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A SYSTEMATIC ASSESSMENT OF THE WASH IN EMERGENCIES SECTOR IN INDONESIA

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Suggested citation:

Kemensos dan UNICEF (2021): A Systematic Assessment of the WASH in Emergencies sector in Indonesia. UNICEF Indonesia. Jakarta.

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EXECUTIVE SUMMARY

Indonesia has a well-developed disaster response framework with established systems for the command and coordination of response activities which deliver relief and essential services to affected populations efficiently and effectively. The international humanitarian network has supported the Indonesian government in major national emergencies including, where requested, activating the cluster coordination mechanism for key sectors. While water, sanitation and hygiene (WASH) is recognized as an important sector, WASH responses have been delivered in a fragmented way by multiple actors, with limited coordination across the sector resulting in sub-optimal WASH response.

UNICEF, in partnership with the Centre for Humanitarian Change and PREDIKT, carried out a systematic assessment of the WASH in Emergencies (WiE) sector in Indonesia. This study aimed to complete a detailed mapping exercise, an after-action review of past responses and a gap/bottleneck analysis of the sector's responses in several affected areas in Indonesia, including West Nusa Tenggara (the 2018 earthquakes), Central Sulawesi (the 2018 earthquake and tsunami) and Jakarta (the floods in 2020), as well as the ongoing COVID-19 pandemic response.

Stakeholder mapping and the after-action review showed strong capacity for responses in water, sanitation and hygiene with evidence of gender and social inclusion being considered. However, stakeholders recognized a gap in the coordination of the WiE sector with many actors delivering in silos with no common plans, standards or monitoring. Consequently, there was evidence of some populations being left out and of overlaps and inconsistent quality of services for displaced households. Five key institutions emerged as having strong capacity and influence in WASH in Emergency (WiE): the Ministry of Social Affairs, the Ministry of Public Works and Housing, the Ministry of Health, the National Disaster Management Agency and the Ministry of National Development Planning (with their corresponding provincial departments also playing a strong role in WASH in the recent disasters). During a series of co-creation events, WASH stakeholders recognized strengths and weaknesses in all five institutions in the leadership of the WiE sector. However, there was a strong preference for a more area-based coordination approach with services in protection, shelter and WASH for a specific affected population being coordinated by one institution (the Ministry of Social Affairs) and technical support and service delivery being led by relevant Ministries and departments.

This report describes the steps in the systematic review and the key coordination gaps identified in the after-action review. The recommendations sections describe a more clearly defined WASH coordination mechanism for national and provincial-level responses, with roles for government institutions and non-governmental organizations laid out. Annexes explain the proposed Road Map and Capacity Development Plan for stronger WASH coordination and a more effective delivery of services for disaster-affected populations in Indonesia.

FOREWORD

Praise and gratitude, we pray to Allah SWT for His blessings, this report “A Systematic Assessment of the WASH in Emergencies Sector in Indonesia” has been completed.

In the event of disasters, the provision of water, sanitation and hygiene (WASH) facilities and services are essential life-saving services and needs to be provided immediately to prevent the outbreak of water-borne and communicable diseases. The Government of Indonesia (GOI) is responsible for ensuring access to clean water, basic sanitation and safe hygiene facilities and practices for disaster-affected communities. These WASH services should meet the minimum standards of dignity and safety of the affected population and aim to improve the conditions of living for the affected populations. During a disaster, a wide range of humanitarian partners play an important role in providing life-saving WASH services, especially considering that this sector involves many government agencies, the private sector, non-governmental organizations, universities/academics, and even the media.

With reference to the Minister of Social Affairs regulation No. 26/2015 regarding National Protection and Displacement Coordination Guidance in Disaster Response, the Ministry of Social Affairs, the Directorate of Social Protection for Natural Disaster Victims (or PSKBA) as the Coordinator of the National Cluster of Displacement and Protection has the responsibility to lead the WASH Sub-Cluster coordination functions, together with related technical ministries and agencies. The key ministries involved in WASH response efforts include the Ministry of Public Works and Public Housing, the Ministry of Health and the National Disaster Management Agency (BNPB), including the Ministry of Planning and Development (Bappenas) during the recovery and transition phase. Government-led response efforts are supported by humanitarian and development partners.

This study “A systematic assessment of the WASH in Emergencies sector in Indonesia” helped identify some of the challenges in effective coordination in the past emergencies and formulate a more robust coordination response framework at national and local levels with clear roles and responsibilities for all WASH actors. The recommendations contained in this report will form the basis for the future strengthening of the WASH sub cluster. The recommendations include a well-laid out Roadmap and Capacity Development Plan developed in consultation with all key ministries and stakeholders that will help us achieve a coordinated, inclusive, timely, high-quality, and sustainable humanitarian operation in the WASH sector. The recommendations are categorized into short, medium and long term actions to improve coordination functions and strengthen capacity of the WASH stakeholders to respond more effectively during the emergencies.

To all those who have contributed to the discussions and preparation of this report, I express my gratitude. I am calling all WASH sub-cluster members to use this as a reference for future collaboration in strengthening coordination and improving the quality of WASH in emergencies programming in Indonesia.

MoSA will roll-out the planned recommendations under the Roadmap initially focusing in the short term actions in collaboration with the relevant line Ministries to ensure an effective and strengthened WASH sector coordination.

Jakarta, 9 September 2021



Drs. Iyan Kusmadiana, MPS., SP.

Acting Director of Social Protection for Natural Disaster Victims

ACKNOWLEDGEMENT

Our sincere thanks and gratitude to all key informants for their generosity in sharing their time and knowledge with us during several interviews, group discussions and consultation meetings; for responding to information and resource requests; and more broadly for their continued partnership on issues related to WASH and Emergencies.

The study “A systematic assessment of the WASH in Emergencies sector in Indonesia” was made possible with the valuable contributions of resource persons from the following organisations, namely:

- » Ministry of Social Affairs
- » National Development Planning Agency (Bappenas)
- » Ministry of Health
- » Ministry of Public Works and Housing
- » National Disaster Management Authority (BNPB)
- » Coordinating Ministry of People Welfare and Culture
- » Ministry of Education and Culture
- » Ministry of Home Affairs
- » WASH Sub Cluster Strategic Planning Group members, including ASB, Palang Merah Indonesia, International Federation of Red Cross and Red Crescent Society, Yayasan CARE Peduli, Yayasan Save the Children Indonesia, Jaringan Mitra Kemanusiaan - OXFAM, Catholic Relief Services, Muhammadiyah Disaster Management Centre, Habitat for Humanity Indonesia, Yayasan Wahana Visi Indonesia, Yayasan Kemanusiaan Madani Indonesia, Yayasan Mercy Corps Indonesia, and Humanitarian Forum Indonesia
- » National Cluster Support Team Focal Points and partners, including the Humanitarian Forum Indonesia, ICRC, IFRC, IOM, UNOCHA, UNFPA, UNICEF, WFP, and Yakkum Emergency Unit

We would like to especially extend our sincere gratitude to Bapak Safii Nasution and Bapak Iyan Kusmadiana (Ministry of Social Affairs), Ibu Tri Dewi Virgiyanti, Bapak Wahanudin, Ibu Nur Aisyah Nasution and Bapak Ahmad Gigih (BAPPENAS), Ibu Vensya Sitohang, Bapak Imran Agus Nurali, Ibu Cucu Cakrawati, Bapak Trisno Subarkah and Bapak

Nugroho (Ministry of Health), Ibu Diana Kusumastuti (Director Cipta Karya, MoPWH), Bapak Prasetyo, Bapak Eko Budi, Bapak Heri Joko Sulistiyono, Ibu Asri Indiyani, and Bapak Dades (MoPWH), Bapak Budhi Erwanto and Bapak Johny Sumbung (BNPB) for their valuable inputs and contribution to the assessment and recommendations on way forward to strengthen coordination mechanisms and capacity for the WASH in Emergencies sector in Indonesia.

We would also like to thank all resource persons from the sub-national level including government of South Sulawesi Province, Palu Municipalities, Donggala District, Nusa Tenggara Barat Province, Lombok Utara District, and DKI Jakarta Province as well as the UNICEF team in Jakarta, Aceh, South Sulawesi, East Nusa Tenggara, West Nusa Tenggara and Papua provinces for the discussions and inputs provided during the field visits and consultations that helped shape the study and its findings.

This assessment was conducted by UNICEF in partnership with Centre for Humanitarian Change and PREDIKT. We would like to thank Nancy Balfour and Karl Lellouche from the Center for Humanitarian Change and Avianto Amri, Hilman Agung, Taufik Jeremias, Moudy Cynthia, Taqiudin, Nurlaela Lamasituju from PREDIKT for conducting this study and for developing the final report along with recommendations including the Roadmap and Capacity Building Plan.

Overall guidance for the study, facilitation support during the stakeholder consultations, and inputs to the multiple drafts of the reports and recommendations were provided by Kannan Nadar (Chief of WASH), Preetha Prabhakaran (WASH Specialist), Enrico R. Djonoputro (WASH Consultant) and Fauzan Adhitia (WASH Consultant) from UNICEF Indonesia.



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LIST OF ABBREVIATIONS AND ACRONYMS

ACRONYM	BAHASA INDONESIA	ENGLISH
AHA Centre		ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management
ACT	Aksi Cepat Tanggap (a local NGO)	n/a
AMPL		Water and Environmental Health Group/Forum
ASEAN		Association of Southeast Asian Nations
Bappeda	Badan Perencanaan Pembangunan Daerah	Development Planning Agency (Provincial/District)
Bappenas	Badan Perencanaan Pembangunan Nasional	National Development Planning Agency
BNPB	Badan Nasional Penanggulangan Bencana	National Disaster Management Agency
BPBD	Badan Penanggulangan Bencana Daerah	Disaster Management Office (Provincial/District)
BWS	Balai Wilayah Sungai	River Region Unit (Provincial arm of PUPR)
CBO		Community-based organization
CDP		Capacity Development Plan
CSO		Civil society organization
DRTF		Health Disaster Response Task Force
FGD	Diskusi kelompok terpumpun	Focus group discussion
Gol	Pemerintah Indonesia	Government of Indonesia
GWC		Global WASH Cluster
HCT		Humanitarian Country Team
HFI		Humanitarian Forum Indonesia
IASC		Inter-Agency Standing Committee
IFRC		International Federation of Red Cross and Red Crescent Societies
IM		Information management
INFORM		Index for Risk Management
IPC		infection prevention and control
JMK	Jejaring Mitra Kemanusiaan (a local NGO coalition)	Humanitarian Knowledge Hub
KEMENDAGRI	Kementerian Dalam Negeri	Ministry of Home Affairs
KEMENDIKBUD	Kementerian Pendidikan dan Kebudayaan	Ministry of Education and Culture
KEMENKES	Kementerian Kesehatan	Ministry of Health
KEMENKO PMK	Kementerian Koordinator Pembangunan Manusia dan Kebudayaan	Coordinating Ministry of People Welfare and Culture
KEMENSOS	Kementerian Sosial	Ministry of Social Affairs
KII		Key informant interview
KPPN	Kementerian Perencanaan Pembangunan Nasional	Ministry of National Development Planning
LBH	Lembaga Bantuan Hukum	Legal Aid Center (NGO)

ACRONYM	BAHASA INDONESIA	ENGLISH
MEAL		Monitoring, Evaluation, Accountability and Learning
MSNA		Multi-sector needs assessment
NDRF		National Disaster Response Framework
NGO		Non-governmental organization
OPD	Organisasi Perangkat Daerah	Local Government Unit
Pamsimas	Penyediaan Air Minum dan Sanitasi)	Provision of Drinking Water and Sanitation Project (a national initiative)
PDAM	Perusahaan Daerah Air Minum	Local water company
PKBI	Perkumpulan Keluarga Berencana Indonesia	Indonesian Planned Parenthood Association (NGO)
PMI	Palang Merah Indonesia	Indonesian Red Cross
PUPR	Kementerian Pekerjaan Umum dan Perumahan Rakyat	Ministry of Public Works and Housing
SOP		Standard operating procedure
SPI		Local water company
SPM	Standard Pelayanan Minimum	Minimum Service Standards
TWG		Technical Working Group
UNICEF		United Nation Children's Fund
WASH		Water, sanitation and hygiene
WFP		World Food Programme
WiE		WASH in Emergencies
WNT	Nusa Tenggara Barat	West Nusa Tenggara (province of Indonesia)
YKMI	Yayasan Kemanusiaan Muslim Indonesia (a local NGO)	n/a



INTRODUCTION

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BACKGROUND TO THE ASSIGNMENT

Indonesia is extremely vulnerable to natural hazards such as earthquakes, floods, tsunamis and landslides. In 2018, four natural disasters had a major impact on Indonesia, these being an earthquake in Lombok, West Nusa Tenggara, an earthquake followed by a tsunami in Central Sulawesi, a volcanic eruption followed by landslides and a tsunami in Banten and Lampung, and a landslide in Sukabumi. The Indonesian Water, Sanitation and Hygiene (WASH) Cluster coordination approach was activated during this response period. In 2020, as part of WASH response efforts for the 2020 Jakarta floods and the ongoing coronavirus disease 2019 (COVID-19) pandemic, the same cluster coordination was continued. However, there is also a parallel system for ASEAN assistance, coordinated by the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre) which was operational during the Sulawesi disaster.

