2018.

Service Delivery
Output 1: Improved availability of affordable, sustainable safe water supply facilities in vulnerable areas, schools and health facilities by 2018
Output 2: Increased availability of sustainable sanitation facilities and improved hygiene practices at household and institutional level with emphasis on behaviour change and ODF communities by 2018.

Systems Building and Strengthening
Output 3: Improved policy and knowledge management at national and state level including local civil society groups by 2018
Output 4: Effective WASH coordination, disaster preparedness and response for emergency affected populations delivered in line with CCCs.
CP integration and technical support
Output 5: Enhanced integration of services with other UNICEF sections and technical support provided by WASH section to enhance efficiencies and effectiveness in addressing child survival

Assumptions:
• Peaceful transition Government
• Multi Donor Trust Fund established for WASH
• Improved Access to areas of need

Risks:
• Political instability and insecurity
• Political interference within the states
• Limited institutional capacity
• Economic Crisis

Impact: By June 2018, 2.4 million of South Sudan’s children will have improved access to integrated basic social services and improved rights, with a focus on empowering girls, supporting the return and reintegration of displaced populations, and building the resilience of the most disadvantaged communities to chronic stresses and sudden shocks.
Strategic interventions

Capacity strengthening at national, state and county levels:
- Develop government capacity in sector coordination, project management, data collection and information management, establishment of viable and sustainable community-based maintenance systems, building resilient communities and monitoring.

Strategic partnerships:
- Increase collaborations with and training of local CSOs including selected faith-based organisations and service providers in managing and mobilizing resources.
- Establish public-private partnerships to manage water systems and provide technical support including sustainable supply and delivery of external inputs for safe water resources operation and maintenance.
- Establish linkages between cluster and sector coordination.
- Work with other UN agencies to develop partnerships and synergies.
- Advocacy among national and local authorities to waive off taxes on spare parts and other inputs for WASH.

Cross sectoral linkages and integration:
- Work with UNICEF’s nutrition, education, child protection and health to expand integrated programs and leverage resources.
- Support multi-sectorial response coordinated across humanitarian and development needs.

Service delivery:
- Increase the quality of services delivered by provision of technical support and improved monitoring.
- Deliver sustainable WASH services to underserved urban poor communities.
- Use direct implementation in hard to reach areas.
- Strengthen capacity of state government and CSO to provide lasting support to communities in managing and maintaining WASH delivery systems.

Assumption:
- Peaceful Transition
- Government Capacity in new states/NGO
- Improved Access to Vulnerable areas

Risks:
- Insecurity and political turmoil
- Lack of funding for WASH activities
- Economic downturn
3.1. Impact statement

“By June 2018, 2.4 million of South Sudan’s children will have improved access to integrated basic social services and improved rights, with a focus on empowering girls, supporting the return and reintegration of displaced populations, and building the resilience of the most disadvantaged communities to chronic stresses and sudden shocks”.

UNICEF is uniquely positioned to support the realization of the rights of children, especially the most disadvantaged and excluded children of South Sudan, given the following strategic, comparative advantages:

- UNICEF is present in all states of South Sudan and has established positive long-term relationships both with communities and with authorities at the local and national levels
- As a major player in the sector UNICEF is the WASH Cluster Lead Agency and plays a major role in the management of WASH core pipeline using its global supply network to ensure the timely procurement of supplies and enable effective response in emergencies
- From its mandate and capacity, UNICEF is widely recognized as ‘the voice’ on children issues
- UNICEF has a large network of WASH technical expertise globally, regionally and locally that can be called upon to support both emergency and development programs
- UNICEF’s reputation and wide network enable the mobilization of resources when required
- UNICEF’s multi sectoral approach to programing enables it to reach communities with a larger range of complementary services. It also helps leverage resources across sectors to improve coverage in the delivery of basic social services.
- Based on its focus on promoting equity and its capacities to intervene both in development and emergency contexts across all essential social services, UNICEF has led the preparation of a strategy to strengthen social services for the most vulnerable to reach ICF outcome #2 -Strengthened social services for the most vulnerable.

3.2 Outcome Statement:

“Target population, particularly children and other vulnerable groups in conflict-affected, underserved, and epidemic-prone communities in South Sudan have improved access to equitable and sustainable WASH services by 2018”.

