



FEBRUARY 2018

# WATER SANITATION & HYGIENE

---

POLICY



## LEGAL NOTICE

### COPYRIGHT

© Action contre la Faim International

Reproduction is permitted providing the source is credited, unless otherwise specified. If reproduction or use of textual and multimedia data (sound, images, software, etc.) are submitted to prior authorization, such authorization will cancel the general authorization described above and clearly indicate any restrictions on use.

### NON-RESPONSIBILITY CLAUSE

The present document aims to provide public access to information concerning the actions and policies of Action contre la Faim International Network. The objective is to disseminate information that is accurate and up-to-date on the day it was initiated. We will make every effort to correct any errors that are brought to our attention. However, Action Against Hunger bears no responsibility for information contained in the present document.

This information:

- is solely intended to provide general information and does not focus on the particular situation of any physical person, or person holding any specific moral opinion;
- is not necessarily complete, exhaustive, exact or up-to-date;
- sometimes refers to external documents or sites over which the Authors have no control and for which they decline all responsibility;
- does not constitute legal advice.

The present non-responsibility clause is not aimed at limiting ACF's responsibility with respect to the requirements of applicable national legislation, nor at denying responsibility in cases where this cannot be done in view of the same legislation.

## ACKNOWLEDGEMENT

This document is the output of a project run by Action contre la Faim International Network in 2017 and 2018, and was prepared with the support of ACF teams, particularly coordinators and technical referents of our social missions.

Jean-Christophe Barbiche and the Steering Committee coordinated by Dr. Jean Lapègue, and Pablo Alcalde (Spain) and Nicolas Villeminot (United States), led this project. Lise Lacan provided a fine proofreading and Nicolas Ossard the photographic support. The Expertise and Advocacy Department of Action Against Hunger France and United States, represented by their Directors, Dr. Serge Breyse and Saul Guerrero, financially supported it.

Graphic design: Céline Beuvin  
Photo on the cover: © Conrad Duroseau for Action contre la Faim  
Action Against Hunger International, February 2018

© Action contre la Faim, 2018 - 14-16, boulevard de Douaumont - 75017 Paris  
[www.actioncontrelafaim.org](http://www.actioncontrelafaim.org)

# TABLE OF CONTENTS

<b>FOREWORD</b>	<b>5</b>
<b>01/ ACTION AGAINST HUNGER WATER, SANITATION AND HYGIENE SECTOR</b>	<b>6</b>
<b>02/ EVOLUTION AND NEW CHALLENGES OF THE WASH SECTOR</b>	<b>8</b>
<ul style="list-style-type: none"> <li>• Public health</li> <li>• Climate change effects</li> <li>• Escalating humanitarian crises</li> <li>• Growing urbanization and evolution in humanitarian aid targeting</li> <li>• Sustainable development goals and sector governance</li> <li>• Access and insecurity</li> <li>• Evolution of working methods and coordination among humanitarian actors</li> <li>• The growing role of civil society in the South</li> </ul>	<p>8 8 9 9 10 10 11 11</p>
<b>03/ GLOBAL FRAMEWORK FOR WASH SECTOR PROJECT IMPLEMENTATION WITHIN ACTION AGAINST HUNGER</b>	<b>12</b>
<ul style="list-style-type: none"> <li>• Strategic priorities of Action Against Hunger and positioning of the wash sector</li> <li>• Theory of change for scaling-up</li> <li>• WASH intervention criteria in accordance with the strategic goals of the ISP (2016-2020)</li> <li>• Operating principles and modalities</li> <li>• WASH sector areas of implementation in contribution to Action Against Hunger strategy</li> </ul>	<p>14 16 18 19 22</p>
<b>ANNEXES</b>	<b>27</b>
<ul style="list-style-type: none"> <li>• List of acronyms</li> <li>• Action Against Hunger charter</li> <li>• Action Against Hunger WASH manuals and reference guides</li> <li>• List of typical WASH activities implemented by Action Against Hunger</li> <li>• Key web resources</li> </ul>	<p>28 29 30 32 33</p>
<b>REFERENCES</b>	<b>34</b>





# FOREWORD

The Water, Sanitation and Hygiene (WASH) sector has gone through major transformations since the 2000s, from a focus on infrastructure to emphasizing the importance of hygiene, behavior change and approaches addressing governance. Human resources within the sector have also diversified considerably as it is common to see epidemiologists, agronomists, anthropologists and psychologists working on WASH projects these days.

The link between the WASH sector and the nutrition and health, food security, mental health and education sectors have been strengthened through studies highlighting the benefits of a multi-sectoral approach to humanitarian contexts. Yet the basic needs are still the same: millions of people are affected by crises every year, whether they are linked to human activities or to natural phenomena. The magnitude of these crises exceeds the capacities of often fragile countries, leaving populations without access to drinking water or decent sanitation infrastructures, forcing them to survive in inhumane conditions. Considering the scale of needs, and their often-politicized nature, Action Against Hunger realized that its WASH interventions could only create lasting and significant improvements in the sector if they are accompanied by strong advocacy actions. This combination will lead to global recognition of the link between WASH, nutrition and health, and national strategies based on major international commitments and initiatives such as the Right to Water and Sanitation, the Sustainable Development Goals (SDGs), and the state recognition of Humanitarian Law as corollary of its interventions.

Established in 1979, Action Against Hunger is a Non-Governmental Organization (NGO) advocating for Water, Sanitation and Hygiene as essential determining factors of nutrition and health for children under five, and basic conditions for survival, dignity, autonomy of populations and individuals affected by crises.

In this updated version of Action Against Hunger's WASH policy, the organization reaffirms its commitment to implementing WASH programs as a strategic pillar of its humanitarian interventions, and of the fight against hunger. This document also shows how the Action Against Hunger WASH department has adapted to new challenges such as urbanization, climate change, or new geopolitical reference points in the humanitarian sector. In a changing world, our determination to support the lives of the most vulnerable remains intact.

The Action Against Hunger WASH policy aims to:

- List the existing and emerging challenges of the humanitarian sector as a basis for the new directions of the WASH department at Action Against Hunger
- Define a synchronized agenda of our WASH sector vision and implementation throughout the different countries of intervention
- Guide the organization towards common WASH strategic objectives

This document has three parts:

- Overview of WASH sector positioning at Action Against Hunger
- Analysis of the evolution and new challenges of the WASH sector
- Summary of Action Against Hunger's WASH project implementation framework, including criteria and intervention modalities, and positioning of the sector within the current strategy of the organization.

Technical IMG

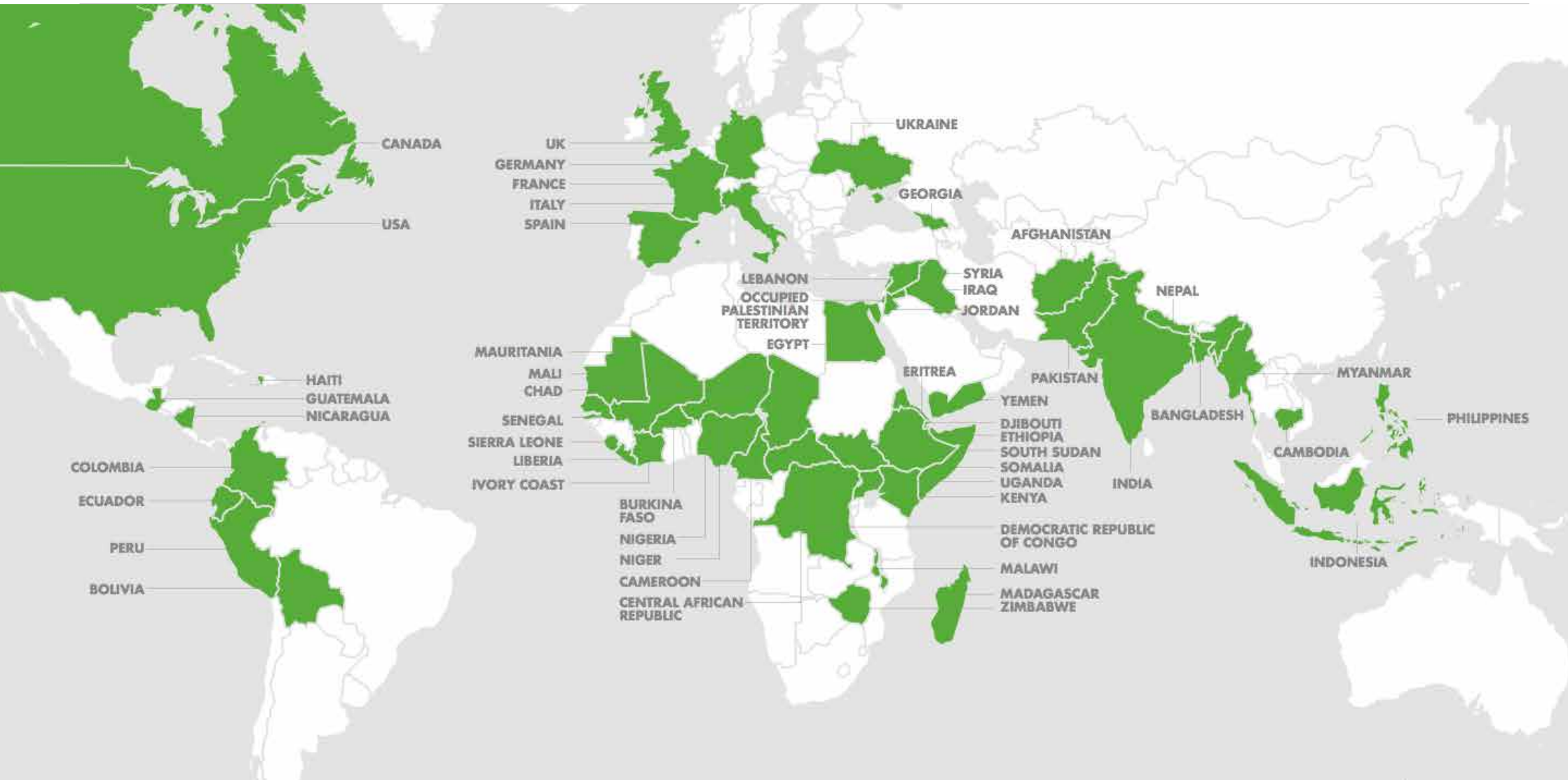
# 01/ ACTION AGAINST HUNGER WATER, SANITATION AND HYGIENE SECTOR OVERVIEW

In the last 10 years, the WASH sector has seen some encouraging progress. In 2014, 58% of diarrheal mortality was attributed to poor sanitation, compared to 88% in 1990<sup>1</sup>. The infant mortality rate for waterborne diseases has also dropped dramatically in the last 25 years<sup>2</sup>. The Millennium Development Goal (MDG) review from 2000 to 2015 shows 'broadly satisfactory' for the sector, with access to drinking water significantly increased<sup>3</sup>, although progress in sanitation is lower<sup>4</sup>. The MDGs gave way to the SDGs, including the recognition of a sector-specific goal (SDG 6) and ambitious targets for 2030. Progress has also been made in terms of research and identifying the potential link between WASH and nutrition, which led to a better integration of these two sectors in our interventions. The importance of WASH governance and advocacy is now also well accepted by Action Against Hunger's partners and its collaborators, as demonstrated by the Right to Drinking Water endorsement at the United Nations on July 29, 2010, to which Action Against Hunger strongly contributed. Action Against Hunger's efforts to effectively address behavior change are beginning to bear fruit as well, as evidenced by numerous projects including sanitation marketing activities and the many barrier analyses<sup>5</sup> conducted. However, many efforts still need be done, especially in emergency settings

The results are however less positive in some other areas. Despite Action Against Hunger efforts, the sustainability of WASH services in public institutions such as schools or health centers, as well as in many still fragile communities, remains uncertain. The growing peri-urban problem is also a major challenge for the sector.