As stated in Indonesia's Disaster Management Law, the National Disaster Management Agency (BNPB) is the overall coordinator for disaster response. In 2014, the Government of Indonesia (GoI), led by the BNPB, adapted the international Inter-Agency Standing Committee (IASC) Global Cluster Approach system to form eight national clusters for disaster management. UNICEF is the designated lead for WASH in the IASC cluster system. However, in Indonesia's national system, WASH is one of eight sub-clusters under the Displacement and Protection Cluster led by the Ministry of Social Affairs (KEMENSOS).¹ KEMENSOS, supported by UNICEF, designs and plans measures related to WASH and coordinates other government ministries and agencies and other humanitarian actors that are implementing WASH in Emergencies (WiE). KEMENSOS also strengthens preparedness and response capacity, and develops guidelines and standards related to WiE.

The technical aspects of WASH are, however, divided between several other ministries, particularly the Ministry of Health (KEMENKES), responsible for hygiene promotion and infection prevention and control (IPC), and the Ministry of Public Works and Housing (PUPR), in charge of water and sanitation. In addition, the Ministry of National Development Planning (Bappenas) deals with early recovery and BNPB leads coordination of overall disaster response.



Bappenas and the Ministry of Home Affairs (KEMENDAGRI) chair a WASH working group that provides coordination for planning, implementation, monitoring and evaluation, financing, and policy advocacy for WASH in the development sector. This WASH working group also includes PUPR, KEMENKES, the Ministry of Finance, the Ministry of Education and Culture (KEMENDIKBUD), and NGOs working in WASH in development. This lack of functional alignment between the coordinating and technical ministries for WASH has led to bottlenecks where issues related to coordination often impact the overall effectiveness of the response, as shown in the evaluation reports for the 2018 disaster responses by BNPB (2018), IFRC (2019), and AHA Centre (2020).

UNICEF, in partnership with CHC and PREDIKT, carried out a systematic assessment of the WiE sector in Indonesia with the national and sub-national governments and related stakeholders. This study incorporated a detailed mapping exercise, an after-action review of past responses and a gap/bottleneck analysis of the WiE sector's responses in several areas in Indonesia, including West Nusa Tenggara (the 2018 earthquakes), Central Sulawesi (the 2018 earthquake and tsunami), and Jakarta (the 2020 floods), as well as the ongoing COVID-19 pandemic response.

WHY DO WE NEED COORDINATION?

The table below lays out a simple demonstration of the information needed for an effective response that covers all needs in the WASH sector and how a more coordinated, holistic response can provide this information (Table 1).

¹ The National Displacement and Protection Cluster has eight sub-clusters: shelter, WASH, camp coordination and camp management, child protection, psychosocial support, protection against violence against women and gender-based violence, protection for people with disabilities, the elderly and other at-risk groups, and security.

Table 1: What do we need to know for a WiE sector response?

QUESTION	HOW A DEDICATED WIE SECTOR COORDINATION TEAM WOULD ANSWER THIS
Which organizations including NGOs are present, what are they doing? Do they have the capacity to meet the WASH needs of affected population?	5Ws mapping (Who does What, Where, When and for Whom) for proper Coordination and communication
What WASH items are needed and where?	Consolidated sector needs assessment
Who has WASH items and who has the capacity to deliver them?	Network analysis and matching supply and demand (5Ws and other digital tools)
Which groups of people don't have safe water, sanitation or hygiene?	Monitoring and gap analysis
What do we need to do? (How many people, what needs, how much?)	Consolidated response plan
How much funding do we need and where is it coming from?	Costed plan and advocacy
How good is our response?	Evaluation and accountability (feedback)
Are there problems with disease, protection and malnutrition which can be reduced by better WASH services?	Cross-sectoral collaboration and coordination
Do all the schools and health facilities have access to water supply and sanitation in the affected areas?	Cross-sectoral collaboration and coordination
How many latrines have been built in the settlement areas and does everyone have access?	Monitoring
Is hygiene promotion interventions happening?	Monitoring

The IASC Cluster Coordination Reference Module also lays out core functions for WASH Cluster coordination.² These functions are reproduced in Table 4. Links to this and other key standards and guidelines from the Global WASH Cluster (GWC) are provided in the list of useful WASH coordination resources in Appendix E.

STEPS IN THE ASSESSMENT AND IN GENERATING THE EVIDENCE

The consultant team conducted the assessment between December 2020 and March 2021 with international WASH consultants supporting a team based in Jakarta. Figure 1 and Table 2 show the steps in the assessment and triggering processes which made up this assignment. The earlier steps gathered evidence and developed analysis to provide a compelling argument for strengthening the WiE sector. The team held co-creation events and convened key decision makers to discuss WASH coordination and leadership. The team then developed a Road Map and Capacity Development Plan (CDP) (see the section below).

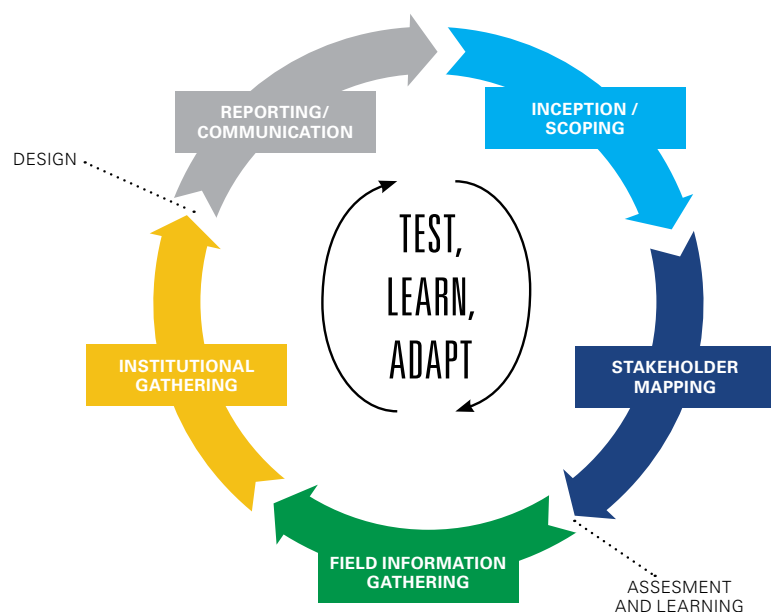


Figure 1: The systematic review process

² IASC, 2015

It is important to note that this is just the start of the process of strengthening WiE coordination. As shown in the diagram, testing and regular reviews and adaptation of the plans will be required as the Road Map is implemented.

Table 2: Steps in the review process

STEP	PHASE	DESCRIPTION
1	Inception	Inception phase – Preliminary document review and consultations (UNICEF and the WASH Strategic Planning Group – SPG)
2	After-action review	Desk review – Consolidation and review of key literature, disaster legislation, lessons learned, etc.
3		Institutional and stakeholder mapping – Desk exercise supported by participatory exercises with focus groups (sector coordinators and the West Sulawesi response team)
4		Field information gathering (Jakarta, Lombok, Central Sulawesi and COVID-19 responses)
5		Consolidation of WiE coordination review results across all disasters – Assessment matrix completed
6	Institutional triggering	Institutional analysis and co-creation of WiE coordination mechanism and Road Map
7		Development of Road Map to stronger WiE coordination and Capacity Development Plan
8	Reporting	Final report – verification of recommendations and production of final report



The initial phase of the after-action review focused on reviewing documents relating to Indonesia's response mechanism and studies, evaluations and reviews that provide information on the strengths and weaknesses of the response of WASH and related sectors over the past ten years. The preliminary results from this desk review were presented in a slide deck, including a graphic layout of the stakeholder mapping and analysis.

The next phase of the review focused on gathering information from the disaster-affected areas of the 2018 earthquakes in West Nusa Tenggara (WNT), the 2018 earthquake and tsunami in Central Sulawesi, and the 2020 floods in Jakarta, and from the ongoing COVID-19 pandemic response. Information-gathering tools – guides for key informant interviews (KII) and focus group discussions (FGD) – were developed based on an agreed assessment framework that aimed to answer specific questions in the terms of reference. Despite COVID-19 restrictions, the teams completed ten focus group discussions (with national cluster coordinators and community representatives in the three areas) and 39 key informant interviews with a range of stakeholders involved in emergency response at provincial and national level. The full list of stakeholders consulted during the assessment is attached in Appendix A. The table below summarizes the key informants and groups consulted in each disaster area (Table 3).

Table 3: Summary of stakeholders engaged in the assessment and co-creation

	CENTRAL SULAWESI		WNT		JAKARTA		NATIONAL		TOTAL	
	KII	FGD	KII	FGD	KII	FGD	KII	FGD	KII	FGDs
Number of events	11	1	9	1	7	1	12	1	39	10
Total number of national participants									73	
Total number of provincial participants	11		9		7				26	
Total number of community participants	12	11	12	n/a	35					

To inform the stakeholder mapping and analysis, a modified network analysis (Venn diagram mapping) was conducted in an online group discussion with national WASH coordinators. This provided a mapping of coordination actors and their relative influence.

The institutional triggering was originally intended to take place in a workshop with all stakeholders. As an alternative, the team organized a series of online co-creation and decision-making events with the SPG and then with key government stakeholders from the five ministries most influential in WiE. Slide sets and Jamboard outputs for these events are provided in Annex 2.

GAPS, BEST PRACTICES AND LESSONS LEARNED FROM PAST EMERGENCY RESPONSES — FINDINGS FROM THE AFTER- ACTION REVIEW



COORDINATION CAPACITY ASSESSMENT

Different civilian-led WASH coordination mechanisms are recognized in the humanitarian context. In the IASC system, UNICEF typically co-chairs the WASH Cluster with the host national government. In the Refugee Coordination Model, UNHCR leads the WiE sector meetings and coordination for the refugee population. There are also mixed situations where WASH responses for non-refugee populations are led by UNICEF and the host government using the cluster approach, and WASH interventions in refugee settings are led by UNHCR. An Ebola coordination structure, which is led by WHO and the host government, incorporates WASH in the IPC coordination structure. Finally, there is government-led coordination where disaster management sectors fully depend on local governance.

Each of the coordination systems has its own benefits and weaknesses, and often need to be adjusted to fit

the host government's requirements. To support a fit for purpose coordination platform, GWC developed a coordination minimum requirements tool to review national coordination mechanisms and to identify potential gaps and areas for improvement. In addition, minimum requirements for the safety and dignity of affected people support the integration of gender and inclusion requirements in the coordination mechanism. These tools can be applied to any type of coordination mechanism as they are based on the processes and competencies essential for coordination. The table below lists the minimum requirements and summarizes findings from the systematic assessment of the targeted emergency responses (Table 4). Further and more specific information for each response is provided in the following section.

Table 4: Summary findings of coordination capacity assessment against Global WASH Cluster minimum requirements

CORE FUNCTION	MINIMUM REQUIREMENT	ASSESSMENTS	RISK
SUPPORT SERVICE DELIVERY	Constituting a platform that ensures service delivery	Inconsistent and ad hoc meetings based on activities (water trucking, hygiene messages, etc.) were taking place in WNT. No sector or subsector coordination was taking place. NGOs were often left to coordinate themselves. Improvements were recognized in the Central Sulawesi response with the development of various WASH sub-thematic platforms (water and sanitation, waste management, hygiene, etc.). The limitation remains the multiple leadership and subsequent lack of a sector-wide approach. A strong area-based coordination mechanism with a strong social-networking alert system was used in Jakarta but there was no coordination system specific to the WASH sector. This type of coordination needs effective and capable service suppliers. All ministries were represented at the WASH coordination meetings for the national COVID-19 response. BNPB was coordinating the COVID-19 response and had a task force constituted at the national level but did not participate in the WASH Cluster meetings.	H
	Developing mechanisms to eliminate duplication of service delivery	Some tools, such as 5Ws, were used but weak information management processes and weak communication competencies reduced the operational impact on service delivery.	M