From 2016, UNICEF will lead the development of joint action plans and coordinate the implementation, monitoring, and reporting on results while playing an active role in achieving the following three essential outputs where WASH has important roles: (i) service delivery, (ii) systems building and strengthening, and (iii) country programme (CP) integration and technical support.

3.2.1. Service Delivery

Taking the fragility of the nation following years of conflict and the draw-backs in WASH gains made as a result; WASH section will build upon humanitarian efforts and lessons learned to prioritize the delivery of sustainable WASH services. Prioritizing conflict-affected, underserved, and epidemic-prone communities in South Sudan, the WASH section will increase access and quality of WASH services, geared towards 2 key result area:
1. Improved availability of affordable, sustainable safe water supply facilities in vulnerable areas, schools and health facilities by 2018.
2. Increasing access of sustainable sanitation facilities and improved hygiene practices at household and institutional level with emphasis on behavior change and ODF communities by 2018.

Specifically, WASH section will engage in:

- Supporting the final push to eradicate Guinea Worm: WASH Section Flagship already at final leg of eradication
- Improving urban and rural water supply by strengthening associations of water users and small-scale service providers to support the rehabilitation of destroyed water systems in post-conflict areas such as Malakal, Bentiu, Bor, and in Juba UN House and non-conflict areas such as Wau, Rumbek, Aweil and Kuajok
- Increasing the number of Open Defecation Free (ODF) villages by providing more sustainable and affordable sanitation options
- Strengthen capacity of state government and CSO to provide lasting support to communities in managing and maintaining WASH delivery systems

The WASH program will also use direct implementation in hard to reach areas and will strengthen the capacity of community- and faith-based organization to provide lasting support to communities in managing and maintaining WASH delivery systems.

3.2.2. Systems Building and Strengthening

With a focus on capacity building and systems strengthening at national, state and county levels: UNICEF will provide technical support to develop government capacity in: sector coordination, project management, establishment of viable and sustainable community-based maintenance systems, building resilient communities and monitoring to build sustainable systems for rural and urban WASH service delivery at the local and national levels in an effort to achieve the following Results:

1. Improved policy and knowledge management at national and state level including local civil society groups by 2018 and;
2. Effective WASH coordination, disaster preparedness and response for emergency affected populations delivered in line with CCCs; WASH section will specifically engage in:

- Strategic leadership and alliances with WASH institutions—government and non-government
- Linking emergency interventions with recovery by providing sustainable WASH services for emergency-affected areas and host communities and; in contributing to social cohesion and peace
- Ensuring appropriate technical capacity and use of affordable technology at both national and local levels and by improving the monitoring and reporting of programs.
- Establishing and strengthening of systems, policy dialogue and formulation at the local and national level that guarantees access to equitable and quality WASH services for all and that build the resilience of communities that are confronted with shocks and stresses.
Establishing public-private partnerships to manage water systems; provision of technical backstopping support in a sustainable manner and support resilience in communities. The program will focus on sector coordination with an emphasis on engaging government in coordination forums at national and state levels.

WASH section will establish linkages between cluster and sector coordination mechanisms to ensure synergies between emergency and development programming, should the emergency situation improve and more focus return to development.

3.3.3 Integration and Technical support

WASH section will work in collaboration with UNICEF’s nutrition, education, child protection and health sections in jointly identified focus areas to:

3.1 Enhanced integration of services with other UNICEF sections and technical support provided by WASH section so as to enhance efficiencies and effectiveness in addressing child survival.

Expansion of integrated programs and leveraging of resources allows for effective, efficient and scalable solutions to addressing common child survival issues in communities. By promoting a multi-sectoral response coordinated across humanitarian through to development contexts, WASH section is also creating an enabling environment that promotes:

(i) the inclusion of women and children in rural communities affected by conflict, in epidemic prone areas, and in underserved communities in hard to reach areas;
(ii) their participation in decision-making at all levels,
(iii) reduces their vulnerability to sexual and gender based violence and (iv) allows for the realization of their full potential.

WASH activities will involve:

- Accelerating integrated hygiene promotion: Increasing focus on high impact activities at household level, and that maximize community participation in hygiene promotion
- Innovative approaches to increase the efficiency and effectiveness of WASH interventions: Increased attention to low cost and high impact strategies that reduce costs.