Some of the root causes may be linked to weak governance, poor infrastructure management, gender inequality, corruption and conflicts. Humanitarian organizations, UN agencies, and coordination platforms have been working on well-established multisectoral integration frameworks, but implementation is still struggling at the operational level. The WASH sector suffers from a lack of funding and technical solutions adapted to emergencies (such as pit latrines being filled up too quickly, or wastewater drainage near water points). Knowledge management systems are having trouble to absorb the ever-growing flow of information both internally and externally, and to make it available when needed. The growing need for well-trained and longstanding human resources also remains a major challenge.

As of 2018, Action Against Hunger has 50 country and regional offices, and nearly 8,000 employees. The organization provides WASH assistance to over 6 million people annually through the construction or rehabilitation of water points, sanitation facilities and hygiene behavior improvement. The WASH sector represents 25% of Action Against Hunger's operational projects; more than 120 projects each year<sup>6</sup>. The areas where the WASH sector has largely developed within Action Against Hunger, in addition to the operational approach mentioned above, are research, advocacy and strategic partnerships, illustrated by our strong involvement in the cluster system associated with Humanitarian Reform.



SOCIAL MISSION MAP OF ACTION AGAINST HUNGER, 2018



# 02/ EVOLUTION AND NEW CHALLENGES OF THE WASH SECTOR

## PUBLIC HEALTH

Significant improvements have been observed in terms of public health over the past decade<sup>7</sup>, some of which may be linked to improved water and sanitation coverage and hygiene practices<sup>8</sup>. Yet half a million children under five still die each year from diarrhea, mainly caused by rotavirus, Escherichia coli, Shigella and Cryptosporidium<sup>9</sup>. Recent decades have also seen an increase in the number and diversity of infectious disease outbreaks, such as the Ebola virus. Cholera-related mortality has greatly decreased in some areas such as Central and West Africa<sup>10</sup> but new outbreaks have emerged in fragile environments such as Haiti and Yemen. Better case management in Africa has improved fatality rates but has had little to no overall impact on preventing new outbreaks. Pneumonia and malaria, still in the top three list of infant mortality causes, remain marginalized in WASH interventions. Undernutrition, with its linkages to inadequate WASH conditions, is a major global public health problem, with 3.5 million child deaths per year<sup>11</sup> and multiple negative impacts on populations' physical and mental health.



© AAction contre la Faim - Yemen



© Sandra Calligaro for Action contre la Faim - Afghanistan

## CLIMATE CHANGE EFFECTS

Climate change is now irreversibly set in motion, resulting in serious consequences on humanitarian needs. In the face of heat waves, droughts, floods and hurricanes of ever-increasing intensity, the humanitarian system is struggling to respond. Climate warming leads to water scarcity in some regions (changes in rainfall patterns, more evaporation, less vegetation cover, less recharge) while the need for drinking water and agricultural water among populations is constantly increasing. Climate change renders some parts of the world inhabitable, especially due to rising seas. Astonishingly, the planet could have up to 250 million climate refugees by 2050<sup>12</sup>. Other areas facing water stress subjected by more frequent drought cycles are also increasingly becoming dependent on humanitarian aid (Horn of Africa, Sahel).



## ESCALATING HUMANITARIAN CRISES

Climate change, population growth, the surge in vulnerable populations, and the exacerbation of certain conflicts are causing a continuous escalation in the frequency and intensity of humanitarian and migratory crises<sup>13</sup>. This forces humanitarian actors to develop ambitious coverage strategies that many times are inconsistent with intervention objectives and insufficient financing<sup>14</sup>, logistics or human resources available for responses. Although the overall number of WASH actors is probably sufficient, and the Humanitarian Reform has improved the response coordination during major crises<sup>15</sup>, there are paradoxically fewer and fewer WASH actors present in the early phases of emergency response<sup>16</sup>.



© Action contre la Faim - Irak



© Kadija Farah for Action contre la Faim - Somalia

## GROWING URBANIZATION AND EVOLUTION IN HUMANITARIAN AID TARGETING

The urban population has grown from one billion in 1960 to more than four billion in 2015<sup>17</sup>, with this number continuing to grow at a fast pace. It is important to keep in mind that city dwellers are not spared from structural vulnerability, undernutrition and humanitarian disasters. The WASH sector must now work in urban areas characterized by absent or weak community relations, difficulties in identifying and profiling users and needs, as well as an infrastructure that sees WASH services dependant on energy (electricity) and roads. Peri-urban, non-registered and non-infrastructure areas are the new localities where all the vulnerabilities are present. The nature of these contexts, the specificity of the populations (which sometimes have significant service necessities) and their close relation with the private sector lead to a need for a profound change in the types of humanitarian interventions and general ways of working.

## SUSTAINABLE DEVELOPMENT GOALS AND SECTOR GOVERNANCE

Following the Right to Water recognition on July 29 2010, 2015 witnessed the inclusion of a specific global objective<sup>18</sup> for the WASH sector among the seventeen SDGs, on which the international development agenda will focus until 2030. As each country is now accountable for SDG implementation, the major challenge today is to ensure that they are translated into national policies and local action plans through an inclusive process, and adequately funded. Awareness of the importance of governance as a tool for the Right to Water implementation and SDG achievement, has also evolved in the WASH sector, with the adoption, in 2015 by all 34 OECD member states, of a set of twelve principles on water governance to improve the “Water Governance Cycle” from policy design to implementation<sup>19</sup>. These principles now provide development operators such as NGOs with the tools to create coherent and sustainable projects that meet the universally recognized international standards.



© Kadija Farah for Action contre la Faim - Somalia



© Florian Serieux for Action contre la Faim - Yemen

## ACCESS AND INSECURITY

More and more zones are becoming difficult or impossible to access, even by humanitarian workers due to lack of respect for international humanitarian law in conflict situations, mistrust in international aid by some governments wishing to limit foreign interference, and the risk of attack and abduction of humanitarian workers. As water resources decline, the politicization of access to water threatens the independence and neutrality of NGOs working in the WASH sector. Faced with security challenges and access to growing numbers of beneficiaries, humanitarian actors often need to work through local partnerships. In addition, as local governments become better equipped in terms of strategic and technical frameworks, absorbing a growing share of development funds, the need to adhere to national policies is becoming more apparent for NGOs.

## EVOLUTION OF WORKING METHODS AND COORDINATION AMONG HUMANITARIAN ACTORS

Humanitarian actors and working methods have changed significantly since 2010. Measuring impact and demand for scientific evidence are now main concerns for the sector's actors, who in turn must strengthen monitoring and evaluation. Private sector and government agency participation in development and humanitarian programmes has increased significantly in recent years<sup>20</sup>, especially through bilateral aid from donors to governments. Donors are increasingly focusing on cost-effectiveness, rarely financing support costs, preferring result-based financing systems<sup>21</sup> or funding large NGO consortia. Market-based programming and cash transfers are becoming increasingly common. New technologies are also playing more and vital roles in humanitarian interventions.

The cluster system, implemented in 2005 as part of the Humanitarian Reform, underwent a major transformation in 2012<sup>22</sup>, and a lot of progress has been made in standardization of coordination tools and information management. However, humanitarian coordination issues, as well as aid financing still remain critical issues.