CORE FUNCTION	MINIMUM REQUIREMENT	ASSESSMENTS	RISK
INFORM STRATEGIC DECISION-MAKING	Preparing joint needs assessments and gaps analysis	The study shows that joint assessment practice in Indonesia's humanitarian organizations is common and some good practices are recognized. For example, gender-based violence and WASH assessments by the Indonesian Red Cross (PMI) in Central Sulawesi provided an essential level of analysis. However, this is mainly led by organizations and lack of coordination and process are generally missing from the information management systems of clusters and sub-clusters.	M
	Identifying and resolving challenges	Some technical task forces have been developed to respond to specific challenges and issues. However, they often fall under multiple leaderships and very little sector-wide analysis has been published or circulated to the coordination members.	M
	Formulating priorities based on assessments and findings	Overall, emergency needs are covered in a timely manner and affected populations' requirements are responded to in terms of quality and cultural suitability.	L
PLAN AND IMPLEMENT CLUSTER STRATEGIES	Developing sectoral plans, objectives, and indicators	No sector-wide strategic objectives or indicators were agreed using a participatory approach. A humanitarian response plan was proposed for the Central Sulawesi disaster but has mainly been led by the Indonesia Humanitarian Country Team. Involvement by government institutions was weak.	H
	Developing and applying standards and guidelines	No WiE standards exist and WASH subsectors standards are scattered across many guidance documents and under the leadership of multiple ministries.	H
	Identifying and reporting funding needs	Funding requirements and availability are not transparently shared among all organizations. Organizational financial capacity is confidential, so it was difficult to analyse funding gaps. In addition, splits between central and local institutions increase the complexity of analysing funding needs and limit capacity to evaluate the budgets allocated for the WASH responses.	M
MONITOR AND EVALUATE PERFORMANCE	Monitoring and reporting activities and evolving needs	There were good monitoring and evaluation skills and practices at the organizational level and some good monitoring and evaluation practices were noted in the Central Sulawesi responses. However, the WiE sector lacks the competence to provide a sector-wide snapshot of activities and the information management competencies to publish publicly available progress reports and create WiE sector evidence.	H
	Measuring progress against strategy and targeted results	The WiE sector lacks core strategic indicators and sector-wide planning.	H
	Recommending corrective action where necessary	Further evaluation of each emergency is necessary to assess this aspect.	N/A

CORE FUNCTION	MINIMUM REQUIREMENT	ASSESSMENTS	RISK
SUPPORT PREPAREDNESS AND CONTINGENCY PLANNING	Emergency response preparedness is dependent on country-level coordination structure and risk level	Indonesian institutions are complex. Various departments, sectors and provincial line ministries report to central government and provincial offices report to provincial governments. The flow of information is difficult to monitor and depends on individual effort. Strengthening the communication process between local, provincial and central government would need to be led by the lead government institution, taking into account the influence of competition and lack of agreement between institutions, and the complexity of communication. One example is the fact that the guidelines provided by BNPB are considered non-binding and therefore viewed as non-compulsory by other ministries.	M
	Identifying concerns and contributing key information and messages to provincial and national government	Strong representation by and involvement of national civil society reinforce the advocacy capacity of the sector. However, a coordinated effort at the sector level would improve the potential impact of advocacy.	H
	Undertaking advocacy on behalf of the WASH Cluster, cluster members, and affected people	Strong representation by and involvement of national civil society reinforce the advocacy capacity of the sector. However, a coordinated effort at the sector level would improve the potential impact of advocacy.	M
ACCOUNTABILITY TO AFFECTED POPULATIONS	Ensuring that affected populations have access to appropriate, relevant and timely information	Most affected communities were able to access information (through radios, rescue teams, etc.) during emergencies and have received information on preparing for disaster. PMI conducted a strong programme on community preparedness.	L
	Ensuring that affected populations have access to effective feedback and complaints mechanisms	Multiple agencies and individuals have mentioned the existence of feedback mechanisms; however, few initiatives have led to evidence building and some communities indicated inefficient and unresponsive feedback mechanisms.	M
	Ensuring that affected populations participate in decisions that affect them.	All community leaders approached during the assessment confirmed that they were consulted before the relief interventions.	L
	Ensuring that affected population are involved in the design, monitoring and evaluation of the goals and objectives of programmes	All communities confirmed their participation in the assessment and some examples of design amendments were provided to suit local challenges.	L

CORE FUNCTION	MINIMUM REQUIREMENT	ASSESSMENTS	RISK
SAFETY AND DIGNITY OF AFFECTED PEOPLE	Separately consulting girls, boys, women and men, including older people and those with disabilities	Some good practices for gender mainstreaming are recognized in WiE sector interventions in Indonesia. However, no clear guidance or tools are provided to ensure insertion of specific gender and inclusion approaches.	M
	Ensuring that girls, boys, women and men, including older people and those with disabilities have access to appropriate and safe WASH services	Limited gender and inclusion-specific evaluations and a lack of publicly published reports call into question efforts to reduce the incidence of violence and marginalization in the WASH sector. Efforts to document and identify good practices are essential for developing context-specific guidance.	H
	Monitoring and evaluating safe and equitable access to and use of WASH services in WASH projects	Lack of reporting on lessons learned and a WASH infrastructure database reduce the capacity to assess the equitable access to and use of WiE services. Only the Central Sulawesi multi-sector needs assessment reported this type of information.	M
	Giving priority to girls (particularly adolescents) and women's participation in the consultative process	The participation of girls (particularly adolescents) and women was confirmed during the community consultations. Some menstrual hygiene management actions and distribution of dignity kits shows specific attention to women, but limited consideration was given to women's empowerment in the WASH sector during emergencies.	M

The following sections expand on some of the good practices identified in specific areas of coordination.

ACCOUNTABILITY

Overall, a few accountability good practices were identified during the systematic assessment in Indonesia. Some are listed and further explained below but it is recognized that most documented information is based on the Central Sulawesi responses and the WNT emergency appears to be a forgotten crisis.

Through quantitative and qualitative methodology, the Indonesian Red Cross (PMI) has collected feedback, questions and complaints from people affected by the earthquake and tsunami in Central Sulawesi. This information was analysed in two bulletins named *Suara Komunitas* covering the first two months of the responses (October and November 2018) and were published immediately after (in November and December).³ These bulletins were designed to help humanitarian responders make decisions and adapt programming by providing insights into what communities were saying as the response progressed. They were informed by inter-agency

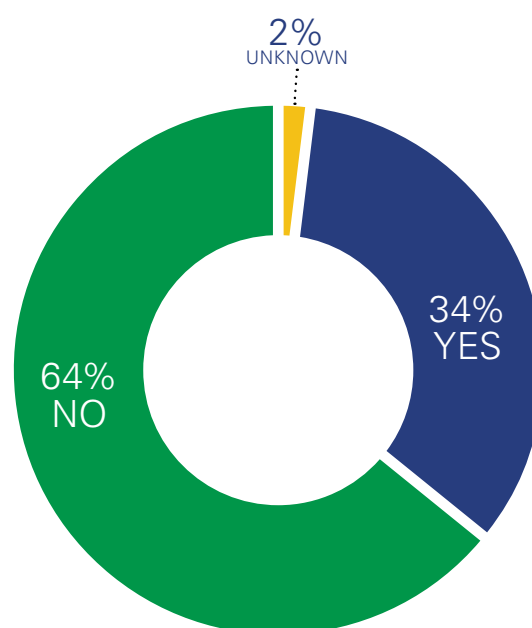


Figure 2:
Feedback from affected households on lighting along routes to sanitation in Central Sulawesi

³ Suara Komunitas November 2018 and Suara Komunitas December 2018

community engagement efforts including discussions with affected people and radio programmes. The bulletins focused on cross-cutting issues (gender, inclusion, etc.) and covered the shelter, safety and security, health, WASH, livelihoods and early economic recovery sectors. The findings showed that in the immediate response phase (less than one month) access to clean water was a problem for many survivors, including displaced populations and individuals who had remained in their places of residence. Low sanitation coverage and lack of maintenance in displacement camps and private facilities were reported. In the following month, there were reports of continuing difficulty in accessing adequate water and sanitation facilities in ten per cent of the areas targeted by humanitarian responses. The Suara Komunitas bulletins also report the lack of bathing facilities and lack of lighting on sanitation routes, which raised feelings of insecurity for women (Figure 2).

While PMI conducted their Suara Komunitas initiative, REACH performed their well-established multi-sector needs assessment (MSNA) and published their findings six months after the earthquake. As opposed to the qualitative led approach used in the PMI reports, REACH focused their assessment on statistically representative methodology using household surveys. MSNA is often used to monitor progress relating to WASH activities, such as the number of sanitation facilities, but can also be used to identify levels of cleanliness and reflect on population health. In Central Sulawesi, the MSNA suggested that further attention to WASH was needed in displaced settings due to the high prevalence of diarrhoeal diseases among displaced households. In addition, it also raised the issue of

maintenance of sanitation, reporting a worrying level of open defecation although sufficient communal latrines were available.

PRIVATE SECTOR

The involvement of the private sector during WASH emergencies in Indonesia is notable at different levels. First, it is important to notice the strong presence of state-owned and large private companies. For example, Badan Usaha Milik Negara, a state-owned enterprise, has provided financial and operational assistance for the construction of collective temporary shelters with drinking water supply and sanitation facilities. This type of support is mainly led by government through partnerships between PUPR and the state-owned companies. However, some NGOs also engage directly with district water companies and local authorities to support the planning and implementation of transitional water and sanitation systems in partnership with them.

In addition, a consortium of Oxfam, World Food Programme and World Vision performed a market assessment in Central Sulawesi in 2018.⁴ The main objective of the survey was to examine market functionality in affected areas in Central Sulawesi. The survey assessed market response to demand and access, resilience and explored the prospect of implementing cash transfers in selected locations. Although this assessment focused on the implementation of livelihood cash-based interventions, it also highlights the fact that lack of water, sanitation and hygiene is considered an important constraint to trading activities (Figure 3).

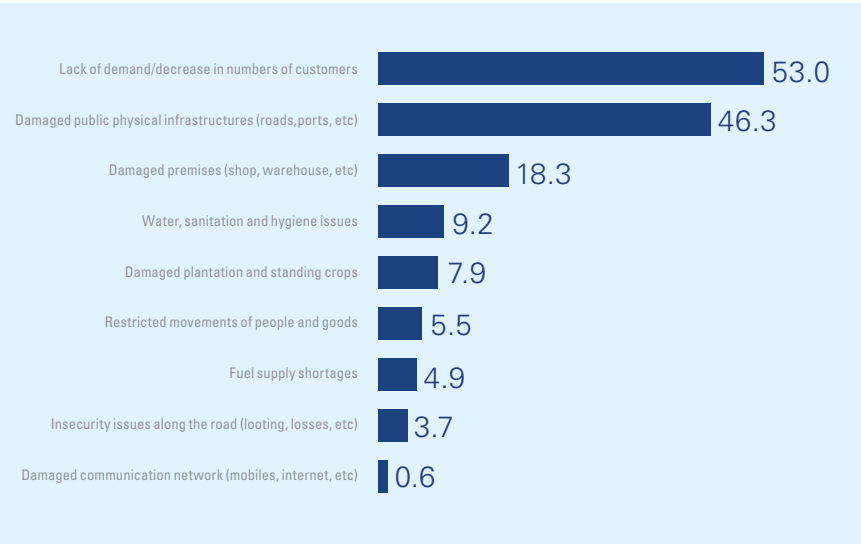


Figure 3: Constraints to trading activities in the Central Sulawesi responses (Source: Market Assessment in Central Sulawesi, Indonesia, December 2018)

4 WFP market assessment in Central Sulawesi, December 2018

Finally, cash-based interventions for WASH were also used by Disasters Emergency Committee partners in central Sulawesi.⁵ Based on their past experience in implementing conditional cash assistance for sanitation programmes in the Philippines, Nepal and Haiti, and in Lombok and Padang, Catholic Relief Services used their lessons learned to adjust and contextualize their approach for Central Sulawesi. Their programme exceeded their targets by providing extra household latrines through cash assistance. However, they experienced challenges in monitoring households' completion of latrine construction within the time frame for implementation. The delay was caused by problems in coordinating aid to avoid duplication by agencies.

NGO engagement with the private sector usually constitutes a small portion of the work in emergencies but it is good practice for emergency funding to contribute to leveraging additional large grants, especially in urban settings such as Palu. Some good collaboration with large private companies, highlighted above, contributed to reconstitution efforts. In addition, the linkage of early economic recovery with the local market assessment and the cash-based assistance for sanitation are a good initiative in supporting the links between the preparedness, emergency and recovery phase.

There were some good examples of private-sector engagement in the COVID-19 response, specifically in the hand hygiene initiative led by KEMENKES. In the immediate phase of the response, many private-sector companies supported KEMENKES and local governments in distributing hygiene supplies and installing facilities for hand washing with soap. UNICEF initiated a public-private partnership for hand washing with soap at the national level during COVID-19 in 2020, which included a multi-stakeholder platform for hand washing with soap with eight companies fully engaged.

STANDARDS AND GUIDELINES

One of the most recent and complete documents relating to emergency coordination is the BNPB's National Disaster Response Framework (NDRF) which describe the regional and local response coordination mechanisms, the interaction between relevant laws and regulations, the roles and responsibilities of key disaster response stakeholders and the integration of cross-cutting issues of gender equality, environment and human rights across disaster response.

DIVISION OF WASH ROLES AND RESPONSIBILITIES ACCORDING TO THE NDRF

“Water, Sanitation and Hygiene (WASH) Working Group – provides for the physical/equipment needs of WASH related issue in cooperation with Public Works and Utilities DRTF; while Health DRTF deals with the quality of WASH related issue”

NDRF, 2018

A drawback of this framework is that the WiE sector is split between the displacement and protection task force, the infrastructure and the utilities task force and Health Disaster Response Task Force (DRTF). In addition, the KIIs undertaken as part of this study confirmed that other ministries consider the NDRF a set of guidelines rather than a binding document; therefore, the NDRF is not fully rolled out during emergency responses.