Special focus on the highlighted outputs is expected to have the following effects:

- Sustainable and equitable WASH systems and services which will have a positive impact on the lives of children both in social and economic terms
- By ensuring safe water and sanitation in schools and at the household level, in collaboration with the education and nutrition sectors WASH will be able to address stunting and absenteeism in children
- Sustainable access to water at the household level will provide mothers with more time for other activities but will also reduce their vulnerability to GBV, which they are often subjected to when they have to get-up early and walk miles to fetch water
- Economic status and well-being of the household will improve through adequate access to sanitation and safe water and improved hygiene practices by reducing incidences of diarrheal and other water-borne diseases; reduced spending on medication and increased productivity
3.3. **WASH Strategic Interventions:**

Water, Sanitation and Hygiene activities will support policy formulation and help deliver quality, equitable and sustainable services in urban and rural areas (ICF Outcomes 1 and 2), prevent and respond to outbreaks of water-related diseases and focus on women and children (Outcome 5) in communities affected by conflict, epidemic-prone areas and underserved communities by focusing on the following priorities:

- Supporting the final push to eradicate Guinea Worm in endemic and post-endemic villages through a holistic approach that includes the promotion of improved hygiene practices, water safety at household level and safe sanitation;
- Improving access to urban and rural water supply and developing associations of water users and small-scale service providers to support the rehabilitation of destroyed water systems in post-conflict areas such as Malakal, Bentiu, Bor, and in Juba UN House and non-conflict areas such as Wau, Rumbek, Aweil and Kuajok, creating public-private partnerships for maintenance, strengthening water technicians associations, increasing the number of WASH committees and introducing water tariffs when relevant;
- Increasing the number of Open Defecation Free (ODF) villages by providing more affordable sanitation options, establishing a pool of master trainers at state and county levels and setting up a community mechanism for ODF monitoring;
- Developing inter-sectorial WASH programing and linkages: Efforts will be made to work in collaboration with other sectors in a more integrated manner to address child survival issues in Nutrition, Health, Child Protection and Education and humanitarian actions.
- Building sector coordination and strategic partnerships: Establishing sector coordination and institutional strengthening for government institutions at state and national and county levels to provide sector leadership in both WASH development programs and humanitarian response;
- Accelerating integrated hygiene promotion: Increasing focus on high impact activities that promote hand-washing with soap throughout the year, that support water safety at household level, and that maximize community participation in hygiene promotion.
- Innovative approaches to increase the efficiency and effectiveness of WASH interventions: Increased attention to low cost and high impact strategies that reduce costs of service provision such as manual drilling, use of hydro-foam interlocking blocks for latrine construction and eco-friendly latrines – such as biogas linked toilets, twin pit pour flush composting toilets and BMO for latrine stench removal and sludge reduction.
4. Results Structure (Outputs and Outcomes, and the Associated Indicators)

**Impact:** By June 2018, 2.4 million of South Sudan’s children will have improved access to integrated basic social services and improved rights, with a focus on empowering girls, supporting the return and reintegration of displaced populations, and building the resilience of the most disadvantaged communities to chronic stresses and sudden shocks.

**Outcome:** By 2018, target population in conflict-affected, underserved, and epidemic-prone communities in South Sudan have improved access to equitable and sustainable WASH services.

**Output 1:** By 2018, improved availability of affordable, sustainable safe water supply facilities in vulnerable areas, schools and health facilities.

- Urban and Rural WASH, construction and rehabilitation.
- Ensuring sustainability & strengthening community WASH Committees.
- WASH in schools and health facilities.
- Promoting new and appropriate technologies.
- Guinea worm eradication.

**Output 2:** By 2018, increased availability of sustainable sanitation facilities and improved hygiene practices at household and institutional level with emphasis on behaviour change and ODF communities.

- Scaling support to open defecation free initiatives.
- Capacity building of partners and counterparts on CLTS.
- Hygiene promotion.

**Output 3:** By 2018, improved policy and knowledge management at national and state level including local civil society groups.

- Sector coordination and strategic planning.
- Knowledge and skills management.
- Policy and strategic support.
- Training and institutional support.
- Advocacy.

**Output 4:** By 2018, Effective WASH preparedness and response for emergency affected population delivered in line with CCCs.

- Contingency planning and preparedness.
- Cluster coordination and strategic partnerships.
- Core pipeline supply management.
- Emergency WASH response.