© Action contre la Faim - Iraq



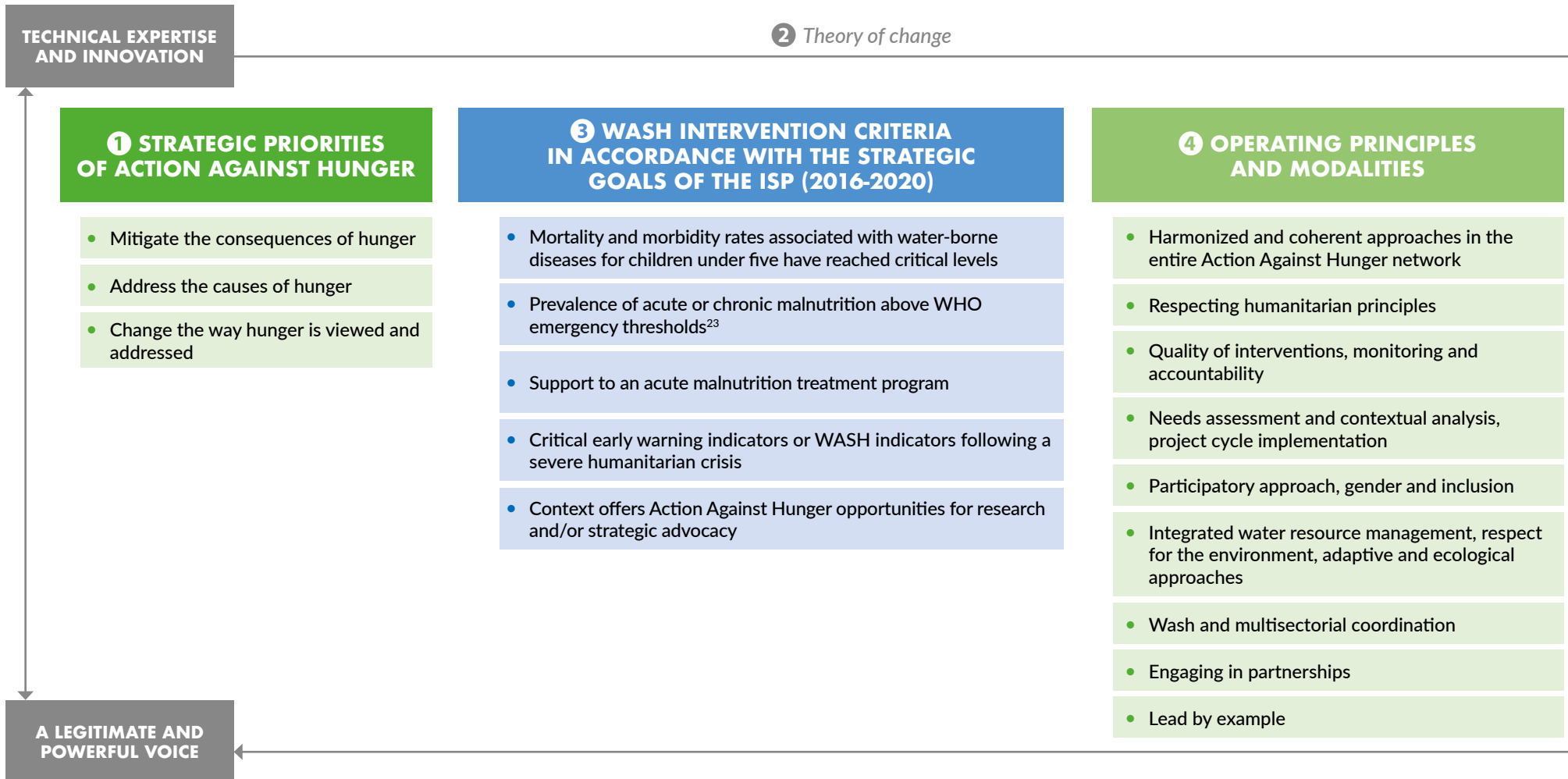
© Action contre la Faim - Senegal

## THE GROWING ROLE OF CIVIL SOCIETY IN THE SOUTH

Civil society organization (CSO) participation is at the heart of the 2030 Development Agenda and the Sustainable Development Goals. The role of NGOs/CSOs in the sector is key to ensuring the implementation of state commitments and strengthening government accountability. In Southern countries, civil society is mobilizing every day to improve the living conditions of vulnerable populations.

Thanks to its local roots, field knowledge and proximity to the people, CSOs are an essential ally to ensure the sustainability of activities and the accountability of government actors. That is why it is indispensable to work in networks and alliances and to bring together civil society actors to carry the voice of the most disadvantaged, to raise public awareness and to act on policies to tackle the underlying causes of undernutrition.

# 03/ GLOBAL FRAMEWORK FOR WASH SECTOR PROJECT IMPLEMENTATION WITHIN ACTION AGAINST HUNGER





**TRANSFER OF OUR KNOWLEDGE AND EXPERTISE**

**5 WASH SECTOR AREAS OF IMPLEMENTATION IN CONTRIBUTION TO ACTION AGAINST HUNGER STRATEGY**

**GOAL 1 MORTALITY REDUCTION IN CHILDREN UNDER FIVE YEARS OLD**

- Sustainable increases in coverage of basic WASH infrastructure
- Behavior change related to WASH
- Urban planning

**GOAL 2 REDUCTION IN PREVALENCE OF CHRONIC AND ACUTE UNDERNUTRITION**

- WASH'Nutrition
- Babywash and the 1000 days
- Nutrition security, food security and livelihood strengthening strategies

**GOAL 3 INCREASE IN COVERAGE OF PROGRAMMES TO TREAT SEVERE ACUTE UNDERNUTRITION**

- WASH in Health

**GOAL 4 UNMET NEEDS WITHIN THE SCOPE OF ACTION AGAINST HUNGER AREAS OF EXPERTISE WILL BE COVERED DURING EMERGENCIES**

- Mortality and morbidity risk reduction during humanitarian crises
- Emergency preparedness mechanisms, mitigation and building resilience
- Action Against Hunger participation in humanitarian coordination
- Monetary and Market-based approaches

**GOAL 5 PROGRAMME COUNTRIES' AND THE INTERNATIONAL COMMUNITY'S STRATEGIES ON UNDERNUTRITION ARE IMPROVED BY OUR PROVISION OF RELIABLE EVIDENCE AND EXPERTISE**

- Improving sector governance
- Capacity Building for the WASH Sector
- WASH Advocacy: Nutrition, Emergency, interaction with civil society and young professionals

**OPERATIONAL CAPACITY**



## ① STRATEGIC PRIORITIES OF ACTION AGAINST HUNGER AND POSITIONING OF THE WASH SECTOR

### MITIGATE THE CONSEQUENCES OF HUNGER<sup>24</sup>

Undernutrition is one of the leading causes of infant mortality. Today, less than 15% of children suffering from severe acute malnutrition receive the lifesaving treatment they urgently need<sup>25</sup>. Chronic malnutrition is one of the most serious illnesses in the world; the damage done to children's brains and their bodies is irreversible in many cases<sup>26</sup>. Effectively fighting undernutrition means combining a comprehensive nutritional response with an integrated preventive approach.

☞ The prevention and treatment of different forms of undernutrition is a major strategic focus for Action Against Hunger, supported by the WASH department through the **5 pillars of the WASH'Nutrition strategy**:

#### INTEGRATION

Ensure the implementation of WASH projects in areas with a high prevalence of undernutrition.

#### BEHAVIOUR CHANGE

Ensure the sustainability of good hygiene WASH'Nutrition practices through the behavior change approach.

#### COORDINATION

Participate actively in integrating nutrition issues in the WASH sector, and vice versa, and improve the link between the two sectors' coordination platforms.

#### MOTHER-CHILD DYAD

Promote WASH strategies to eradicate stunting and support the growth and development of infants and young children from conception until the age of two by limiting infections and exposure to pathogens in pregnant women and the mother/child pair.

#### MINIMUM PACKAGE

Strengthen effectiveness of care for severely undernourished children by ensuring the integration of the WASH minimum package into nutrition rehabilitation programs when necessary.

☞ Furthermore, it is recommended to:

- **Facilitate the integration of nutritional care** into government health services in the countries of intervention by supporting the relevant ministries in improving WASH services in hospitals.
- **Promoting nutrition-sensitive WASH strategies** in government and donor policies, both in prevention and nutrition care.

## ADDRESS THE CAUSES OF HUNGER<sup>27</sup>

Action Against Hunger works with its partners to promote **nutrition security** and a nutrition-sensitive approach around the world when responding to humanitarian crises, through a multi-sectoral approach based on the conceptual framework of undernutrition. The WASH sector deploys its interventions within the framework of the guiding principles of Action Against Hunger's Nutrition Security Policy<sup>28</sup>, an intervention and advocacy strategy developed to enable a comprehensive multi-sectoral approach for target populations. This approach combines nutrition and health, food security and livelihoods, mental health, health system strengthening, and lastly, creating a safe environment with regard to water, sanitation and hygiene.

 The WASH sector is involved in addressing the causes of hunger as follows:

- Improve quality and access to drinking water and sanitation, and adapt hygiene and care practices in the communities in which we work, especially for pregnant women, mother/child pairs, and children under two, aiming to reduce the number of people suffering from preventable undernutrition caused by diseases related to the environment in which they live.
- Limit exposure to vector-borne infectious diseases.
- Ensure minimum WASH standards are applied (national standards, SPHERE or internal Action Against Hunger standards) in emergencies and in the medical infrastructures or schools of our intervention zones.
- Promote sustainable and climate-friendly agriculture with adequate water and soil management.
- Engage in collective efforts to address the root causes of hunger, including poverty, conflict, inequality, climate change, poor governance and insufficient political will.

## CHANGE THE WAY HUNGER IS VIEWED AND ADDRESSED<sup>29</sup>

We influence governments, international institutions and other actors as well as engage crisis-affected populations, citizens, civil societies and private actors to take action to end hunger.

 The following actions are critical in our work:

- Provide evidence of the extent and severity of hunger and undernutrition in the world and further explore the beneficial effects of WASH actions on undernutrition in operational research.
- Advocate for integrated WASH and nutrition approaches to increase coverage of care for acute malnutrition, reduce prevalence of undernutrition in children under five, and end preventable child mortality.
- Advocate for improved humanitarian response by the sector, and funding for its preparedness to meet the needs of crisis-affected populations.
- Work in networks and build alliances (civil society, academic partners and donors) to contribute in building a worldwide movement of actors raising their voices for urgent action by world leaders and national politicians to ensure universal access to water and sanitation, and nutrition security for all.





## SCALING-UP

The final objective is to scale up our interventions, have them be taken up, implying a change in sectoral policies and strategies, as well as a strong impact on programming of the sectoral activities. Based on strong operational research evidence, this process is achieved by combining stakeholder capacity building, communication and targeted advocacy. Stakeholder engagement progress is monitored and evaluated.

## 2 THEORY OF CHANGE FOR SCALING-UP

TO PRODUCE THE PROGRESS DESIRED FOR TARGET POPULATIONS, ACTION AGAINST HUNGER USES A THEORY OF CHANGE BASED ON FOUR PILLARS.

### TECHNICAL EXPERTISE AND INNOVATION

Action Against Hunger aims to become a leader in **technical expertise and innovation** on the links between undernutrition and the WASH sector, and on the effectiveness of our WASH interventions to improve the impact of our projects. We combine timely identification of technical challenges with our ability to generate innovation with other global and local actors. The results of our research and those of our partners, as well as our experience and technical capitalization are accessible to all, thanks to an effective information management system. Action Against Hunger relies on academic partners and research institutions to produce evidence validated by the sector.

Action Against Hunger adopts new technologies to improve its analysis and effectiveness:

- GIS software allows spatial analysis of vulnerability.
- E-learning and webinar platforms make it possible to quickly train employees and facilitate knowledge management.
- Information systems and particularly social networks allow wider coverage of humanitarian advocacy activities.
- Data collection via smartphone and tablet facilitates and improves the quality and accountability of needs assessments and field surveys without wasting paper.