Ministerial standard operating procedures (SOPs) could be developed by local governments to improve the efficiency of emergency response. The purpose of an SOP is to identify, within each ministry, the departments and positions responsible for leading or supporting operations during an emergency response. Each ministry would develop its own SOP to regulate sudden changes in operations and the tasks of individuals, and to help emergency stakeholders to contact relevant departments and individuals.

During the desk review, over 35 governmental regulations and standards in Indonesian were reviewed. No ministerial-level SOPs for WASH were identified but some regulations provide a little information on the roles and responsibilities of certain ministries. For example, regulation number 13, 2020 of PUPR clearly states the role of the Directorate of Maintenance and Operation in capacity building and monitoring and evaluation in disaster management,

⁵ Final Evaluation of CAFOD Indonesia Tsunami Response 2018–2020

disaster mitigation and water issues. KEMENSOS regulation number 26, 2015 addresses the ministry's responsibilities in the coordination of the Displacement and Protection Cluster and indicates that WASH coordination is the responsibility of the ministry. The KEMENKES guidelines on health promotion during disasters clearly indicate the ministry's role in the promotion of health and prevention of disease (including hygiene promotion) in evacuation centres, temporary shelters and other emergency settings.

Regarding WiE standards, the most complete document is the Guideline for Clean Water, Sanitation, and Hygiene during Emergencies, published by BNPB. This guide is based on the 2011 Sphere standards and includes minimum requirements for clean water, sanitation (including waste management for municipalities and hospitals) and hygiene. The guide also provides technical good practices, such as the minimum size for borehole casings, the constitution of hygiene kits and a template for quick WASH assessment. In addition, the guide provides general information on WASH intervention, such as monitoring and evaluation and reporting recommendations, financial management and management of

international aid. Unfortunately, this guide is non-binding for other ministries. To address this issue, the WASH sector should advocate at central government level the development of an up-to-date inter-ministerial guidelines that all relevant ministries endorse.

The need to harmonize humanitarian standards and guidelines in Indonesia is, however, well understood by the Government of Indonesia. The Disaster Management Master Plan 2020–2044 (a presidential decree) clearly intends the disaster management guidelines to be applied across ministries, agencies, the Indonesian National Armed Forces, the Indonesian National Police and local governments. The priority of the government is to harmonize disaster-related laws, regulations, and minimum standards in humanitarian assistance. It is important that advocacy efforts now focus on ensuring that WiE sector guidelines are developed for a sector-wide approach, led by KEMENSOS as the coordinator of the WASH sub-cluster.

The full list of relevant legislative documents for WASH is provided in Appendix B.

COORDINATION STRUCTURE

SNAPSHOT OF THE EMERGENCY RESPONSES

The characteristics of the four different responses included in this assessment (the 2018 West Nusa Tenggara earthquakes, the 2018 Central Sulawesi earthquake and tsunami, the 2020 Jakarta floods and the ongoing COVID-19 outbreak) and the different approaches to WASH coordination is shown in the Table in Appendix D. These differences and their consequences for the efficiency of the WASH response are analysed in more detail below.



Figure 4: Disaster responses covered in the WiE assessment

2018 WEST NUSA TENGGARA EARTHQUAKES RESPONSE

More than 509,000 people were affected by a series of earthquakes that occurred from July to September 2018 in Lombok, WNT Province, where most people were living scattered in rural areas. BNPB reported more than 564 fatalities and almost 150,000 houses damaged as a result of the earthquakes. Health centres and a public hospital in North Lombok District were severely damaged. The emergency was classified as a provincial-level disaster and responders were mainly national and local civil society organizations (CSOs) and the military. It is also important to notice this emergency occurred two months before the Central Sulawesi disaster, which absorbed the attention of the WiE sector and transformed the WNT disaster into a forgotten crisis.

There was no clear government leadership for the WiE sector and therefore informal coordination groups started to form. Some NGO professionals regrouped around their networks and discussed areas of intervention, actions needed and collaboration. After the second week the Social Affairs Office initiated a WASH coordination meeting. NGOs, CSOs, the private sector and governmental institutions attended. The 4W tool was used in an attempt to reduce the duplication of aid. However, no analysis or map was

disseminated or published to support service delivery. In parallel, other government offices (offices of KEMENKES, PUPR, etc.) started coordinating WASH-related activities such as water trucking and hygiene messaging independently. A plethora of meetings in different geographic locations, with different attendees, took place with no overall coherence. This situation created frustration for most stakeholders and reduced the efficiency of operations. The involvement of UNICEF in this response was very limited as the emergency was not declared a national disaster. Nevertheless, UNICEF deployed staff from the capital to support coordination and monitor the work of UNICEF's implementing partners.

Coordination for the WNT earthquake responses can be seen as a series of attempts to coordinate activities without a sectoral or sub-sectoral approach (see Figure 5). Activities were identified as needed and coordination was limited to the identification of technical solutions. The PUPR focused on hardware activities and organized certain areas such as water trucking and water network rehabilitation. Similarly, the province's Health Office, Family Planning Office and Social Affairs Office organized discussions on other areas such as hygiene and health education. No predictive models or sector-wide strategies were used to prepare for future needs.

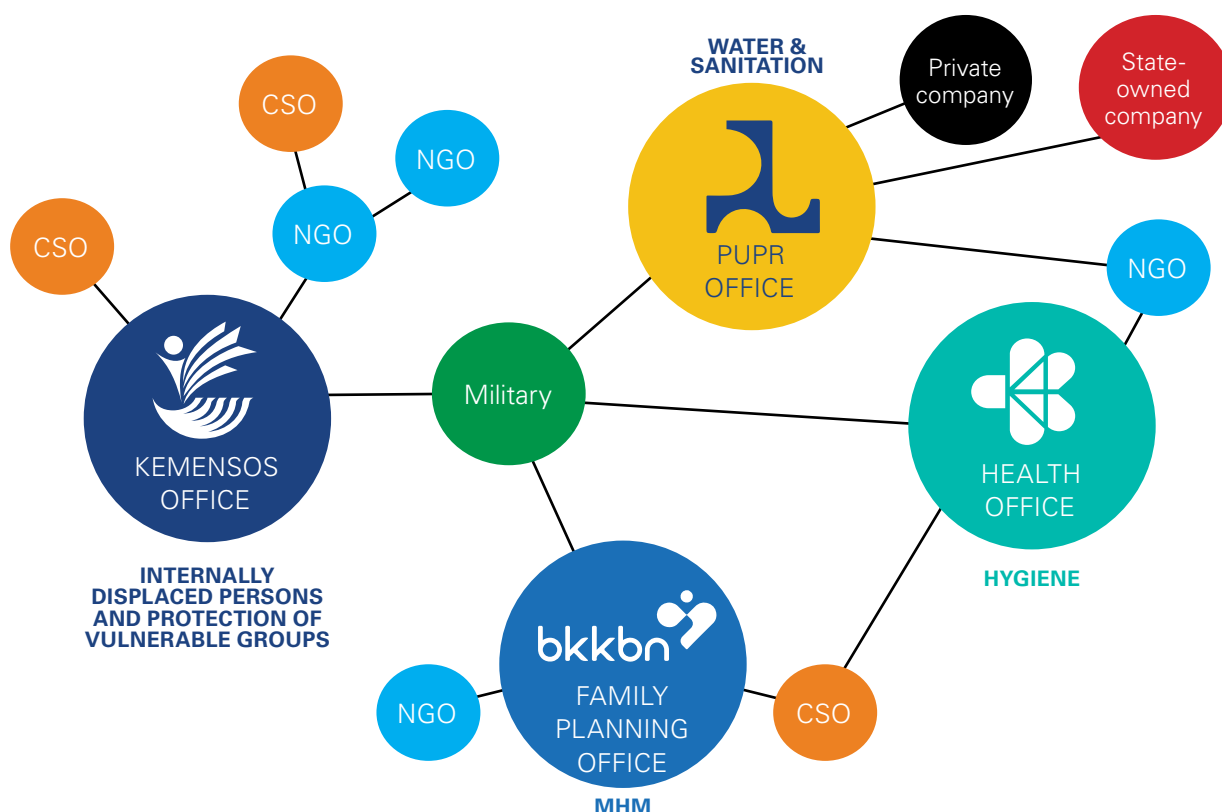


Figure 5: WASH coordination schematic for the West Nusa Tenggara responses

2018 CENTRAL SULAWESI EARTHQUAKE AND TSUNAMI RESPONSE

In September 2018, a series of strong earthquakes struck Central Sulawesi Province, including a magnitude 7.4 earthquake with an epicentre close to the provincial capital, Palu. This earthquake triggered a tsunami with waves reaching a maximum height of three meters. The combination of the earthquakes, tsunami, liquefaction and landslides caused significant damage and loss of life in the affected areas of Palu, Donggala, Sigi and Parimo districts. More than 110,000 houses were destroyed, damaged or lost due to the earthquake, tsunami or liquefaction, and in their wake almost 173,000 people were displaced. The emergency was classified as a national-level disaster. Some international responders were invited to support responses, but the main responders were national NGOs and local CSOs.

A WASH Cluster coordination mechanism was first launched by the provincial arm of PUPR to coordinate hardware assistance. PUPR coordinated most of the activities related to the water and sanitation subsectors. To support the coordination of soft

activities, KEMENKES started coordinating activities related to the prevention of infection and promotion of good health practices. Discussions about hygiene practices and messaging were coordinated by KEMENKES with the support of CSO, NGOs and some governmental institutions. Finally, the waste management subsector, which was limited to municipal garbage collection, was coordinated by the Ministry of Environment and Forestry.

As illustrated below, a strong subsector lead was identified for the water and sanitation, waste management, and hygiene components (Figure 6). Each subsector was led by a national subsector and gathered together NGOs, private and state-owned companies, and water utility associations. UNICEF, as the WASH support team lead, supported KEMENSOS in coordinating the WiE sector during the emergency phase and reinforced the capacity of the WASH Working Group (led by Bappeda) to take over coordination during the recovery phase. UNICEF was able, during the recovery phase, to provide a sector-wide approach to a certain degree and to give a space to cross-cutting and cross-sectoral issues.

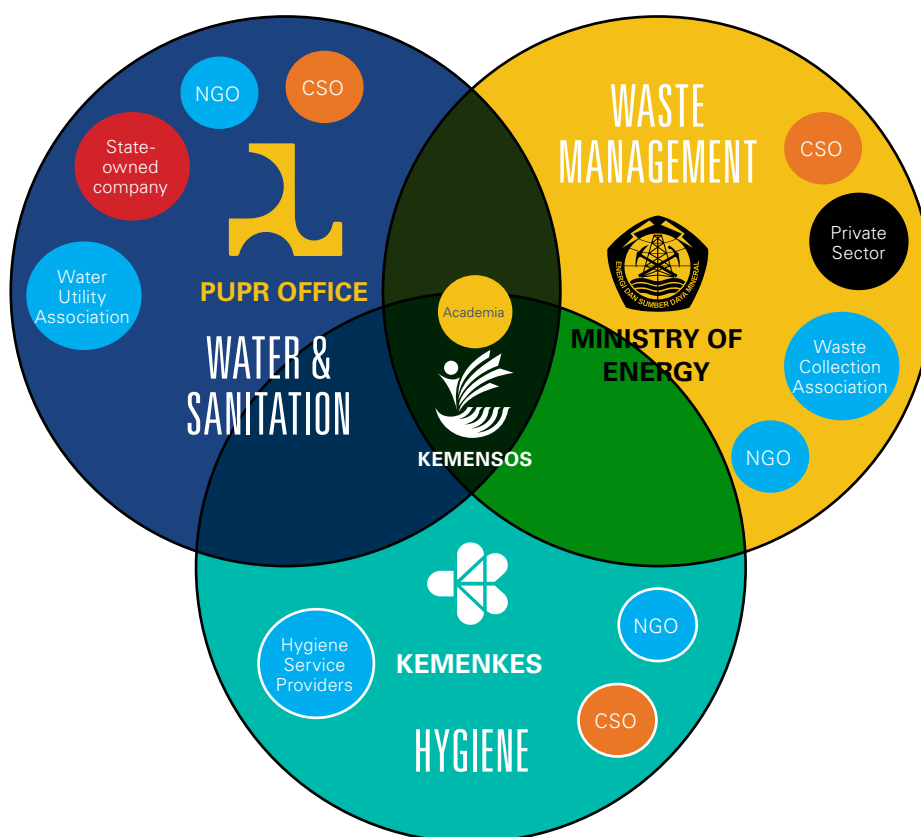


Figure 6: WASH coordination schematic for the Central Sulawesi response

WASH coordination for the Central Sulawesi response is seen as a definite improvement on the WNT response. Instead of focusing on isolated thematic groups, the coordination was built around sub-sectoral coordination under the leadership of different government institutions. Due to the high degree of destruction, PUPR played a leading role but KEMENSOS, during the emergency phase, was able to establish the concept of integrating WASH sector coordination. Their role was subsequently taken over by the WASH Working Group. Gradually the WiE sector was able to reconstitute subsectors, develop a sectoral humanitarian response and develop relevant indicators. However, the KIIs confirmed that no participatory process was carried out as part of WASH coordination. It is therefore understandable that national stakeholders have a low sense of ownership of the humanitarian response plan and often refer to it as the international community plan. The international humanitarian community provided strong leadership of the humanitarian programme cycle through the Humanitarian Coordination Team. However, instead of creating sectoral coherence, the support of the humanitarian community seems to have duplicated coordination mechanisms as they imposed their own well-established tools to roll out their usual humanitarian programme cycle.