**Inputs:** Staff, Financial Resources (RR/OR/ORE), Equipment (computers, phones), Materials, Consultants, Technical Assistance, Vehicles.
5. Monitoring Outputs and Demonstrating UNICEF’s Contribution to Outcomes

The latest nationally representative survey conducted in South Sudan with detailed WASH indicators was the 2010 Southern Sudan Household Survey. Without up-to-date comprehensive data, the assessment of needs and the design of projects rely on data available from local surveys and assessments conducted by different partners, and on knowledge of staff and counterparts. The programme will prioritize the analysis of data for decision-making. Currently a review of the WASH surveys done in recent years is being conducted in order to provide a point of comparison so as to better interpret the results of forthcoming surveys. WASH Section will also work with the cluster partners to use inputs by different partners to analyze, maintain and keep updated on the situation of WASH services in different locations.

Ensuring timely information on the situation of children in such a context will require resources and ingenuity. Though not specifically implementing MORES, the WASH section is working to routinize the production of infographics and maps that will be used to support decision-making in the country office and field offices, using the Tanahashi model of bottleneck analysis and MORES’ determinants framework. A three step monitoring model has been developed for the programme. This involves UNICEF and partner implementers reporting data on progress every month (Step 1). This information has to be verified by UNICEF staff going to the field. The field monitoring takes special care to establish the quality of the programme. This includes investigation of equity issues, such as gender, ethnicity and disability. (Step 2) Then the UNICEF country office analyses the data to measure progress and identify bottlenecks. What this involves is analysing coverage data (e.g. number of beneficiaries with access to improved sanitation facilities) based on indicators related to functionality, e.g. number of latrines maintained. Then collecting data on what UNICEF has committed to do to make the WASH programme function in an area e.g. preposition supplies and what our partners have committed to do, e.g. conduct a WASH assessment. In this way we will be able to identify progress on deliverables and bottlenecks. This data is returned to the implementing office for corrective action (Step 3). This can be seen as a simple and effective version of MORES well adapted to a challenging context such as South Sudan.

As South Sudan is still in the middle of a humanitarian crisis and the impact of the crises continues to be affecting the programme period; the WASH programme will integrate Humanitarian Performance Monitoring focusing on regular systematic field monitoring to monitor the planned activities are implemented as expected, to identify bottle necks and challenges of implementation, to monitor use and access of facilities for affected population and engagement with local counterparts and partners for humanitarian response. WASH cluster coordination will also be used for monitoring and track all cluster partners performance in WASH humanitarian response against cluster targets to identify gaps and avoid duplication of efforts. The programme will enhance its field monitoring capacity by increasing field staff in key locations affected by the humanitarian crises and a dedicated Information management specialist will also be supporting the cluster for cluster level monitoring of the WASH humanitarian response by all partners.
Table 1. Result Monitoring Framework

<table>
<thead>
<tr>
<th>Result statements</th>
<th>Key indicators</th>
<th>Baseline</th>
<th>Target</th>
<th>Mean of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WASH</strong>: Target population in conflict-affected, underserved, and epidemic-prone communities in South Sudan have improved access to equitable and sustainable WASH services by 2018.</td>
<td>i. % of households that have an improved source of drinking water</td>
<td>2015</td>
<td>59%</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>ii. % of population that has an improved sanitation facility</td>
<td>2015</td>
<td>7%</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>iii. # of updated water policy in line with legislation in use.</td>
<td>2015</td>
<td>1</td>
<td>2018</td>
</tr>
<tr>
<td><strong>i. Safe Water Facilities</strong>: Improved availability of affordable, sustainable safe water supply facilities in vulnerable areas, schools and health facilities by 2018.</td>
<td>i. % of people with access to an improved drinking water source as a result of UNICEF direct support,</td>
<td>2015</td>
<td>59%</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>ii. # of functioning WASHCOM</td>
<td>2015</td>
<td>100</td>
<td>2018</td>
</tr>
<tr>
<td><strong>ii. Sustainable Sanitation &amp; Hygiene Practices</strong>: Increased availability of sustainable sanitation facilities and improved hygiene practices at household and institutional level with emphasis on behavior change and ODF communities by 2018.</td>
<td>i. # of communities certified free of open defecation as a result of UNICEF direct support</td>
<td>2015</td>
<td>80</td>
<td>2018</td>
</tr>
</tbody>
</table>