### A LEGITIMATE AND POWERFUL VOICE

We strive at all times to have a **legitimate and powerful voice** based on our technical expertise and operational experience in WASH. We seek to engage in the countries in which we operate to promote solutions to improve the WASH sector to fight hunger, and to ensure the most vulnerable and disadvantaged are heard. Action Against Hunger works in our countries of operation to influence national policies and strategies for a better consideration of WASH in the fight against undernutrition, and also works internationally to promote their replication and scaling-up by

influencing forums, partnerships and strategic donors. Our ability to influence national and international decision-makers will be supported by our capacity to demonstrate the positive results of our actions. Our acclaimed technical expertise and our engagement in civil society networks have a key role in ensuring the implementation of state commitments. To spread its ideas, Action Against Hunger plays an active role in many international forums and is a member of several advocacy networks to advance collectively in these efforts<sup>30</sup>.





### TRANSFER OUR KNOWLEDGE AND OUR EXPERTISE

We always aim to **transfer our expertise in an appropriate way**, leaving a lasting and solid legacy. We learn from the communities in which we work and share best practices with our programs and partners. Our employees are recruited and trained to provide strong technical expertise and transfer their skills. Our ultimate ambition is to maximize the knowledge and capabilities of our partners and the societies where we work, so they have sufficient autonomy

to improve their WASH conditions and to fight undernutrition. Action Against Hunger develops North/South and South/South WASH partnerships to ensure knowledge dissemination, transfer of skills, and working effectively with limited resources. Thus, information and knowledge management is a fundamental axis within the organization, both internally for our staff and externally for our partners, through publications and tools available to all.

### OPERATIONAL CAPACITY

Our **operational capability** helps us reach our beneficiaries quickly and efficiently, especially in emergencies. It also allows our programmes to reach a significant scale in order to maximize our impact, particularly by working with well-trained local partners.

#### Logistics, administration and operation

The operational feasibility of WASH projects is carefully verified by the operations, logistics, finance, HR and MEAL<sup>31</sup> departments during project design. Action Against Hunger's logistics teams play a crucial role in our operations around the world. The ability to purchase and deliver equipment and services to beneficiaries in an efficient and timely manner is critical, especially in a context of increased crisis. The WASH department of Action Against Hunger has global and regional contingency stocks at its disposal, as well as in some countries affected by sudden crises. Several emergency teams based at Action Against Hunger's headquarters are deployable at any moment to ensure disaster preparedness or

respond to an emergency. The finance department manages the financial aspects of projects, based on clear procedures adapted to donor requirements and to different phases of the humanitarian response.

#### Human resources

Action Against Hunger's WASH interventions are implemented by experienced project managers, supervised by a field coordinator. Action Against Hunger strives to be as close as possible to end users by strengthening the role of project leaders and supporting the regionalization of our operations. We choose and train our employees with our renowned academic partners, setting up internal training systems and supporting junior and promising talents to obtain essential skills. Capacity development is based on established training courses (online training, technical workshops and face-to-face training), personalized professional development courses, and strong link with the programs.

**GENERATE,  
MANAGE,  
SHARE AND  
DISSEMINATE  
KNOWLEDGE IS  
AT THE HEART OF  
ACTION AGAINST  
HUNGER'S ISP  
2016-2020.**



Samuel Hauenstein - Wan pour Action contre la Faim - Chad

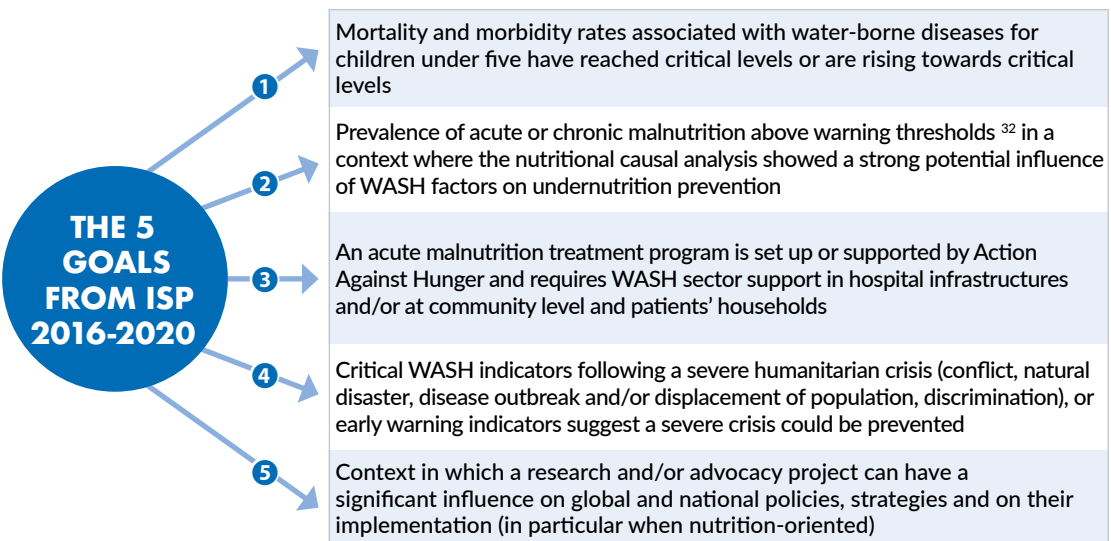


### ③ WASH INTERVENTION CRITERIA IN ACCORDANCE WITH THE STRATEGIC GOALS OF THE ISP (2016-2020)

The emergency response remains a primary strategy for the organization. During emergencies, rapid WASH or multisectoral interventions to save lives prevail over the need to set up long-term sustainable activities. Action Against Hunger will be able to intervene immediately in line with our “no regrets approach”, setting up activities that remain beneficial even if the risk against which they have been planned has not materialized. Action Against Hunger also acknowledges the importance of the humanitarian – development nexus (transition/exit strategy from emergency to development, early recovery, and implementing emergency preparedness/early warning systems in a stabilized situation).

Action Against Hunger recognizes that its role in the countries of intervention is temporary, and in most contexts the goal is to put sustainable and replicable WASH infrastructure or activities in place by local actors. From the beginning of its interventions, we identify the actors that can contribute to sector empowerment and ensure proper disengagement and a progressive transfer of responsibility and expertise to these actors when the intervention indicators show signs of improvement.

In accordance with the strategic goals of the organization, i.e. the International Strategic Plan (ISP) 2016-2020, Action Against Hunger intervenes with WASH programming, insofar as there are no other operators in the field or that their capacities are insufficient.



## 4 OPERATING PRINCIPLES AND MODALITIES

### HARMONIZED AND COHERENT APPROACHES IN THE ENTIRE ACTION AGAINST HUNGER NETWORK

Action Against Hunger's WASH interventions are harmonized in all our missions and follow the principles and approaches outlined in this policy, applying and adapting them to the context of our interventions. Tools and principles, such as the WASH Handbook for Populations at Risk as well as other manuals (see Annex 3), project cycle management, and monitoring and evaluation guidelines are requirements applied to all our projects. Innovation, synergy and sharing between the different Action Against Hunger offices is essential. In addition, the headquarters and missions complement each other and share areas of expertise and global responsibilities related to the needs of the sector.

### RESPECTING HUMANITARIAN PRINCIPLES



- The Action Against Hunger Charter
- 'Do No Harm' policy
- International Humanitarian Law
- ICRC Code of Conduct
- Minimizing security risks for Action Against Hunger employees and implementing partners

Action Against Hunger respects the humanitarian principles<sup>33</sup>, outlined in its international charter (see Annex 2) and in the ICRC Code of Conduct, which underpins each and every intervention. The safety of employees and implementing partners remains a major concern for the organization. A careful analysis of the security context is carried out before each intervention (daily if necessary) and the WASH activities are put in place only if there is no significant risk for the lives and health of staff. The "Do No Harm" principle aims to ensure that WASH activities do not adversely affect local communities, including humanitarian workers in the areas of intervention.

- When starting a WASH programme in a new zone (potentially apart from an emergency), an impact assessment is carried out in the areas of health, safety, social cohesion, inter-community tensions, child protection, the economy, civil society and the environment. During their induction training, Action Against Hunger employees are prepared to detect and report any negative impacts in these areas throughout the operation.

- The safety and health rules (securing sites with barriers, appropriate construction gear and outfits, etc.), in addition to the implementation and monitoring of building sites are the WASH project manager's responsibility.
- Programmes must preserve, and not adversely affect the environment, for example: ensuring decommissioning of infrastructures and rehabilitation of sites, non-contamination and moderate exploitation of resources, in particular by monitoring hydrological parameters of the intervention zones, and promoting good practices on rational use of water resources.
- The precautionary principle can cause project cancellation at any time an uncontrollable risk is identified.

### QUALITY OF INTERVENTIONS, MONITORING AND ACCOUNTABILITY

Besides the abovementioned principles, Action Against Hunger's WASH interventions also follow a code of practice consisting of certain technical and operational standards described in the OECD's Development Assistance Committee (DAC):

- Maximize the **effect** (immediate benefit) and **impact** (long-term) of our interventions for end users.
- Ensure intervention **coherence** (coordination and standardization) with the national standards promoted by institutions and humanitarian actors, especially those of the WASH coordination platforms.
- Maximize **coverage** (the number of end users accessing our programs).
- Ensure that interventions are **relevant, qualitatively sound**, owned by the communities we are servicing and meeting their needs.
- Ensure that the activities put in place are **sustainable**.
- Ensure the intervention is delivered in a **timely manner**.
- Ensure the activities' **efficiency** (e.g. competitive and coherent with costs of other actors) by maximizing available resources.

In addition, Action Against Hunger recommends to:

- Ensure **accountability**, as much towards the populations as to the partners and donors (external evaluations, complaint management mechanism).
- Ensure that cross-cutting **vulnerabilities** (disability, gender, etc.) are integrated throughout the project.



Action Against Hunger's WASH interventions are systematically accompanied by internal monitoring and evaluation systems, allowing rapid feedback and problem solving. The system also includes conducting external project evaluations, establishing complaint management mechanisms, having dedicated monitoring and evaluation staff, and using lessons learnt to improve future interventions. It also ensures the accountability of interventions to beneficiaries, donors and other partners, while developing relationships based on trust and compliance. Since 2016, an Action Against Hunger monitoring and evaluation guide has been used in the field, which includes an indicator kit, containing seven WASH key indicators that must be measured and compared systematically during baseline and endline surveys. The surveys measure diarrhea prevalence, knowledge and practice of handwashing at key moments, coverage rates of improved water points and latrines, child excreta management and WASH equipment in health centers and schools.