2020 JAKARTA FLOODS RESPONSE

In January 2020, the greater Jakarta area was affected by massive floods and landslides due to heavy seasonal rainfall concentrated in a short period of time. According to government figures around 500,000 people were affected, with 19 casualties, and 172,000 people were displaced. Unlike the earlier disasters studied, this type of emergency has become recurrent in the last decade with similar events in 2002, 2007 and 2013. Flash floods are characterized by raging torrents that flood streets within a few hours and usually withdraw within a week. Interventions therefore have a short span and can quickly move from the emergency phase to the recovery phase.

The BNPB led national coordination with the support of the local Disaster Management Office (BPBD) (see Figure 7). The coordination mechanism employed could be assimilated with area-based coordination. BPBD was the lead coordination agency and was responsible for mobilizing support to the affected people by dispatching relief items (including water), deploying personnel, sharing and disseminating information and establishing evacuation centres. BPBD was supported by other government agencies, the mayor and municipal services, local CSOs, NGOs and various user associations. The coordination mechanism did not focus on specific sectors but aimed to cover all the basic needs of the population. This type of coordination relies on efficient service suppliers that have the relevant processes and competencies to respond in a timely manner. It is therefore suitable for urban areas and capitals and might need some adaptation for large intervention areas and rural areas. In addition, overall communication is supported by the strong usage of social media and mobile technology; therefore, a strong communication network is necessary.

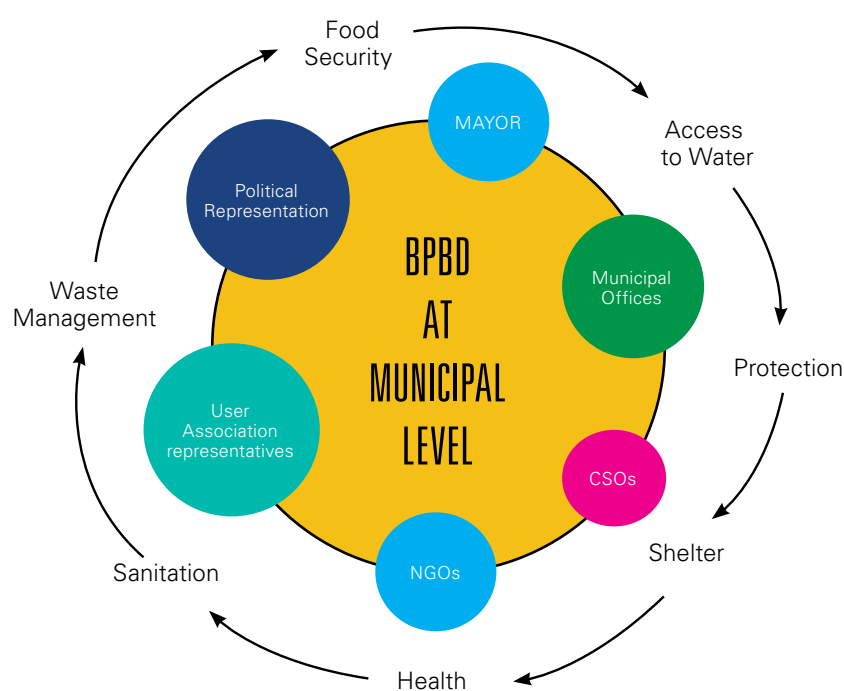


Figure 7: WASH coordination schematic for the Jakarta flood response

ONGOING COVID-19 PANDEMIC RESPONSE

In April 2020, the Government of Indonesia declared COVID-19 a national emergency. A COVID-19 Response Plan was developed with the support of the Indonesia Humanitarian Country Team (HCT) through a multi-sectoral approach. In addition, a presidential decree (number 9 of 2020) recognizes that COVID-19 is the responsibility of over 30 government entities and requests a whole-government approach with one common goal. This decree also requires that all financial contributions are channeled from the central government to regional and district governments. This way of working is new in Indonesian emergencies, as regional governments are usually responsible for financial contributions with some support from the central state. A positive consequence is that low-resource regions can draw financial resources and capacity from the state. In this respect, the COVID-19 coordination mechanism has promoted WHO recommendations by enforcing a multisectoral, whole-government coordination mechanism.⁶

BNPB has been appointed the chair of a National Task Force composed of 34 ministries. In addition, six national cluster coordination mechanisms have been included in the task forces (Logistics, Health, Displaced and Protection, Education, Infrastructure and Facilities, and Early Recovery) and an advisory board chaired by the Ministry of Human Development and Culture is responsible for coordinating the national cluster system and linking the work of the national clusters with the Government's National Task Force. As usual in the Indonesian cluster system,

WASH is a sub-cluster of the Displaced and Protection Cluster. Regional task forces have also been created under the responsibility of governors and head municipalities and are led by the heads of local government.

Seven priority areas have been established: health, risk communications and community engagement, logistics, food security and agriculture, mitigating the socioeconomic impact of the crisis, critical multi-sectoral services, and protection of vulnerable groups (see Figure 8). WASH is included in critical multi-sectoral services. Each of the priority areas and sub-priority areas (such as WASH) are led by a national lead team and a support lead team. National leadership for WASH is shared by BNPB, KEMENKES, KEMENDIKBUD, PUPR and KEMENSOS and the support team is led by UNICEF. Needs and related financial requirements are based on the priority area (not the sectoral cluster).



Figure 8: WASH coordination schematic for the COVID-19 response

⁶ WHO COVID-19 strategic preparedness and response plan

The relationship between the cluster system and the priority areas is ambiguous. It is not clear if coordination requirements like platforms and accountability are centred around the cluster system or the priority area. Because needs and financial contributions are based on the priority area, the emergency programme cycle and coordination should usually be developed around the priority area. In addition, sharing leadership among four national ministries reduces the capacity to address sector-wide issues and limits support for service delivery. Overall, the coordination of the WASH subsectors in the COVID-19 response face the same issues identified in the previous responses: lack of holistic approach, multiple leadership and meetings in various geographic locations are all issues facing WASH stakeholders in the COVID-19 coordination mechanism.

ROLES OF INTERNATIONAL ORGANIZATIONS IN DISASTER RESPONSE

The current position of international organizations in the coordination architecture in Indonesia is shown in the diagram in Appendix C. In practice, the trigger for activating the support roles of international organizations in emergencies are not clearly defined and depend on the scale of a disaster and decisions made by the President of Indonesia, advised by BNPB.

The chart below describes the understanding of the international community in Indonesia of the categories and triggers for different types of support from the international humanitarian system, coordinated in country by OCHA (Figure 9).

Table 5: Emergency classification in Indonesia (Source: Emergency Response Preparedness in Indonesia: A Consultancy Report prepared exclusively for the Indonesia Humanitarian Country Team, p 24, Humanitarian Benchmark Consulting, 2016)

	CATEGORY A	CATEGORY B	SCENARIO C
KEY VARIABLES	Disaster(s) of almost any scale where primarily only national interests are impacted. National response and coordination mechanisms are still capable of adequately addressing urgent humanitarian needs.	Large scale disaster(s) where multiple countries interests are deeply impacted, but national response and coordination mechanisms are still functional and responding to needs.	Large scale disaster(s) where national response and coordination mechanisms have been heavily impacted and/or are temporarily in need of international backup to adequately address humanitarian needs and external offers of assistance
PROBABLE COORDINATION MECHANISM	» National coordination by BNPB/BPBD and National clusters supported by international cluster leads as requested.	» Joint coordination » Large scale consular assistance requiring coordination	» IASC cluster coordination » Large scale Civil-Military coordination » Rapid hand over to joint coordination and then National coordination
POTENTIAL INTERNATIONAL ASSISTANCE	» International assistance by existing actors in country welcomed but not requested » Specific targeted assistance may be requested	Wide variety of international assistance by a broad range of actors depending on nature and location of disaster	» International assistance by a wide range of actors. » Likely to involve high level civ-mil assistance

This follows the categorization stated in the NDRF (shown in the box). The NDRF identifies support roles for specific agencies (e.g., UNICEF and WHO) in supporting disaster response coordination and capacity building in specific sectors, but there is no clear SOP for triggering this support. It is therefore necessary for international organizations to negotiate with the WiE lead agencies and develop a SOP **in advance** of the next disaster.

CONCLUSIONS ON BOTTLENECKS AND GAPS IN WIE COORDINATION

LEGISLATION

GoI has developed strong legislation for disaster management and this is recognized in the UNICEF-supported WASH Capacity Assessment.⁷ However, this has not been reflected in the responses reviewed in this assessment, possibly because the core NDRF was only released in 2018. Response actors are not using the frameworks and guidelines for response architecture and considerable competence building is needed to familiarize everyone in the system with the relevant national regulations.

Appendix B shows the full list of the relevant legislation and guidelines covering WiE. In the proposed coordination framework for WASH under NDRF, WASH is buried as a working group under the Displacement Sub-Task Force. In practice, this structure has never been activated and WASH implementation responsibilities are split across different ministries with none taking responsibility for coordination of the sector.

COORDINATION CAPACITY

WASH-related government departments are not familiar with coordinating multiple actors and there are very few guidelines or terms of reference for clusters or task forces. It appears that many departments are used to managing their own responses but not to taking responsibility for leadership of the overall WiE sector and ensuring high quality, effective WASH responses. There is a difference in the capacity for coordination between the Health and WASH sectors, mainly because of the clear mandate for KEMENKES to lead the Health Cluster. However, Shelter is also a well-coordinated sector, despite being a sub-task force of the Displacement and Protection Cluster. There are

THE GOI REGULATIONS IDENTIFY THE FOLLOWING CATEGORIES FOR THE LEVEL OF DISASTER:

An [A] local-level disaster is declared when it affects a particular district or municipality and the local government remains functioning.

A [B] provincial-level disaster is declared when it impacts several districts or municipalities. Under provincial status, mechanisms, institutional arrangements, rules and regulations are already in place to enable the mobilization of national assets and capacities to support local governments, provide access to state budgets and funding, and allow flexibility of rules and regulations during emergency.

A key criterion for a [C] national-level disaster is when the provincial government has either collapsed or its ability to function has been significantly compromised. Currently there is no exact formulation that can be used to determine when a disaster can be considered a national calamity. As a result, the statement of national calamity will be evaluated using a case-by-case approach and a judgment call by the national government with the decision of the President.

opportunities to learn from the comparatively stronger coordination and leadership in the Health Cluster (KEMENKES) and Shelter Cluster (led by KEMENSOS supported by IFRC).

Many key actors involved in the Central Sulawesi and COVID-19 responses recognized the value of the activated WASH Cluster with its dedicated coordination resources and there is considerable support for permanent, dedicated WiE coordination capacity and resources at national level, preferably embedded in Government. Ideally this should be able to support and guide WASH coordination at provincial and district levels both before and during emergencies.

⁷ Add reference

INFORMATION MANAGEMENT

Information Management and Standards and Guidelines are two of the core pillars of WASH coordination (as defined by the GWC). These are the major gaps in the Indonesian WASH responses. The benefits of a consolidated information hub and common standards were demonstrated in the Central Sulawesi response and there is capacity for this at central level, in BNPB, but this does not seem to have been rolled out to the sectors or to the local disaster response mechanisms. Stakeholders felt that for an efficient WASH Cluster, coordination should not rely on individual people but 'should be a system, supported by information management'.

LEARNING FROM THE WEST SULAWESI EVENT

An earthquake struck West Sulawesi in January 2021. Although this occurred after the systematic assessment, the assessment team took the opportunity to facilitate a learning event with government actors while the WASH response was ongoing. They analysed the relative position and influence of different institutions in the WASH response. KEMENKES, PUPR and PMI emerged as the organizations with the most influence and responsibility (Figure 10).