CLTS data logs
<table>
<thead>
<tr>
<th>Result statements</th>
<th>Key indicators</th>
<th>Baseline</th>
<th>Target</th>
<th>Mean of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>iii. Policy and Knowledge Management: Improved policy and knowledge management at national and state level including local civil society groups by 2018</td>
<td>i. National monitoring systems reporting on equity of access to WASH services, disaggregated by geographical local and social groups available</td>
<td>2015 0</td>
<td>2018 1</td>
<td>WIMS</td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>v. WASH Preparedness &amp; Response: Effective WASH preparedness and response for emergency affected population delivered in line with CCCs.</td>
<td>i. # of states with emergency contingency plans</td>
<td>2015 10</td>
<td>2018 All</td>
<td>Quality review of plans</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ii. People in humanitarian situations who access and use safe drinking water</td>
<td>2015 208,773</td>
<td>2016 560,000</td>
<td>Project reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>iii. People in humanitarian situations who access and use adequate sanitation and hygiene facilities</td>
<td>2015 113,030</td>
<td>2016 345,000</td>
<td>Project reports</td>
</tr>
<tr>
<td>v. WASH CP integration and technical support: Enhanced integration of services with other UNICEF sections and technical support provided by WASH</td>
<td>i. % programmatic visit conducted against plan.</td>
<td>2015</td>
<td>2018 100%</td>
<td>Field monitoring reports</td>
</tr>
</tbody>
</table>
6. Resource Requirements

The WASH programme resources required to achieve planned outcome and outputs include staff time and technical assistance, financial resources, supplies and equipment. The WASH resource requirement for the two years programme is prepared based on the existing resource analyses, resource mobilization trends and changing needs in project locations. Below are descriptions of the key resource requirements for WASH programme

**Staff and technical Support:** The WASH section will have 25 regular staff: Juba Office will have a total of 10 staff and field offices 15 fixed term staff. These will be the core staff for the implementation of the planned outcome and output results; who will be supported by temporary appointments and short term consultants on need basis and availability of funding.

TA positions will be used for most of the emergency programme interventions at field level and for shorter term specialized needs and support required in the Section. The TA positions and consultancies will be established based on availability of resources for a specific timeframe.

The below tables summarizes the WASH funding requirements and description of main roles for regular WASH staff.

**Table 2. WASH proposed staff budget July 2016 – June 2018 (USD)**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number of positions</th>
<th>Unit Salary 1st year</th>
<th>Total salary 1st year</th>
<th>Unit Salary 2nd year</th>
<th>Total salary 2nd year</th>
<th>Salary total cost two years</th>
</tr>
</thead>
<tbody>
<tr>
<td>P5</td>
<td>1</td>
<td>318,169</td>
<td>318,169</td>
<td>330,991</td>
<td>330,991</td>
<td>649,160</td>
</tr>
<tr>
<td>P4</td>
<td>1</td>
<td>274,729</td>
<td>274,729</td>
<td>285,801</td>
<td>285,801</td>
<td>560,530</td>
</tr>
<tr>
<td>P3</td>
<td>1</td>
<td>231,314</td>
<td>231,314</td>
<td>240,636</td>
<td>240,636</td>
<td>471,950</td>
</tr>
<tr>
<td>P2</td>
<td>1</td>
<td>185,384</td>
<td>185,384</td>
<td>192,854</td>
<td>192,854</td>
<td>378,238</td>
</tr>
<tr>
<td>NOC</td>
<td>7</td>
<td>50,434</td>
<td>353,038</td>
<td>52,986</td>
<td>370,902</td>
<td>723,940</td>
</tr>
<tr>
<td>NOB</td>
<td>12</td>
<td>38,795</td>
<td>465,540</td>
<td>40,758</td>
<td>489,096</td>
<td>954,636</td>
</tr>
<tr>
<td>GS6</td>
<td>1</td>
<td>21,992</td>
<td>21,992</td>
<td>23,104</td>
<td>23,104</td>
<td>45,096</td>
</tr>
<tr>
<td>GS5</td>
<td>1</td>
<td>17,590</td>
<td>17,590</td>
<td>18,480</td>
<td>18,480</td>
<td>36,070</td>
</tr>
<tr>
<td>Total Salary Cost</td>
<td>25</td>
<td>1,867,756</td>
<td>1,951,864</td>
<td>3,819,620</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel cost</td>
<td></td>
<td>373,554</td>
<td>390,373</td>
<td>763,924</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Support Cost</td>
<td></td>
<td>2,241,307</td>
<td>2,342,237</td>
<td>4,583,544</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Table 3. Grants currently available for Salaries; provide more detail on current grant contributions to staff costs.