### NEEDS ASSESSMENT AND CONTEXTUAL ANALYSIS, PROJECT CYCLE IMPLEMENTATION

Action Against Hunger prepares to intervene in communities only after carrying out a needs and context assessment. The main indicators used in the assessments are linked to prevalence and vulnerability to undernutrition, following the causal patterns of undernutrition. In WASH, public health indicators, especially faecal diseases, coverage rates according to national and international standards (SPHERE, WHO) are primarily used. Action Against Hunger implements its projects through the six standard Project Cycle Management phases developed by the European Union:

- 1 Strategy
- 2 Needs analysis
- 3 Project data
- 4 Financing
- 5 Implementation and steering
- 6 Impact evaluation

### PARTICIPATORY APPROACH, GENDER AND INCLUSION

Interventions are based, to the greatest extent possible, on the active participation of all target communities, including women, children, and persons with disabilities (as well as the elderly or people living with HIV), from project design to implementation and evaluation. WASH activities are not only sensitive to the participation of vulnerable or marginalized groups but also promote gender equality<sup>34</sup> and equity. Projects are inclusive and non-discriminatory. Action Against Hunger has a specific gender policy, including a toolkit and minimum standards for WASH projects.

### INTEGRATED WATER RESOURCE MANAGEMENT, RESPECT FOR THE ENVIRONMENT, ADAPTIVE AND ECOLOGICAL APPROACHES

Action Against Hunger's activities are carried out to have a minimal impact on local natural resources, but also with a vision to sustain these resources<sup>35</sup>. Of particular concern are water resources and related resources including soil, pasture, forest, fauna and flora. Action Against Hunger restricts the use of materials impacting the environment directly, such as timber in areas at risk of deforestation. Action Against Hunger will seek to limit the negative impact of WASH activities, like sanitation and solid and liquid waste management, on the local environment and water resources. Action Against Hunger interventions are systematically accompanied by activities promoting rational use of water: reducing waste, promoting recycling and the use of alternative resources (rain and saline water), especially in areas impacted by climate change and resource shortage. The WASH sector works in close connection with the food security and livelihood (FSL) sector on agricultural water issues by promoting water and energy effective (solar pumping) irrigation practices and principles of agroecology.

## WASH AND MULTISECTORAL COORDINATION

Action Against Hunger works with the strategies endorsed by global, national and sub-national sectoral coordination platforms. The WASH department plays an active role in coordination, taking part in advisory and working groups set up by the WASH coordination platforms present in the countries of intervention. When the Humanitarian Cluster system is activated, Action Against Hunger can be a facilitator or co-facilitator. Action Against Hunger influences and follows up on the strategies and operational guidelines of the Global WASH Cluster in the context of emergency response and preparedness.

## ENGAGING IN PARTNERSHIPS

Action Against Hunger is actively involved in local and international partnerships allowing either local capacity strengthening and gradual disengagement, or scaling up of our interventions. Moreover, in many of our countries of operation, particularly in urban areas, local authorities today have the capacity to put in place efficient public-private sector partnership systems on aspects such as water supply, water treatment or solid waste collection. Action Against Hunger aims to become an important player in these systems by strengthening government and private operators' capacities, or by providing technical assistance to governments

so that the most vulnerable populations could benefit from services offered. Social entrepreneurship-based partnerships are also established with businesses that comply with Action Against Hunger ethical standards to help finance projects, provide innovative tools or deploy technical experts that occasionally intervene in our activities.

## LEAD BY EXAMPLE

Action Against Hunger applies its operational principles both to end users as well as to the workplace and living standards of employees. Staff must be role models of the good practices they promote, such as washing hands with soap, treating water, or using toilets, in the office and in contact with communities, in addition to complying with all the organization's compulsory rules and regulations. With the logistics department's support, Action Against Hunger WASH employees promote dry latrine use to reduce water consumption and limit aquifers contamination, rainwater collection and reuse, waste sorting and recycling, composting, and use of renewable energy. Hand washing stations, permanently equipped with soap and water, are available in work places and living areas. Gender equality and inclusion of people with disabilities is systematically integrated into facilities, with adapted and appropriately signed separate toilets.

## GUIDING PRINCIPLES OF ACTION AGAINST HUNGER 2016-2020 TECHNICAL STRATEGY



**ACTION-DRIVEN**



**PEOPLE-CENTERED**



**SIMPLE-PUT**



**QUALITY-FOCUSED**



**JOINTLY-DONE**



## 5 WASH SECTOR AREAS OF IMPLEMENTATION IN CONTRIBUTION TO ACTION AGAINST HUNGER STRATEGY

THE MAIN ACTION AGAINST HUNGER WASH AREAS OF IMPLEMENTATION ARE LISTED BELOW BASED ON THEIR LINK AND CONTRIBUTION TO THE FIVE STRATEGIC GOALS OF THE INTERNATIONAL STRATEGIC PLAN OF ACTION AGAINST HUNGER:

### CONTRIBUTION TO GOAL 1

#### MORTALITY REDUCTION IN CHILDREN UNDER FIVE YEARS OF AGE

One of the main goals of the Action Against Hunger WASH sector is to reduce mortality due to diseases related to lack of water, sanitation and hygiene: diarrheal diseases, intestinal parasites, as well as respiratory infections and malaria. **Action Against Hunger contributes to this strategic goal through several areas of implementation:**

#### Sustainable increases in coverage of basic WASH infrastructure

This approach is at the heart of Action Against Hunger's WASH activities. In order to contribute to SDG achievement, Action Against Hunger ensures that communities, schools and health centers in its areas of intervention have access to water points, latrine infrastructure and hygiene kits, conforming to national standards, which are effective and durable. As child exposure to fecal pathogens plays a very important role in undernutrition, Action Against Hunger places special emphasis on sanitation, seeking maximum coverage and replication at local level (through Community-Led Total Sanitation or CLTS), while encouraging the population to improve their infrastructure as well. Commitment at the

community level, with participation of the private sector, and regulations on the role of authorities all play an important role in ensuring lasting change. Action Against Hunger also advocates for integration of hygiene education and appropriate use of water resources in the school curriculum of its countries of operation. This results in implementation of WASH standards in schools and health centers, and for improved funding processes for community-based WASH activities.

#### Behavior change related to WASH

Behavioral change across all areas of Action Against Hunger programs plays a key role in reducing morbidity, particularly in child undernutrition and health care practices provided by mothers to children. Action Against Hunger seeks to go beyond hygiene promotion approaches based on public health educational communication and focuses on promoting strategic approaches that strive for sustainable and responsive behavior change. Action Against Hunger implements formative researches such as barrier analyses to define the best context-specific behavior change strategy, and explores approaches such as social marketing, CLTS, and use of mobile phones and social networks to effectively reach the maximum number of people.

## Urban planning

The Action Against Hunger Urban approach has three areas of focus:

- **Undernutrition in urban areas**

Cities contain pockets of vulnerability (slums, informal settlements) that may have undernutrition rates beyond emergency thresholds, as well as a high exposure to waterborne diseases. Action Against Hunger's treatment and undernutrition activities are increasingly taking place in urban areas and require support from the WASH sector.

- **City vulnerabilities in the face of emergencies**

The majority of cities are located along coasts and are exposed to climatic hazards, now more than ever<sup>36</sup>. Cities are also vulnerable to armed conflicts, as they tend to become refuge areas for displaced persons and refugees, as well as epidemics (cholera, Ebola, and typhoid). Consequently Action Against Hunger's WASH emergency operations are increasingly rolled out in urban areas.

- **Universal access to drinking water and sanitation**

With the majority of the world's population now urban, achieving SDG 6<sup>37</sup> demands improved services in cities. This requires considerable efforts on renewing existing networks, but also on creating alternatives for water and sewage networks, which are sometimes not suitable for new and growing cities. The governance sector that Action Against Hunger supports is to consolidate partnerships between civil society, municipal authorities and the private sector. These partnerships need additional efforts to be successful, especially by reinforcing their interaction as much as possible, like through Public Private People Partnerships (PPPPs)<sup>38</sup>.

## CONTRIBUTION TO GOAL 2

### REDUCTION IN PREVALENCE OF CHRONIC AND ACUTE UNDERNUTRITION

The reduction in diseases linked to WASH results in a reduction in the risk of undernutrition. Action Against Hunger therefore pays specific attention to nutrition-sensitive approaches, which play a key role in achieving this strategic goal.

#### WASH' Nutrition

Action Against Hunger summarized its position and recommendations on WASH and Nutrition intergration in the WASH'Nutrition guidebook and strategy<sup>39</sup>, which describes relevant WASH approaches to accompany treatments and prevent chronic and acute malnutrition. This strategy emphasizes the importance of: geographically integrated programming in high prevalence areas, a focus on the mother/child pair through the 1000 day window (see below), the emphasis on behavior change, exchanges between WASH and nutrition-health coordination platforms, and finally, ensuring and reinforcing principles of the WASH minimum package both in communities (health centers) as well as households (home) affected by undernutrition.

#### Baby WASH and the 1000 days<sup>40</sup> approach

Stunting is a gradual, cumulative, and chronic process occurring over a long period, between conception and 24 months of age. Current facts suggest that poor WASH conditions, causing diarrhea, intestinal parasites, and environmental enteropathy in mother and child, are a major cause of delayed child growth.

The Baby WASH concept adapted by Action Against Hunger integrates WASH, nutrition and maternal and child health during the first 1000 days from the child's conception. A set of activities was developed for this period, including disinfection of drinking water and improved food, body and environmental hygiene of mothers and babies.

#### Nutritional security, food security and livelihood consolidation strategies

In many contexts, producing basic food and generating income depend on water production and its economic purposes (home gardening, animal husbandry, etc.). Action Against Hunger promotes farming systems by bringing improved irrigation systems adapted to resource-poor environments, while taking into account aquifer sustainability and climate change. Positive impacts and the strategic use of sanitation chain by-products (compost and black/gray water reuse) for agriculture are now well known. The WASH and FSL departments at Action Against Hunger work together throughout different cycles of these projects in order to offer integrated solutions to beneficiaries, as part of the general nutrition security strategy described above.