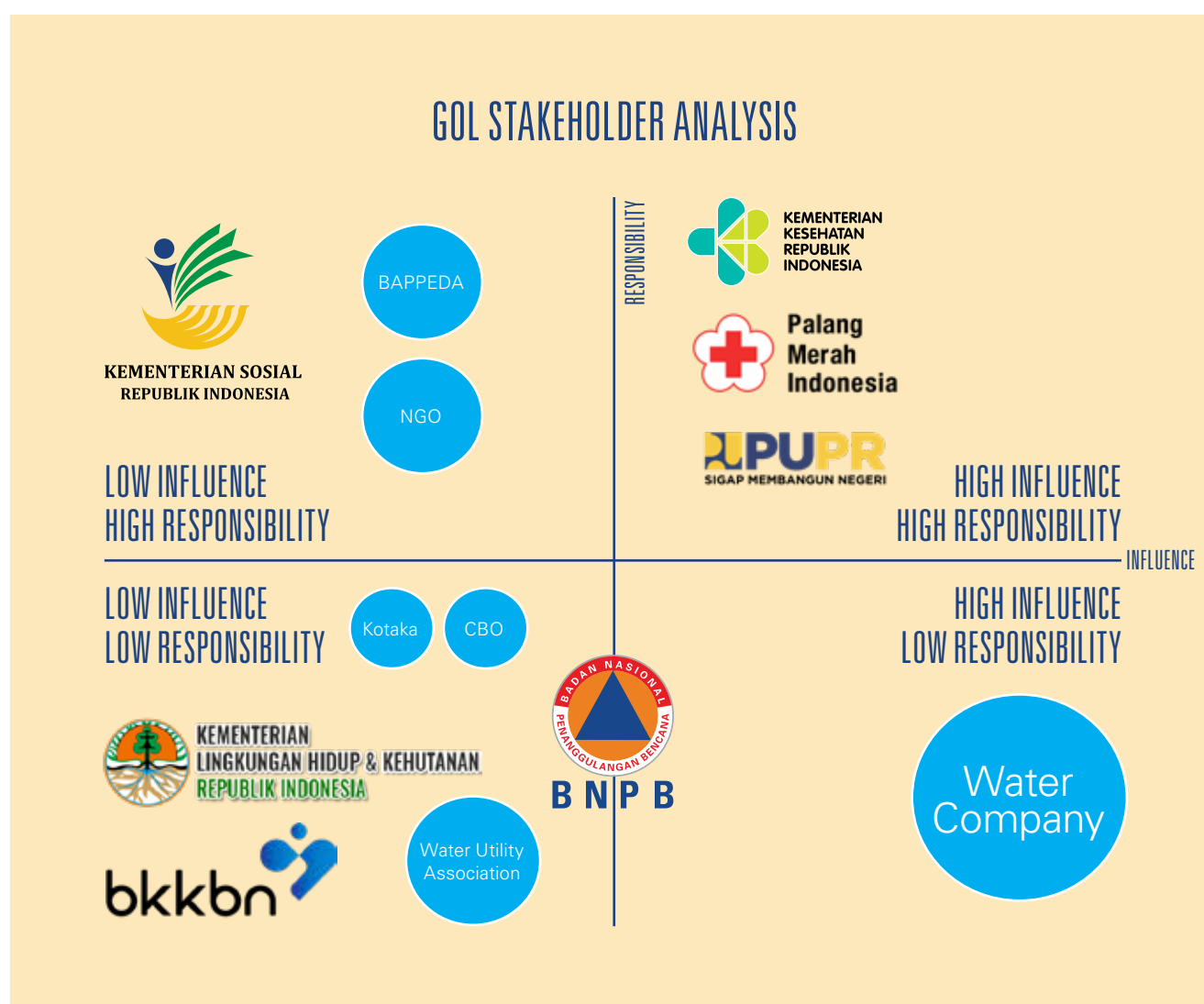


Figure 9: Relative position and influence of different institutions in the WASH response in West Sulawesi

The group was also asked to match WASH coordination responsibilities with stakeholders. Eleven coordination responsibilities were identified (human resources for coordination, human resources for information management, Coordination lead, technical assistance, accountability, control and evaluation, links to transition actors, early recovery strategy, cross-cutting issues, protection and ensuring provision of minimum services). Notable outcomes of this analysis include:

- » Human resources for coordination – KEMENSOS (at the district, provincial and national level), NGOs and international organizations provided staff for coordination. This is usually the case in the IASC system. However, there was a disconnect between staff working in information management and in coordination.
- » The organizations mentioned in human resources for information management are organizations with great potential for providing essential information, but they needed someone to ensure relevant information is gathered, checked, analysed and circulated as relevant information. This is the role of information management in WiE.
- » There was a lack of monitoring against common standards.
- » UNICEF was not sufficiently involved. The West Sulawesi disaster was not a major emergency and UNICEF was only briefly involved, so it was not identified as a stakeholder.
- » There was evidence of strong disaster-risk management legislation, but it has not been translated into action because of a lack of WASH coordination architecture.

WASH Cluster coordination was scattered around 15 different organizations (see Figure 11). In international best practice, a strong coordination lead would often hold most of the coordination responsibilities. However, in Indonesia, no single stakeholder holds even half of the coordination responsibilities (KEMENSOS holds five of the 11 responsibilities identified). To create a more efficient coordination system, these responsibilities should be shared between no more than three or four key institutions.

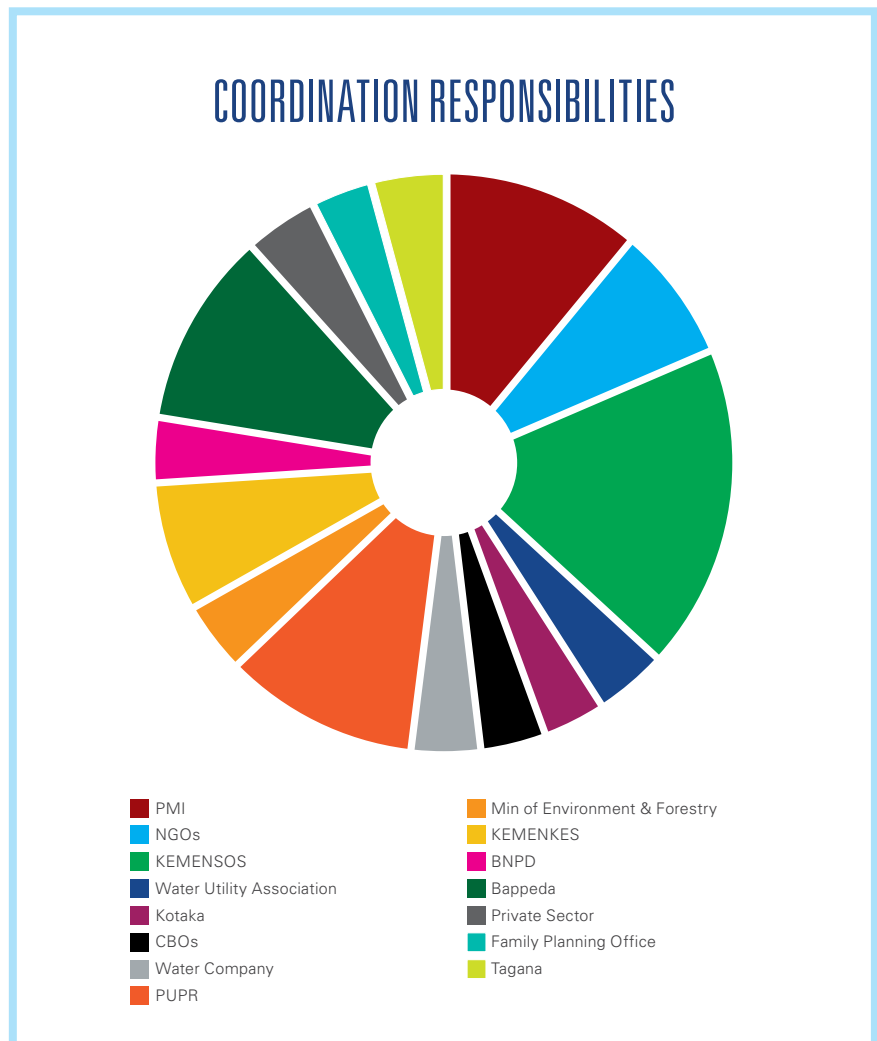


Figure 10: Distribution of coordination responsibilities across organizations

Participants agreed that KEMENSOS had more designated coordination responsibilities than others. PMI, NGOs (as a group), PUPR, Bappeda and KEMENKES held three responsibilities each (see Figure 12). The other nine organizations were responsible for one or two coordination activities. Hence, five organizations emerged as playing key roles in WASH coordination:

1. PUPR
2. KEMENKES
3. KEMENSOS
4. Bappeda
5. PMI Co-creation of WASH in Emergencies coordination

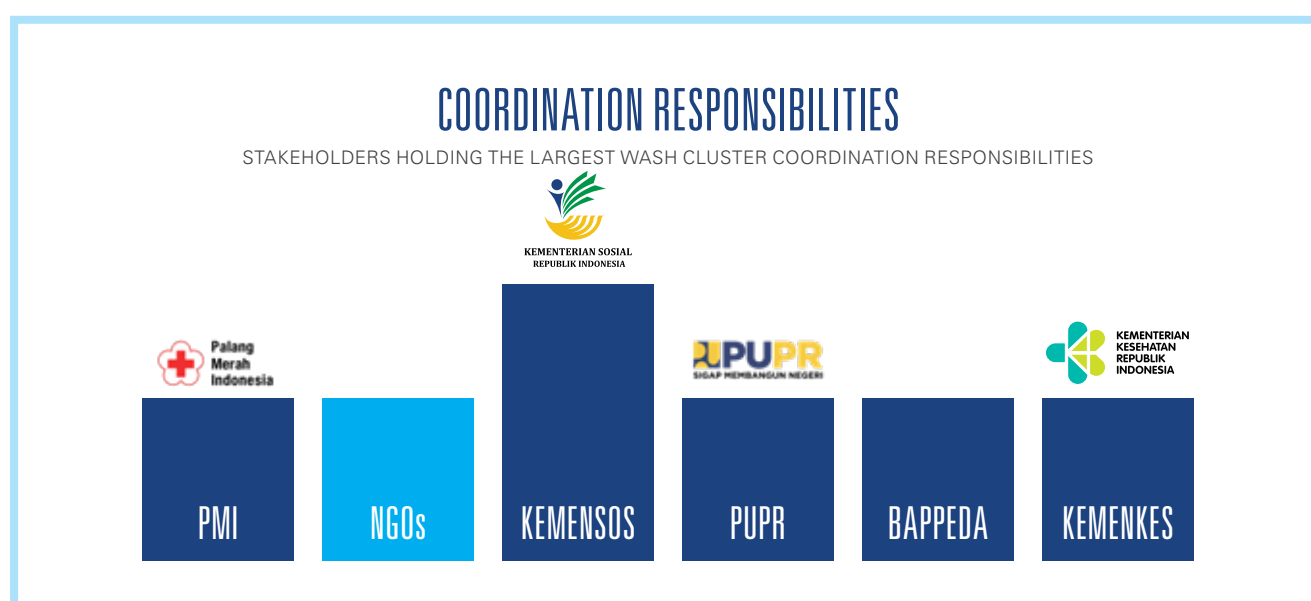


Figure 11: Major stakeholders' responsibilities

The joint analysis of government institutional capacity for coordination showed all four key institutions (KEMENSOS, PUPR, KEMENKES, Bappenas) have strengths and should play a role in different coordination functions (see Figure 13). The group felt that one solution may be to split the coordinator/convenor role (Bappenas or KEMENSOS) from the technical leadership role (PUPR and KEMENSOS jointly). There was a strong consensus that all institutions need competency development to take up their roles and responsibilities in WiE sector coordination.

CO-CREATION OF WASH IN EMERGENCIES COORDINATION

The joint analysis of government institutional capacity for coordination showed all four key institutions (KEMENSOS, PUPR, KEMENKES, Bappenas) have strengths and should play a role in different coordination functions (see Figure 13). The group felt that one solution may be to split the coordinator/convenor role (Bappenas or KEMENSOS) from the technical leadership role (PUPR and KEMENSOS jointly). There was a strong consensus that all institutions need competency development to take up their roles and responsibilities in WiE sector coordination.

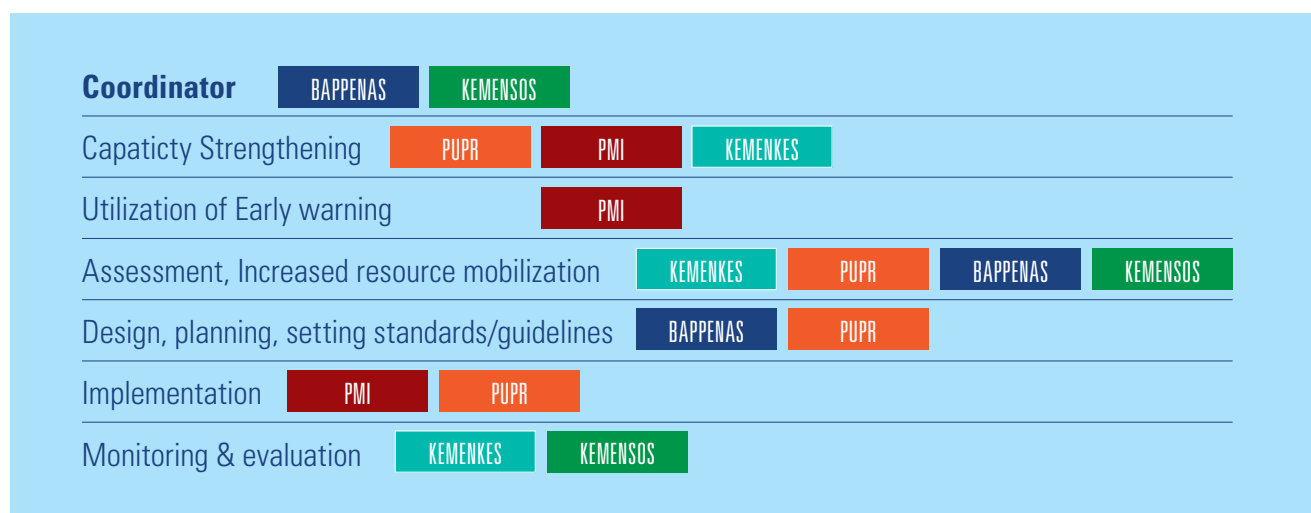


Figure 12: Identified leads per activity



The existing legislation for disaster management, recently updated in the NDRF, places the mandate for coordination of WASH with KEMENSOS and this is respected by other government agencies. While others can provide technical leadership and have more capacity for delivering WASH responses, the five key stakeholder ministries identified above felt that coordination responsibility should remain with KEMENSOS. This confidence in KEMENSOS seems to be related to their skills and experience in coordinating other actors and the strong role they have played in responses in the emergency phase in Indonesia when large populations have been displaced.