<table>
<thead>
<tr>
<th>PBA</th>
<th>Available Funding for Programme Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>NON-GRANT (GC)</td>
<td>577,100</td>
</tr>
<tr>
<td>SC130518</td>
<td>167,889</td>
</tr>
<tr>
<td>SC149903</td>
<td>36,785</td>
</tr>
<tr>
<td>SC150680</td>
<td>15,144</td>
</tr>
<tr>
<td>SM150190</td>
<td>39,525</td>
</tr>
<tr>
<td>SM150381</td>
<td>519</td>
</tr>
<tr>
<td>SM150410</td>
<td>25,167</td>
</tr>
<tr>
<td>SM150437</td>
<td>399,711</td>
</tr>
<tr>
<td>SM150449</td>
<td>269,837</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,531,676</strong></td>
</tr>
</tbody>
</table>

**Sustained Investment:** WASH sector has been negatively affected by the two years conflict that started in 2013. Almost 40% of the WASH infrastructure has been either destroyed or looted. It is therefore necessary to have the right capacity and commitment to ensure sustainability and functionality of the new/rehabilitated systems.

The WASH programme resources required to achieve planned outcome and outputs include staff time and technical assistance, financial resources, supplies and equipment. The WASH resource requirement for the two years programme is prepared based on the existing resource analyses, resource mobilization trends and changing needs in project locations. Below are descriptions of the key resource requirements for WASH programme.

**Staff and technical Support:** The WASH section will have 25 regular staff: Juba Office will have a total of 10 staff and field offices 15 fixed term staff. These will be the core staff for the implementation the planned outcome and output results who will be supported by temporary appointments and short term consultants on need basis and availability of funding. The staff choice is based on having staff who are versatile and can work in emergencies and development. Nationalization and gender parity will be key critical factor for staff position in the sector.

WASH Section will partner with state and national government institutions in strengthening capacity of public by seconding technical staff to sit in these line ministry and NGOs ensuring better resource leveraging.

TA positions will be used for most of the emergency programme interventions at field level and for shorter term specialized needs and support required in the Section. The TA positions and consultancies will be established based on availability of resources for a specific timeframe.
### Table 4: Summary budget table

Available and projected funding for the program from RR and OR and affordability of the proposals.

<table>
<thead>
<tr>
<th>Description of outputs</th>
<th>2016</th>
<th></th>
<th></th>
<th>2017</th>
<th></th>
<th></th>
<th>TOTAL</th>
<th></th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RR</td>
<td>OR</td>
<td>ORE</td>
<td>Total</td>
<td>RR</td>
<td>OR</td>
<td>ORE</td>
<td>Total</td>
<td>RR</td>
<td>OR</td>
<td>ORE</td>
<td>Total</td>
<td>RR</td>
<td>OR</td>
<td>ORE</td>
</tr>
<tr>
<td><strong>Output area 1: Service Delivery</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.1: Improved availability of affordable, sustainable safe water supply facilities in vulnerable areas, schools and health facilities by 2018.</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
<td>0</td>
<td>8,000</td>
<td>0</td>
<td>8,000</td>
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<tr>
<td>Output 1.2: Increased availability of sustainable sanitation facilities and improved hygiene practices at household and institutional level with emphasis on behavior change and ODF communities by 2018.</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
<td></td>
<td>2,000</td>
<td>0</td>
<td>4,000</td>
<td>0</td>
<td>4,000</td>
<td></td>
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<tr>
<td><strong>Output 2: Systems Building and Strengthening</strong></td>
<td></td>
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</tr>
<tr>
<td>Output 2.1: Improved policy and knowledge management at national and state level including local civil society groups by 2018</td>
<td>250</td>
<td>500</td>
<td>-</td>
<td>750</td>
<td>250</td>
<td>500</td>
<td>-</td>
<td>750</td>
<td>500</td>
<td>1,000</td>
<td>0</td>
<td>1,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2.2: Effective WASH preparedness and response for emergency affected population delivered in line with CCCs.</td>
<td>-</td>
<td>-</td>
<td>20,000</td>
<td>20,000</td>
<td>-</td>
<td>-</td>
<td>20,000</td>
<td>20,000</td>
<td>0</td>
<td>0</td>
<td>40,000</td>
<td>40,000</td>
<td></td>
<td></td>
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<tr>
<td><strong>Output 3: CP Integration and Technical Support</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Output 3.1: WASH program outputs effectively implemented and technical support provided at national and state levels by WASH section.</td>
<td>310</td>
<td>300</td>
<td>1,100</td>
<td>1,710</td>
<td>310</td>
<td>300</td>
<td>1,100</td>
<td>1,710</td>
<td>620</td>
<td>600</td>
<td>3,420</td>
<td>4,640</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>560</td>
<td>6,800</td>
<td>21,100</td>
<td>28,460</td>
<td>560</td>
<td>6,800</td>
<td>21,100</td>
<td>28,460</td>
<td>1,120</td>
<td>13,600</td>
<td>43,420</td>
<td>58,140</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
7. External Risks and Planned Responses