### CONTRIBUTION TO GOAL 3

#### INCREASE IN COVERAGE OF PROGRAMMES TO TREAT SEVERE ACUTE UNDERNUTRITION

##### WASH in Health

In addition to addressing the reduction of prevalence of undernutrition, the WASH department supports the nutrition and health departments during the treatment of undernourished children, particularly in the areas where community management of acute malnutrition (CMAM)<sup>41</sup> is offered. It is done at two levels: adding a home-based WASH package<sup>42</sup> to the conventional nutrition treatment, and ensuring WASH minimum standards are applied (access to treated water, clean latrines for patients and employees, medical waste management, etc.) in medical facilities providing undernutrition treatment, to limit the risk of nosocomial infections for already very weak undernourished children and mothers. Most health centers practicing nutritional rehabilitation are part of the government health system, so we need advocate for governments to adopt these “WASH in health” strategies.

### CONTRIBUTION TO GOAL 4

#### NEEDS ARE COVERED DURING EMERGENCIES

##### Mortality and morbidity risk reduction during humanitarian crises

The response to humanitarian crises remains a major concern for Action Against Hunger. The WASH department is often at the front line of the emergency response through provisioning water and sanitation services, and helping affected populations maintain an acceptable level of hygiene in these dire situations. The objectives are to save lives by reducing epidemic risks and WASH infection incidence, maintaining the dignity of populations and supporting the work of other emergency sectors such as nutrition, health, protection and education. Action Against Hunger intervenes in epidemic contexts at both the prevention and response stages. This concerns outbreaks of cholera, but



also other public health crises such as Ebola. To fight against cholera, Action Against Hunger applies the Shield and Sword strategy, working in prevention and preparedness in risky or endemic areas and responding directly to epidemics when local capacities are not able to provide an appropriate response.

Action Against Hunger has the capacity to respond promptly through several mechanisms:

- 1 Internal and external emergency funds allow an immediate implementation of emergency activities.
- 2 A multisectoral emergency team ready to be deployed to initiate or support missions in their emergency response.
- 2 Emergency stocks are available at the global and local level to facilitate rapid response.

In addition, Action Against Hunger is involved in the cluster system's rapid response mechanism and regularly deploys qualified staff to support the WASH sector coordination during emergencies.

### Emergency preparedness mechanisms, mitigation and building resilience

Action Against Hunger seeks to mitigate the impact of crises in its countries of operation through effective emergency preparedness, and participating in the establishment and delivery of early warning systems. The Action Against Hunger multi-sectoral emergency preparedness plan is developed for each country office and integrated into the inter-agency or national contingency plan. In addition, Action Against Hunger helps communities and local authorities in its areas of intervention to develop their contingency plans, along with the relevant ministries at national level.

Disaster Risk Management aspects are also integrated into WASH advocacy actions, in particular on:

- Raising awareness of national and local governments on the links between climate-related risks, poor WASH conditions and nutritional insecurity.
- Issuing funds for setting up adaptive strategies to climate change for the most affected populations.
- Addressing climate change among networks and partnerships developed by the WASH department in order to influence governments and other international actors to adopt policies that limit climate change and its effects.

Finally, the WASH department at Action Against Hunger is engaged in multisectoral actions to prevent and mitigate the effects of climate change and strengthen the resilience of affected populations. We systematically introduce sustainable water and water resource management to our beneficiaries and promote adaptive approaches and technologies with minimal impact on climate and environment such as: renewable energy, integrated water resource management, ecological sanitation approaches, responsible irrigation, groundwater resource and aquifer recharge infrastructure monitoring.

### Actions Against Hunger participation in humanitarian coordination

Action Against Hunger is involved in humanitarian coordination at different levels, from global (*representation at the Inter-Agency Steering Committee (IASC) through the International Council of Voluntary Agencies (ICVA), involvement in several technical Clusters, participation in Strategic Orientation Groups*), to national level (*sectoral coordination in the capital*) and sub-national (*in provinces*). Action Against Hunger has supported the Humanitarian Reform since its inception in 2005. Action Against Hunger also ensures that its WASH coordinators and project managers participate in coordination, either by running specific working groups or by co-facilitating coordination alongside UNICEF partners and local governments.

### Monetary approaches and markets

The WASH department of Action Against Hunger is aware of the positive effects of its programs, but also keeps in mind the "Do No Harm" principle, especially when using monetary and market approaches during humanitarian crises. The WASH Department of Action Against Hunger recommends as a minimum:

- Detailed analysis of WASH markets during emergency preparedness; a rapid market analysis during emergencies; market monitoring (price and availability of equipment and services) to anticipate and prevent any anomaly.
- Using local markets for WASH products or services as soon as it seems applicable, for example for hygiene kits, water trucking and desludging.
- Using multi-sectoral cash transfers when minimum conditions are fulfilled (secure environment, functional local markets, and adequate education levels of the user populations).

**CONTRIBUTION TO GOAL 5****COUNTRY OFFICE AND THE INTERNATIONAL COMMUNITY STRATEGIES ON UNDERNUTRITION ARE IMPROVED BY ACTION AGAINST HUNGER'S PROVISIONING OF RELIABLE EVIDENCE AND EXPERTISE****Improving sector governance**

The integration of governance into Action Against Hunger's WASH programme is to embed our work in a legal, ethical, inclusive and sustainable framework for our beneficiaries, and to help promote and enforce the Right to Water and Sanitation, as recognized by the international community in 2010. The studies conducted by the WASH Department of Action Against Hunger and the organization's contribution to the OECD platform WGI<sup>43</sup>, led Action Against Hunger to adopt the following governance strategies:

- Promote coordination among sector stakeholders through a formal coordination platform, like the WASH Cluster or a similar network.
- Evaluate and support local WASH institutions' capacity building, in line with national policies.
- Provide technical assistance to governments on WASH issues in development or humanitarian contexts.
- Unite and reinforce actors, particularly actors in the private sector, to provide water system supply and maintenance services.
- Create and strengthen links between communities and institutions.
- Support local Disaster Risk Management initiatives including monitoring and early warning systems linked to water resources.

Action Against Hunger contributes to achieving the SDGs by setting up WASH activities in the field, as well as by promoting the Right To Water and Sanitation. The organization emphasizes this through civil society, and also by increasing the external development assistance dedicated to WASH.

**Capacity Building for the WASH Sector**

Action Against Hunger is determined to transmit its knowledge, especially on the organization's major themes, such as the links between WASH'Nutrition, water governance and emergency management, both internally and externally. Action Against Hunger supports academic partners, especially in the South, and has even initiated and supported academic trainings such as the Humanitarian WASH Masters degree started in 2008 in Ouagadougou (Burkina Faso) at the Regional University 2ie. Action Against Hunger aims to share its training contents with all the actors of the sector, in line with its principle of scaling up (see p.16).

**WASH Advocacy: Nutrition, Emergency, relations with civil society and young professionals**

Action Against Hunger seeks to extend its impact on the fight against hunger by mitigating the problem in the short term and by addressing its causes in the long term, through three lines of advocacy:

**• WASH' Nutrition and Health**

The goal is for the WASH sector to be better integrated and funded in health and nutrition policies and strategies, and for WASH policies and plans to be more nutrition-sensitive. Action Against Hunger promotes the WASH'Nutrition approach in strategic forums<sup>44</sup> in these two sectors, as well as scales up good practices of integrating WASH'Nutrition in its priority countries. Action Against Hunger also strengthens this integration into the global strategic partnerships in which the NGO partakes<sup>45</sup>.

**• WASH in emergency**

The objective of the organization's advocacy axis is to improve humanitarian WASH aid and funding to meet the needs of crisis-affected populations. Action Against Hunger campaigns for the inclusion of WASH in emergency contexts in various water sector agendas, including SDG implementation.

**• WASH and civil society**

The aim is to mobilize civil society to strengthen the implementation of State commitments in the WASH sector. Action Against Hunger supports civil society participation, particularly in Southern countries ("*Butterfly Effect*") and young professionals ("*Young Delegates of the World Water Council*" project) in the WASH decision-making sphere, such as the World Water Forum.



# ANNEXES

# ANNEX 1

## List of acronyms

<b>CLTS</b>	COMMUNITY LED TOTAL SANITATION	<b>IMG</b>	INTERNATIONAL MANAGEMENT GROUP
<b>CM</b>	CHRONIC MALNUTRITION	<b>MEAL</b>	MONITORING EVALUATION ACCOUNTABILITY & LEARNING
<b>CMAM</b>	COMMUNITY MANAGEMENT OF ACUTE MALNUTRITION	<b>MDG</b>	MILLENIUM DEVELOPMENT GOAL
<b>CSO</b>	CIVIL SOCIETY ORGANISATION	<b>NGO</b>	NON-GOVERNMENTAL ORGANIZATION
<b>DAC</b>	DEVELOPMENT AID COMMITTEE	<b>OECD</b>	ORGANIZATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT
<b>FSL</b>	FOOD SECURITY AND LIVELIHOOD	<b>ODK</b>	OPEN DATA KIT
<b>GAM</b>	GLOBAL ACUTE MALNUTRITION	<b>PPP</b>	PUBLIC-PRIVATE PARTNERSHIP
<b>GIS</b>	GEOGRAPHIC INFORMATION SYSTEM	<b>PPPP</b>	PUBLIC PRIVATE PEOPLE PARTNERSHIP
<b>HIV</b>	HUMAN IMMUNODEFICIENCY VIRUS	<b>SAM</b>	SEVERE ACUTE MALNUTRITION
<b>HR</b>	HUMAN RESOURCE	<b>SDG</b>	SUSTAINABLE DEVELOPMENT GOAL
<b>IASC</b>	INTER-AGENCY STANDING COMMITTEE	<b>UNICEF</b>	UNITED NATIONS CHILDREN'S FUND
<b>ICRC</b>	INTERNATIONAL COMMITTEE OF THE RED CROSS	<b>WASH</b>	WATER, SANITATION AND HYGIENE
<b>ICVA</b>	INTERNATIONAL COUNCIL OF VOLUNTARY AGENCIES	<b>WGI</b>	WATER GOVERNANCE INITIATIVE

# ANNEX 2

## Action Against Hunger Charter

Action Against Hunger is a non-governmental, private, non-political, non-religious and non-profit organization. It was established in France in 1979 to deliver aid throughout the world. Its aim is to save lives by combating hunger, disease and situations of distress that threaten the lives of vulnerable children, women and men.