RECOMMENDATIONS TO STRENGTHEN WASH IN EMERGENCIES SECTOR



INSTITUTIONAL LEADERSHIP — NATIONAL LEVEL

Senior government leads in the five key ministries confirmed the need for stronger WASH coordination and leadership but requested KEMENSOS to step in and develop the leadership and reliable coordination capacity required. Other WiE actors felt that PUPR and KEMENKES had roles to play and also that the transition to recovery and development activities coordinated by Bappenas should be more formalized.

Sector leadership and coordination capacity can be held by different organizations in an emergency response. For example, in the international system, UNICEF is the designated Lead Agency for the WASH Cluster but coordination (globally and in each country) is conducted by a team who are required to act independently, on behalf of the sector, rather than working directly for UNICEF. In Indonesia there is a strong established practice of area-based coordination where various sectors come together to design and deliver an integrated response for a particular group of people affected by a disaster, coordinated by KEMENSOS through the Displacement and Protection Cluster. This approach has many advantages in a disaster scenario where there has been mass displacement and where people require a package of services. The area-based rather than siloed sectoral coordination approach is also supported by some of the leading humanitarian thinkers (CGD, 2020).

The recommended coordination structure for WiE in Indonesia that emerges from this systematic assessment and institutional triggering is a hybrid structure, with overall leadership from KEMENSOS and technical support from PUPR and KEMENKES (see Figure 14).

In the recommended coordination structure, there is a designated WASH Coordinator led by the Directorate of Social Protection for Natural Disaster Victims of KEMENSOS. The coordinator is responsible for coordinating overall WiE programming under the cluster coordination mechanism. Supporting the WASH Coordinator are four main units:

1. Provision of water services
2. Provision of sanitation services
3. Provision of hygiene education and IPC
4. Transition to WASH Working Group

It should be noted that the sanitation services and water services sectors are governed by two separate directorates within PUPR. Therefore, it is suggested that these units are kept separate.

The study made clear that there are three main government agencies, besides KEMENSOS, involved in WiE programming. Based on the inputs gathered from the FGDs and interviews, the provision of water services should be coordinated by the Directorate of Water Supply, PUPR, the provision of sanitation services should be coordinated by the Directorate of Sanitation, PUPR, and the provision of hygiene education and IPC should be led by the Directorate of Environmental Health, KEMENKES. The last component is the transition to the WASH Working Group, which should be led by Bappenas through the Directorate of Housing, Settlement, and Urban Development.

Bappenas' s role is key in ensuring a smooth transition from emergency phase to development phase as Bappenas leads the WASH Working Group at the national level as well as the recovery sector. At the local level, Bappeda leads the WASH Working Group. The WASH Working Group has an important role in coordinating WASH actors outside of times of emergency.

A WASH sub-cluster coordination support team will support the WASH sub-cluster. The team will be led by UNICEF, and cluster members or partners (e.g., NGOs, CSOs) can be part of the team to ensure that there is sufficient competence to support the sub-cluster in the areas of coordination, information management, communications, monitoring and evaluation, and capacity strengthening, as well as providing specific technical specialists (e.g., in waste management, WASH in schools, water supply repair, recovery, etc.).

NATIONAL FRAMEWORK

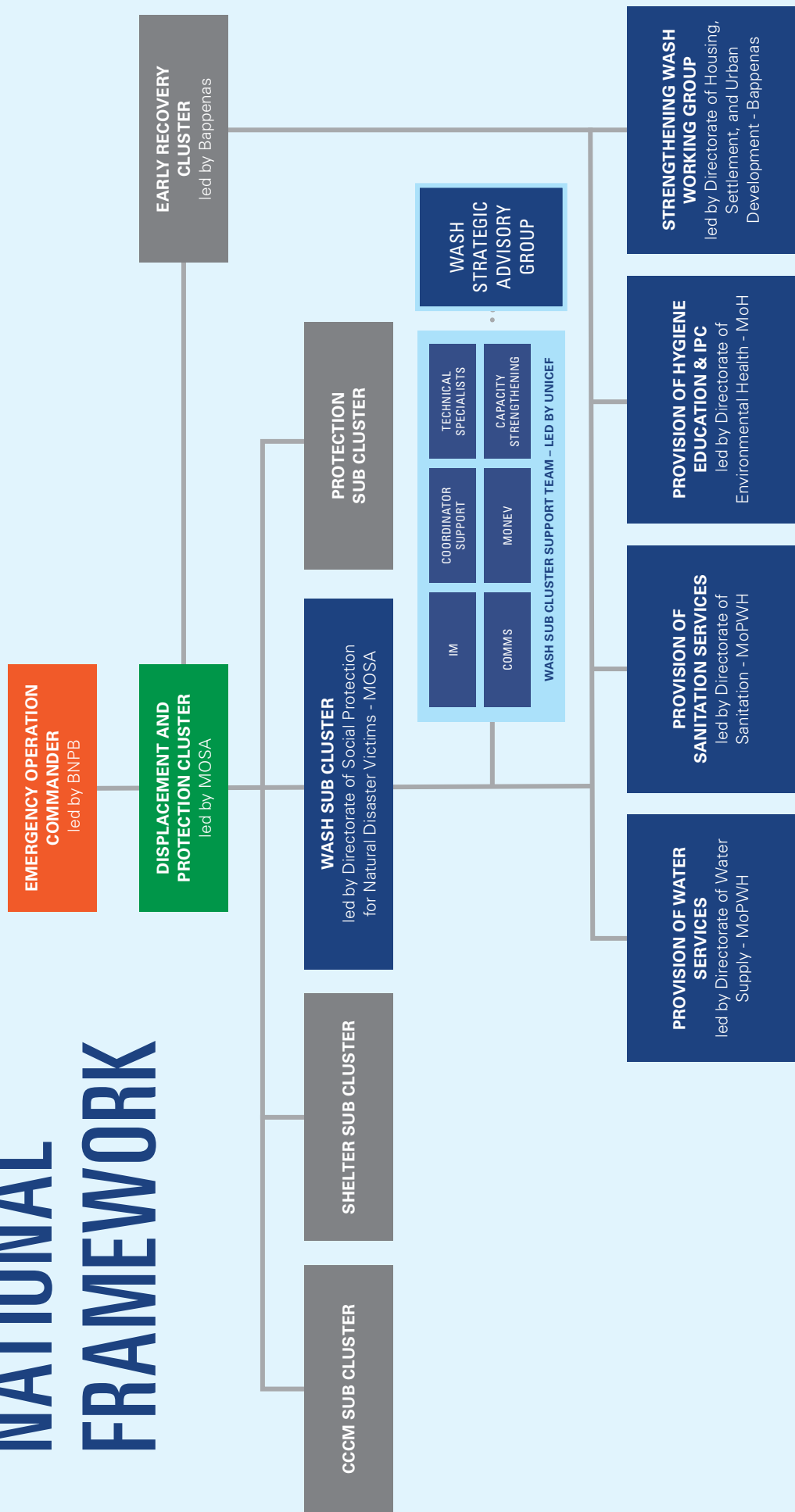


Figure 13: Recommended coordination structure at national level

INSTITUTIONAL LEADERSHIP – LOCAL (DISTRICT AND PROVINCIAL) LEVEL

The Government of Indonesia has a decentralized disaster response system. A locally led response is backed by sub-national resources and supported by the national government, led by the BNPB. Therefore, emergency response is likely to be led by the provincial secretary or the head of BPBD, as described below (Figure 15). Under the coordination mechanism, the Provincial Social Affairs Office often leads assistance for internally displaced persons. There should be a unit within the office to coordinate WiE programming. The coordinator for WASH intervention should be the leader of the WASH Working Group at the local level (which often is Bappeda or the Public Works Office). If the WASH Working Group is not operational or has been disrupted by the disaster, the Provincial Social Affairs Office should lead WASH coordination as part of its function in coordinating the assistance of internally displaced persons. This structure will depend on the scale of the emergency. If it is a district- or municipal-level emergency, the lead agency will be an office at the district or municipal level, e.g., the district Social Affairs Office, district-level Bappeda, the district Public Works Office or district Health Office (see Figure 15).

Local WASH sub-cluster coordination support teams should be established to support cluster coordination at the local level. The strategic advisory group and cluster coordinators can determine whether the support team should be established at provincial level or at district level. The experience from the Central Sulawesi response showed that the local

team was established at the provincial level in the beginning and then gradually transitioned to district or municipal level.

The lead role of the local support team should be open to agencies that have the appropriate competence (i.e., the expertise, experience and network) to work on the local response. The local support team will coordinate and receive support from the Cluster Coordination Support Team and the Strategic Advisory Group at the national level. The national Cluster Coordination Support Team will also coordinate with national and sub-national government agencies that provide support to local government agencies implementing WASH responses.

Like Bappenas at the national level, Bappeda has an important role in ensuring smooth transition from the emergency phase to the development phase, including the revitalization or establishment of the WASH Working Group. After the emergency phase is over, the WASH Working Group will coordinate WASH programming led by Bappeda.

In practice, coordination and leadership should follow a ‘hub and spokes’ model drawing on the strengths of area-based coordination models (Figure 16):