WASH key assumptions are based on a peaceful transition period with relative peace in most parts of the conflict affected areas. Given the new changes in government’s priorities it is assumed that the provision of WASH services will be given the priority and budget allocation to the sector increased for the integration process.

It is assumed that government, NGO partners and local authorities will be adequately funded for longer term program implementation and sector capacity boosted at the state and county levels. Internally, the assumptions are that UNICEF WASH section will have predictable long term funding and continue to strengthen UNICEF’s unique positions Cluster Lead Agency.

**Key risks** include the lack of reliable data to guide planning and program implementation to reach the most vulnerable communities with appropriate WASH services. To mitigate risks, WASH will ensure capacity strengthening in public institutions by seconding WASH staff to work with partners. WASH section will also establish better data collection to demonstrate evidence for long term funding. Monitoring capacity building for contingency planning and inter-sectorial program implementation will be a few of the mitigation measures planned during the program cycle.

The WASH program will encourage decentralized sector coordination through building adequate capacity in all field offices to plan and deliver the agreed results for children. Joint resource mobilization strategy based on the country strategy will be used to ensure adequate funds for project implementation at the field level while CO will provide back stopping technical support as required.

Adequate effort will be made in knowledge management and skill development for UNICEF staff and partners to ensure quality program implementation.

WASH will use early warning early action mechanism to guide emergency response and preparedness by ensuring prepositioning of essential WASH supplies to partners in-time as well supporting robust contingency planning at the field and national level. Disaster Risk Reduction (DRR) measures will be included in all sector and cluster plans. Building capacity for DRR will be a priority.

WASH section will monitor the political landscape closely via participation in cluster coordination platforms and collaborative partnership with civil society and government. This will involve on-going review of implementation plans; making adjustments as necessary.

WASH will continue to maintain good relations with government authorities and emphasize the establishment and strengthening of national and local systems.
### Table 5. Program risks and opportunities

<table>
<thead>
<tr>
<th>Risks</th>
<th>Mitigation Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political and Security Deterioration</td>
<td>Strengthen local capacity and community participation in WASH activities.</td>
</tr>
<tr>
<td>Conflict of Interest</td>
<td>Ensure transparency and information sharing</td>
</tr>
<tr>
<td>Frequent government and CSO staff turnover negatively impacting on continuity</td>
<td>Advocate for retention of trained staff on job for at least 2 years</td>
</tr>
<tr>
<td>Limited Capacity</td>
<td>Strengthen local systems and capacity in project management and monitoring, ensure adequate funding within a decentralized systems</td>
</tr>
<tr>
<td>Opportunities</td>
<td>Action to maximizing</td>
</tr>
<tr>
<td>Peace Agreement and Institutional reforms</td>
<td>Support to sector coordination</td>
</tr>
<tr>
<td>Country Global Commitments</td>
<td>Support sector coordination and strengthen institutional capacity</td>
</tr>
<tr>
<td>Improved Access</td>
<td>Expand integrated program approaches to reach more children</td>
</tr>
</tbody>
</table>