Action Against Hunger intervenes in the following situations:

- in natural or man-made disasters that threaten food security or that result in famine;
- in situations of social/economic breakdown, linked to internal or external circumstances that place certain populations in extremely vulnerable positions;
- in situations where survival depends on humanitarian aid.

Action Against Hunger brings assistance either during the crisis itself through emergency interventions, or afterwards through rehabilitation and recovery programs. Action Against Hunger also intervenes to prevent certain high-risk situations. The goal of all Action Against Hunger programmes is to enable their users to regain their autonomy and livelihood as quickly as possible without relying on external assistance.



All members of Action Against Hunger worldwide adhere to the principles of the Charter and comply with them in their work.

Actions Against Hunger respects following principles:

### INDEPENDENCE

Action Against Hunger acts according to its own principles in order to maintain its moral and financial independence. Action Against Hunger's actions are not defined in terms of domestic or foreign policies, nor does the organization act in the interest of any government.

### NEUTRALITY

A victim is a victim. Action Against Hunger maintains a strict political and religious neutrality and impartiality. Nevertheless, Action Against Hunger may denounce human rights violations that it has witnessed as well as the obstacles put in the way of its humanitarian action.

### NON-DISCRIMINATION

Action Against Hunger refutes all discrimination based on race, sex, ethnicity, religion, nationality, opinion or class.

### FREE AND DIRECT ACCESS TO VICTIMS

Action Against Hunger demands free access to victims and direct control of its programs. Action Against Hunger uses all means available to achieve these principles, and will denounce and act against any obstacle preventing it from doing so. Action Against Hunger also verifies the allocation of its resources to ensure that the resources reach those individuals for whom they are destined. Under no circumstances can partners working together with or alongside Action Against Hunger become the ultimate beneficiaries of Action Against Hunger aid programmes.

### PROFESSIONALISM

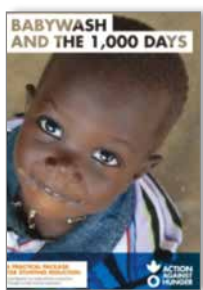
Action Against Hunger bases the conception, realization, management and assessment of its programmes on professional standards and its years of experience to maximise its efficiency and the use of resources.

### TRANSPARENCY

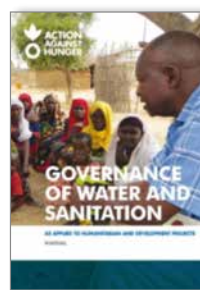
Action Against Hunger is committed to respecting a policy of total transparency and disclosure to beneficiaries, donors, and partners encourages the availability of information on the allocation and management of its funds. Action Against Hunger is also committed to providing guarantees of its good management.

# ANNEX 3

## Action Against Hunger WASH manuals and reference guides



**BABYWASH AND THE 1,000 DAYS**  
2017 - (ENG & SP)



**GOVERNANCE OF WATER AND SANITATION**  
AS APPLIED TO HUMANITARIAN AND DEVELOPMENT PROJECTS  
2017 - (ENG & FR)



**WASH' NUTRITION**  
A PRACTICAL GUIDEBOOK ON INCREASING NUTRITIONAL IMPACT THROUGH INTEGRATION OF WASH AND NUTRITION PROGRAMMES  
2017 - (ENG & SP)



**MULTI-SECTORAL MONITORING & EVALUATION GUIDELINES**  
2016



**DESIGNING AND MANAGING RESEARCH PROJECTS**  
A PRACTICAL GUIDE FOR FIELDWORKERS  
2016



**SAM 2020**  
AN AGENDA FOR SCALING-UP THE MANAGEMENT OF SEVERE ACCUTE MALNUTRITION BY 2020  
2015



**BABY FRIENDLY SPACES**  
A TECHNICAL MANUAL  
2014



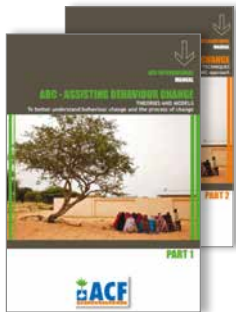
**NUTRITION SECURITY POLICY**  
2014 - (ENG FR & SP)



**ACTION AGAINST HUNGER GENDER POLICY**  
2016 - (ENG & FR)



**ACTION CONTRE LA FAIM TECHNICAL MANUAL**  
HOW TO INTEGRATE WASH AND MHCP ACTIVITIES  
2013



**ASSISTING BEHAVIOUR CHANGE - PART 1 AND 2**  
THEORIES AND MODELS,  
PRACTICAL IDEAS AND  
TECHNIQUES  
2013



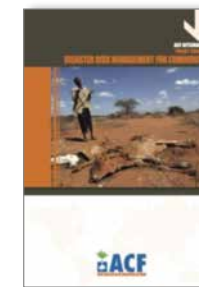
**CHOLERA OPERATIONAL POSITIONING PAPER**  
2012



**FIGHT AGAINST CHOLERA**  
2013 - (ENG & SP)



**WASH & ENVIRONMENT POSITIONING PAPER**  
2012



**DISASTER RISK MANAGEMENT FOR COMMUNITIES**  
2011



**USE OF SYSCAL IN THE CONTEXT OF GEOPHYSICAL PROSPECTION MISSIONS**  
2010



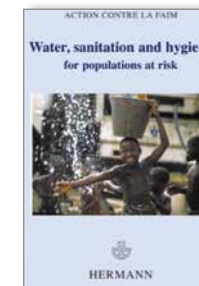
**USE OF TEM-FAST IN THE CONTEXT OF GEOPHYSICAL PROSPECTION MISSIONS**  
2010



**HOW TO MAKE WASH PROJECTS SUSTAINABLE AND SUCCESSFULLY DISENGAGE IN VULNERABLE CONTEXTS**  
2007



**WATER AND HIV: WORKING FOR POSITIVE SOLUTIONS**  
2007 - (ENG & SP)



**WATER, SANITATION AND HYGIENE FOR POPULATIONS AT RISK**  
2005

# ANNEX 4

## List of typical WASH activities implemented by Action Against Hunger

<p><b>CONTEXT ANALYSIS AND STUDIES</b></p> <ul style="list-style-type: none"> <li>• Socio-economic studies related to water and sanitation</li> <li>• KAP surveys, sanitary surveys</li> <li>• Evaluation of existing and potential water resources</li> <li>• Monitoring hydrogeological parameters (<i>piezometric levels, etc.</i>)</li> <li>• Formative research in Behavior Change (<i>Barrier Analysis</i>)</li> <li>• WASH market analysis in emergencies</li> </ul>	<p><b>WATER SUPPLY AND WATER MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Construction/rehabilitation of water point:               <ul style="list-style-type: none"> <li>- Well</li> <li>- Boreholes</li> <li>- Rainwater harvest</li> <li>- Collection from springs, lakes and rivers</li> <li>- Drilling</li> </ul> </li> <li>• Conservation of water sources: integrated resource management</li> <li>• Water systems for agriculture (<i>irrigation</i>) and for livestock (<i>cattletroughs</i>)</li> <li>• Installation of water extraction systems:               <ul style="list-style-type: none"> <li>- Manual (<i>e.g. rope and bucket</i>)</li> <li>- Motor pumps (<i>electricity</i>)</li> <li>- Man powered pumps (<i>hand/foot</i>)</li> <li>- Water trucking</li> <li>- Gravity</li> <li>- Solar systems</li> </ul> </li> <li>• Water quality analysis and monitoring</li> <li>• Water treatment (<i>collection point and point of use/consumption</i>)</li> <li>• Water storage and distribution</li> <li>• Public-Private Partnership and Civil Society (PPP and PPPP)</li> </ul>	<p><b>HYGIENE</b></p> <ul style="list-style-type: none"> <li>• Construction/ rehabilitation of sanitary infrastructure:               <ul style="list-style-type: none"> <li>- Showers and laundry (<i>washing areas/slabs</i>)</li> <li>- Hand-washing facilities</li> </ul> </li> <li>• PHAST and other participatory approaches (<i>social marketing, etc.</i>)</li> <li>• Hygiene education (<i>at schools</i>)</li> <li>• Hygiene promotion:               <ul style="list-style-type: none"> <li>- Basic hygiene habits such as hand washing</li> <li>- Water and latrine use</li> <li>- Food hygiene</li> <li>- Hygiene kit distribution</li> </ul> </li> </ul>
<p><b>EXCRETA MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Latrine construction/rehabilitation</li> <li>• Composting/ecological sanitation</li> <li>• Community-Led Total Sanitation (CLTS)</li> </ul>	<p><b>DISASTER RISK MANAGEMENT AND RESPONSE</b></p> <ul style="list-style-type: none"> <li>• Preparedness, mitigation and prevention</li> <li>• Emergency response</li> <li>• Protection of river banks, soil conservation, environment</li> <li>• Emergency aid delivery through monetary system (<i>vouchers, cash</i>)</li> </ul>	<p><b>KNOWLEDGE TRANSFER AND CAPACITY BUILDING</b></p> <ul style="list-style-type: none"> <li>• Strengthening local and national structures and training</li> <li>• Management models set up, operating system</li> <li>• Data collection and information transfer</li> <li>• Water Policy Development</li> <li>• Trainings at universities and academic partners</li> </ul>
<p><b>LIQUID WASTE</b></p> <ul style="list-style-type: none"> <li>• Sewage systems and treatment</li> <li>• Drainage systems, grease traps and soakaway pits</li> </ul>	<p><b>RESEARCH AND CAPITALIZATION</b></p> <ul style="list-style-type: none"> <li>• Doctorates</li> <li>• Masters</li> <li>• Ad-hoc search</li> <li>• Systematic capitalization</li> </ul>	<p><b>SUSTAINABILITY, PARTNERSHIP AND DISENGAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Operation and maintenance</li> <li>• Partnership models</li> <li>• Disengagement strategies</li> </ul>
<p><b>SOLID WASTE</b></p> <ul style="list-style-type: none"> <li>• Waste management</li> <li>• Medical waste management</li> <li>• Value chain approach, recycling</li> </ul>	<p><b>ADVOCACY AND GOVERNANCE</b></p> <ul style="list-style-type: none"> <li>• Promotion of legal framework, right and good governance</li> <li>• Gender promotion</li> <li>• WASH'Nutrition</li> <li>• WASH in emergency</li> <li>• Civil society</li> </ul>	
<p><b>VECTOR CONTROL</b></p> <ul style="list-style-type: none"> <li>• Risk analysis</li> <li>• Vector related hygiene awareness</li> <li>• Mosquito net distribution, etc.</li> <li>• Insecticides, rodents and disinfection, fly traps</li> </ul>		



# ANNEX 5

## Key web resources

In the table below are listed the main online resources complementing or accompanying ACF's WASH policy.

ORGANISATION	URL	AVAILABLE RESOURCES
<b>ACTION AGAINST HUNGER</b>	<a href="https://www.actionagainsthunger.org/">https://www.actionagainsthunger.org/</a>	The site of the Action Against Hunger network. All Action Against Hunger policies and technical manuals are downloadable.
<b>ACAPS</b>	<a href="https://www.acaps.org/">https://www.acaps.org/</a>	Independent information provider specializing in the analysis and assessment of humanitarian needs.
<b>CAWST</b> (Center for affordable Water and Sanitation Technology)	<a href="http://www.cawst.org/">http://www.cawst.org/</a>	Major center of expertise in water and sanitation in developing countries offering training and technical advice.
<b>CDC</b> (Center for Disease control and Prevention)	<a href="http://www.cdc.gov">http://www.cdc.gov</a>	Major operational branch of the US Department of Health. Key WASH partner for public health research and epidemiology.
<b>GERMAN WASH NETWORK</b>	<a href="http://www.washnet.de/en/">http://www.washnet.de/en/</a>	Advocacy and knowledge exchange network in WASH. Offers many specialized trainings.
<b>GLOBAL WASH CLUSTER</b>	<a href="http://washcluster.net/">http://washcluster.net/</a>	Global partnership to improve coordination and WASH humanitarian response. Offers many resources on WASH humanitarian coordination.
<b>HUMANITARIAN RESPONSE INFO</b> (OCHA)	<a href="https://www.humanitarianresponse.info/">https://www.humanitarianresponse.info/</a>	Central site for information management between emergency responders. Portal of access to the specific sites of each emergency / country.
<b>PSeau</b>	<a href="https://www.pseau.org/">https://www.pseau.org/</a>	WASH organization network. The site contains key resources of the WASH sector, particularly for French-speaking Africa.
<b>RELIEFWEB</b> (OCHA)	<a href="http://reliefweb.int/">http://reliefweb.int/</a>	Main source of information on humanitarian crises. Contains numerous technical documents, operational updates and job offers.
<b>SUSANA</b> (Sustainable Sanitation Alliance)	<a href="http://www.susana.org/en/">http://www.susana.org/en/</a>	Informal network of WASH specialists representing a platform for sectoral coordination and collaborative work.
<b>UNICEF</b>	<a href="https://www.unicef.org">https://www.unicef.org</a>	Leading agency of the WASH cluster and key player in the sector. Offers many resources, especially on the latest research in WASH.
<b>WASHPLUS</b> (USAID)	<a href="http://www.washplus.org/">http://www.washplus.org/</a>	Proposes interventions improving the WASH environment of households and communities. The site contains many technical resources.
<b>WEDC</b>	<a href="https://wedc-knowledge.lboro.ac.uk/">https://wedc-knowledge.lboro.ac.uk/</a>	Institutes of Education and Research in WASH. Gateway to download many technical resources, and participate in international events.
<b>WHO</b> (World Health Organization)	<a href="http://www.who.int/fr/">http://www.who.int/fr/</a>	Health cluster UN Agency lead. Essential partner of ACF in nutrition and health. Proposes certain key WASH international standards.

## References

- 1 Source: Preventing diarrhoea through better water, sanitation and hygiene, Exposure and impacts in low- and middle-income countries, WHO, 2014.
- 2 Halving between 1990 and 2015, from 90 to 43 deaths per 1,000 live births. Source: Millennium Development Goals Report 2015.
- 3 91% of the world's population has access to a source of drinking water in 2015, up from 76% in 1990. Source: Millennium Development Goals Report 2015.
- 4 Although the proportion of people defecating in the open has decreased by almost half between 1990 and 2015, only 68% of the world's population has access to improved sanitation facilities in 2015, with large disparities across continents. Source: Millennium Development Goals Report 2015.
- 5 Formative research leading to the identification of specific barriers to the desired behavioral change, and proposing solutions to overcome them.
- 6 Annual report 2016.
- 7 For example, there is a drop in mortality from diarrheal diseases of more than 20% between 2005 and 2015. Infant mortality related to diarrheal disease is around 525 000 deaths per year. Source, WHO Diarrhea Fact Sheet, <http://www.who.int/mediacentre/factsheets/fs330/en/>
- 8 See previous section.
- 9 Source, WHO Diarrhea Fact Sheet, <http://www.who.int/mediacentre/factsheets/fs330/en/>
- 10 See case-fatality rates by country on the WHO website, [http://www.who.int/gho/epidemic\\_diseases/cholera/case\\_fatality\\_rate/en/](http://www.who.int/gho/epidemic_diseases/cholera/case_fatality_rate/en/)
- 11 WHO 2015. 2 million are due to chronic malnutrition, and 1.5 million to acute malnutrition.
- 12 The UN announces 250 million climate refugees by 2050, and 18.9 million in 2015 alone, according to The Internal Displacement Monitoring Center (IDMC).
- 13 In 2015, the largest number of forced displacements since the Second World War was recorded, including 15.1 million refugees (IOM, Global Migration Trends).
- 14 On average, only 40% of the required humanitarian funding is covered (Global Humanitarian Assistance Report 2017). The WASH sector remains largely underfunded, with 4% of total humanitarian WASH funds, compared with 12% for food aid and 30% for health (Financial Tracking System, UNOCHA, 2015).
- 15 In particular through the Cluster system, sectoral coordination groups in which Action Against Hunger is strongly involved.
- 16 Source: WASH inter-agency meeting report, Brussels, 2017
- 17 World Bank, Urban Population <https://data.worldbank.org/indicator/SP.URB.TOTL>
- 18 Goal number 6: Ensure availability and sustainable management of water and sanitation for all.
- 19 These principles are divided into three distinct categories: 1. Clear and achievable policy goals, 2. Sustainable water management at the least cost to society, 3. Inclusion of stakeholders and legitimacy and the integrity of the water sector. Source: Handbook on Water and Sanitation Governance, Action Against Hunger, 2015.
- 20 Source, Report: "Humanitarian crises, emergency preparedness and response: the role of business and the private sector", Humanitarian policy group, 2014.
- 21 Through the pay-as-you-go system, a donor gives itself the opportunity to pay its implementing partner only on the basis of achieving the expected results, without taking into account the many external factors that hinder or prevent implementation of the project.
- 22 The "Transformative Agenda" notably clarified financing methods and the leadership of humanitarian responses.
- 23 See note 32.
- 24 Strategic Axis I of the International Strategic Plan Action Against Hunger 2016-2020.
- 25 Source: International Strategic Plan Action Against Hunger 2016-2020.
- 26 This includes delayed motor development, impaired cognitive function, poor school performance, and an increased likelihood of chronic illness and early mortality. This in turn leads to lower economic productivity, which reinforces the cycle of poverty and hunger.
- 27 Strategic Axis II of the International Strategic Plan Action Against Hunger 2016-2020.
- 28 Nutrition Security Policy, Action Against Hunger International, 2014.
- 29 Strategic Axis III of the International Strategic Plan Action Against Hunger 2016-2020.
- 30 See list in annex
- 31 Monitoring, Evaluation, Accountability and Learning.
- 32 WHO critical alert thresholds: MAG  $\geq$  15%; IP  $\geq$  30%; MC  $\geq$  40% and Emergency: DAM > 2%.
- 33 Humanity: humanitarian imperative, Impartiality: prioritizing the need on all other considerations, Neutrality: not taking sides and Independence: not being influenced (UN 1991 and 2004).
- 34 Encompassing the diversity of sexual orientations and gender identities.
- 35 Source: Wash and environment positioning paper. Action Contre la Faim, 2012
- 36 82% of cities are exposed to at least one major risk. Sources: World City Data Booklet 2017 - A Department of Economic and Social Affairs.
- 37 Sustainable Development Goal number 6: "Ensuring access to safe water and sanitation and sound management of freshwater ecosystems".
- 38 Public Private People Partnership WASH'Nutrition.
- 39 Practical Guide for Improved Nutritional Impact through Integrated WASH and Nutrition Programs, Action Against Hunger, 2017.
- 40 Baby WASH and the 1000 days, a practical package for stunting reduction. Contribution to malnutrition reduction through a multi-sector approach, Action contre la Faim, 2017.
- 41 Community Management of Acute Malnutrition, one of the most common forms of treatment for acute malnutrition, in which the child is monitored weekly in a health center but treated most of the time at home by mother.
- 42 Recent studies have shown that adding WASH home pack to the conventional nutritional treatment increases the effectiveness of treatment from 10 to more than 20%.
- 43 Water Governance Initiative.
- 44 See list in annex.
- 45 See list in annex.



**FOR ALIMENTATION.  
FOR WATER.  
FOR HEALTH.  
FOR NUTRITION.  
FOR KNOWLEDGE.  
FOR KIDS.  
FOR COMMUNITIES.  
FOR EVERYONE.  
FOR REAL.  
FOR ACTION.  
AGAINST HUNGER**



**CANADA**

Action contre la Faim  
720 Bathurst St. - Suite 500  
Toronto, ON - M5S 2R4  
[www.actioncontrelafaim.ca](http://www.actioncontrelafaim.ca)

**SPAIN**

Acción Contra el Hambre  
C/ Duque de Sevilla, 3  
28002 Madrid  
[www.accioncontraelhambre.org](http://www.accioncontraelhambre.org)

**UNITED STATES**

Action Against Hunger  
One Whitehall Street 2F  
New York, NY 10004  
[www.actionagainsthunger.org](http://www.actionagainsthunger.org)

**FRANCE**

Action contre la Faim  
14-16 boulevard de Douaumont  
75017 Paris  
[www.actioncontrelafaim.org](http://www.actioncontrelafaim.org)

**UNITED KINGDOM**

Action Against Hunger  
First Floor,  
Rear Premises, 161-163  
Greenwich High Road,  
London, SE10 8JA  
[www.actiongainsthunger.org.uk](http://www.actiongainsthunger.org.uk)