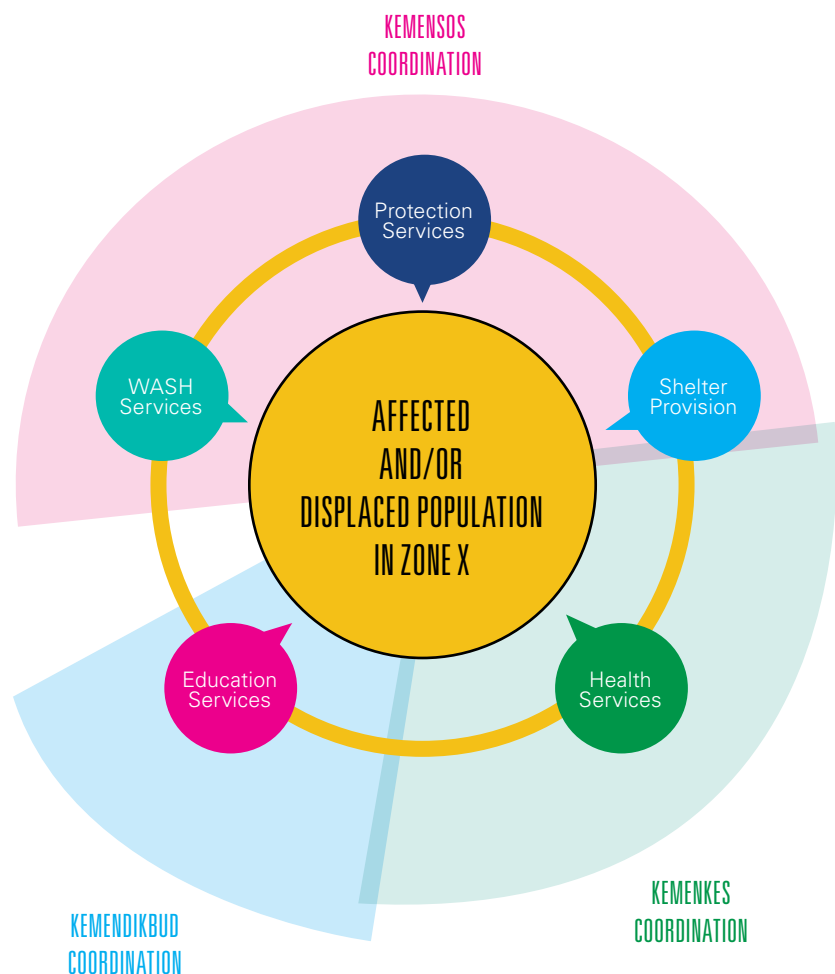


Figure 14: Sectoral and intersectoral coordination mechanism

LOCAL RESPONSE FRAMEWORK

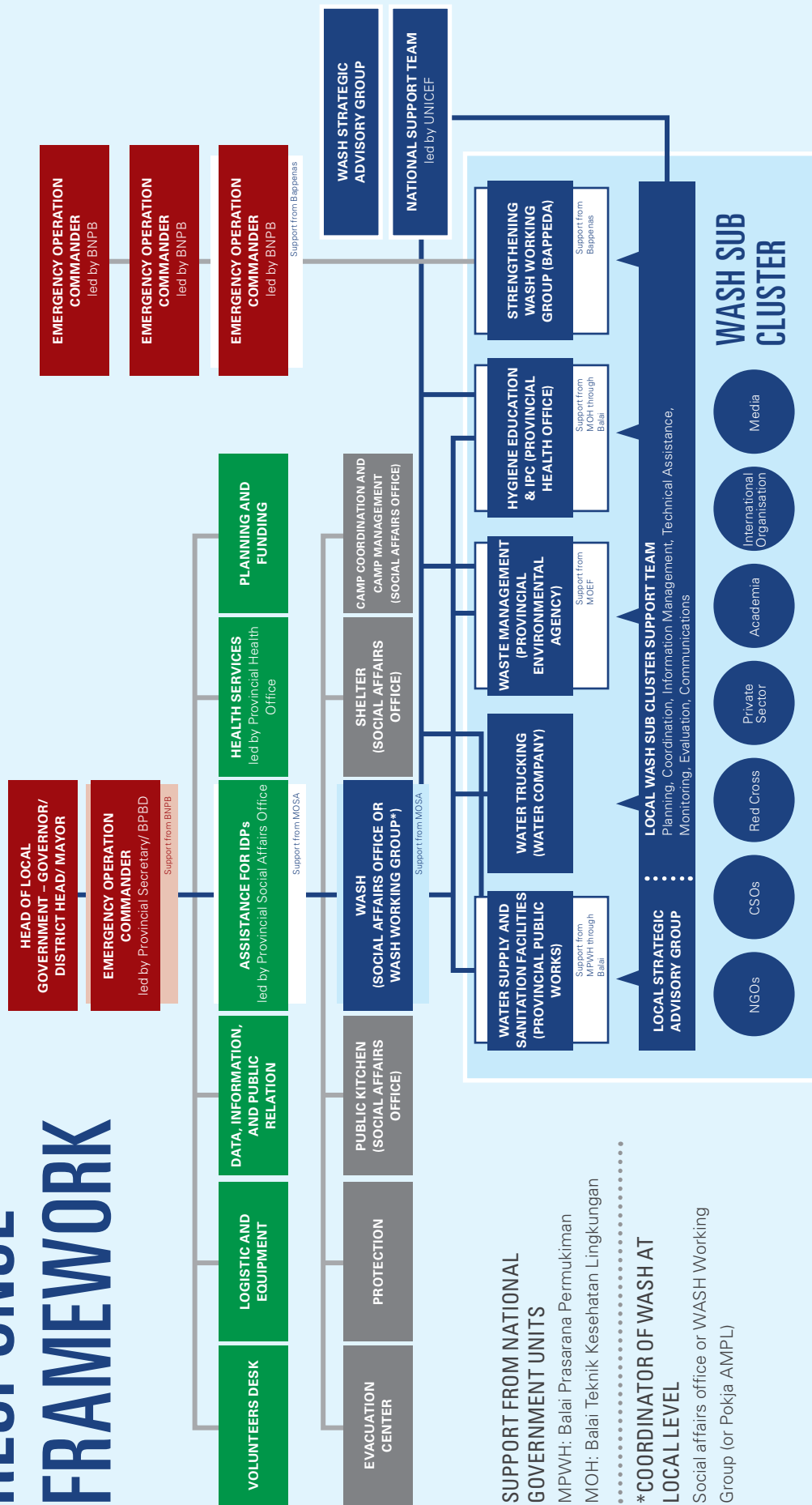


Figure 15: Recommended coordination structure at local level

Parts of this coordination model are already in place and functioning well (e.g., in the WNT earthquake response and the Jakarta floods response) but there is no leadership for WASH so there has been no single focal point for the WiE sector. The proposed strengthening would place a reliable WASH coordination or focal point with KEMENSOS for each emergency. This coordination leadership would be firmly established as a part of KEMENSOS social services for affected populations and the WiE focal point would work closely with coordinators for protection, shelter, education, health, etc.

ROAD MAP AND CAPACITY DEVELOPMENT PLAN TO IMPROVE COLLABORATION AND COORDINATION FOR A STRONG WASH IN EMERGENCIES RESPONSE

Based on the findings of the WiE assessment, a Road Map to strong WiE coordination in Indonesia has been developed. The components of this Road Map were created with WASH stakeholders in a series of participatory events in February and March 2021.

The Road Map has interim milestones, which are intended to be concrete targets for each of the phases of the cluster development process. It should be read in conjunction with the Capacity Development Plan (CDP) developed for the WiE sector. The Road Map focuses on the development of processes and resources that are necessary for the WASH Cluster as a group to mature and to coordinate the WiE response in line with the vision for the WiE sector. The CDP focuses on the competencies that individuals and groups require for delivering a coordinated WiE response and for playing effective roles in cluster development.⁸

The figure below presents the Road Map in summary (Figure 17). The sections following it describe the components as well as draft ideas for the roll out of the plan. The cluster is expected to take an adaptive learning approach to the roll out with regular pause and reflect sessions to review progress and adapt the plan as necessary.

VISION

A joint vision for the WiE sector was developed during the co-creation event with WiE stakeholders.

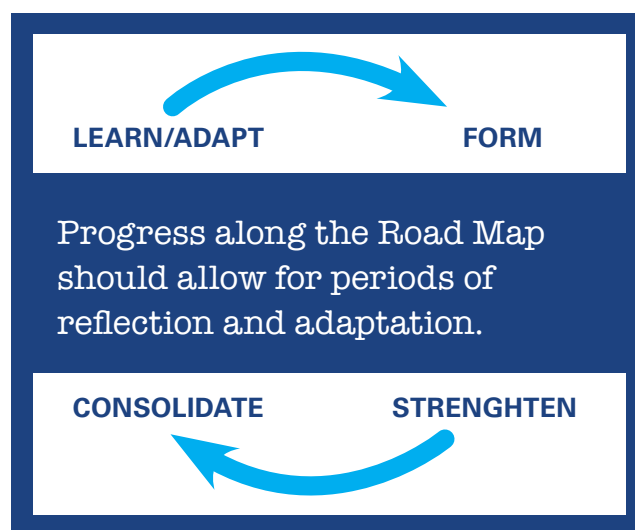
The WiE sector delivers a coordinated, timely, inclusive and high-quality response for people in need and ensures sustainable WASH services.

This represents what a more formalized and reliable WASH coordination mechanism could deliver in future. The addition of a sustainable WASH services goal is important and ensures that this becomes a focus for development of the cluster alongside the quality of emergency response.

MILESTONES

Four milestones represent interim goals or benchmarks to be achieved in the immediate/short, medium and long-term, towards the vision of a fully developed WASH Cluster in Indonesia. Each milestone has a list of steps to reach the milestone; additional steps may be needed and can be added to the plan as required. Broadly speaking, the milestones are arranged in sequence along a timeline such that they contribute to a logical progression of competency development objectives:⁹

1. Establish a knowledgeable WiE sector with strong leadership and information management (IM) competencies
2. Develop a positive communication environment and create standard and tools adapted to the Indonesian context
3. Consolidate learning and competence to form a fully functioning and sustainable WASH Cluster



⁸ For the purposes of this plan, competencies incorporate both skills and knowledge

⁹ These objectives match those in the Capacity Development Plan (CDP) developed to complement this Road Map.



Figure 16: Summary of the Road Map



Figure 17: Milestones to be achieved in short, medium and long-term plan

CAPACITY DEVELOPMENT PLAN

The CDP and the Road Map have been designed in tandem to ensure competencies are developed with the adapted processes and tools needed for an effective coordination mechanism. The CDP outlines the competencies, including skills and knowledge, for individuals and teams required for delivering a coordinated WiE response. The CDP focuses on three main targets: the national Cluster Lead, the partners and other technical ministries involved in the responses. Some competencies may be shared with international requirements, such as the application of humanitarian principles and WASH concepts, while others are specific to the Indonesian context.

The competence-building plan presents the required skills, the degree of international involvement and the competencies required on a timeline divided into three main phases (illustrated in Figure 18). The first phase aims to create a common proficiency level among all stakeholders in the WASH sector. The second phase will aim to reinforce stakeholders' collaboration and finally the third phase will focus on developing learning and assessing responses to improve and sustain the coordination environment.



Figure 18: Phases of the Capacity Development Plan

An overview of the Roadmap and CDP are presented below.

The full Road Map is presented in a separate document (Annex 3).

The full CDP is presented in a separate document (Annex 4).

MILESTONES AND COMPETENCE BUILDING FOR WASH IN EMERGENCIES ACTORS AND LEADERS

IMMEDIATE – SHORT TERM OBJECTIVES : 6 MONTHS – 1 YEAR

MILESTONE 1 – PERMANENT WASH IN EMERGENCIES COORDINATION MECHANISM DEVELOPED

This first milestone is given priority according to the systematic assessment conducted in 2020–2021, which found that, while some WASH coordination was evident in recent disasters, there was a gap in reliable leadership and a systematic approach to cluster coordination.¹⁰ The steps to reaching this milestone therefore focus on building leadership, organizational structures and political commitment for a permanent WASH sub-cluster within the disaster management framework in Indonesia. This milestone is expected to be reached at the end of Year 1 of the plan.

- 1. Commitment to WiE coordination backed up by regulations** – This is the first step to strengthening WiE coordination. The key stakeholders – the Ministry of Social Affairs (KEMENSOS), the Ministry of Public Works and Housing (PUPR), KEMENKES, the National Development Planning Agency (Bappenas) and the National Disaster Management Agency (BNPB) – agree that WASH needs stronger coordination and have identified KEMENSOS as the best department to provide reliable leadership and be a dedicated coordinator. The next steps are to formalize this in an appropriate document and secure written commitment to collaborate.¹¹
- 2. Funding secured to support national coordination team full time** – To secure capacity for national WASH sub-cluster coordination, reliable funding for a permanent coordination team is required. This step should ensure that adequate resources are available for the team to lead the WiE sector and implement the Road Map.
- 3. Lead and co-lead agencies for WASH sub-cluster put in place with SOPs agreed** – Following agreement by the key ministries, a secretariat or focal point should be established in the lead and subsector lead departments

where support for WASH Cluster strengthening and competence building can be coordinated. SOPs to describe how the institutions will work together and specifying their individual roles and responsibilities should be developed and shared with the cluster members.

- 4. WASH Cluster terms of reference agreed** – Using the WASH Strategic Planning Group (SPG) as an advisory body, the coordinator should develop terms of reference for the cluster and disseminates it widely to all stakeholders.¹²
- 5. WASH sub-cluster contingency plan finalized and put into practice** – The existing draft contingency plan should be finalized, making it consistent with the recommendations of the systematic assessment. Dissemination events should be held to ensure sector-wide adoption and to put the plan into use as outlined in the WiE sector response plan for the next emergency.
- 6. Roster of cluster coordinators and mechanism for mobilization established** – There are a number of trained WASH Cluster coordinators in Indonesia and many of them have experience coordinating response at sub-national level. A roster should be drawn up of potential coordinators, including their current training levels and gaps to be filled. The roster should include Gol staff in provincial departments of KEMENSOS, PUPR, Bappenas and KEMENKES who can be redeployed to this role in an emergency. The roster should be accompanied by an agreed and resourced mechanism (SOPs) for mobilizing people from the roster to coordinate the cluster in every disaster. The SOPs should be reviewed after the first few deployments to learn from what worked and what didn't, and revise accordingly.
- 7. Competence of pool of cluster coordinators strengthened** – Based on the training gap analysis above, training events will be planned for coordinators (national and provincial). This will be built into the competence-building plan for the cluster and build on training already completed by RedR Indonesia and others. This should focus on the core competencies outlined in the CDP.
- 8. Mapping of information management resources and tools** – Capacity for monitoring response has been scattered across different organizations. Some tools for standard processes such as needs assessments and response monitoring exist but not all partners use them. Mapping would enable the coordination team

¹⁰ A systematic assessment of the WASH in Emergencies sector in Indonesia – Final Report, March 2021

¹¹ Stakeholders have yet to agree on the appropriate legal document but suggestions are a simple SOP, memorandum of understanding or inter-ministerial agreement.

¹² This and other tools or guidelines can be developed using Global WASH Cluster documents as a starting point but should, where possible, be specific to the Indonesia context.

to have a view of available resources and select which to adapt as common cluster tools and which to develop from scratch.

- 9. National WiE standards agreed and adopted by all** – Standards for levels of water, sanitation and hygiene service (e.g., the number of people using one latrine) are important for ensuring that responses provide adequate services to meet basic needs and prevent disease outbreaks. Indonesia can adapt its own development standards (used for infrastructure development) or decide to work with international humanitarian standards as recommended by the AHA Centre.
- 10. SOPs for key WiE components established** – SOPs complement guidelines and focus on technical requirements for specific processes or operation of standard tools and equipment, e.g., SOPs for trucking water to camps, SOPs for subsector working groups. A list of priority SOPs for development will be drawn up by the SPG.
- 11. Standby funding available to support timely activation of provincial clusters** – Resources need to be matched to the mobilization mechanism for coordination teams. This step should secure funding and other resources to ensure that a sub-national WASH Cluster can be activated quickly in the early part of a provincial emergency.

ASSUMPTIONS

The following assumptions are made to carry out the steps above and reach Milestone 1:

CATEGORY A	CRITICALITY
A clear sector leader emerges from one government agency	High
Adequate resources allocated to WiE	High
Provincial authorities are willing to replicate structure	Medium
WiE stakeholders agree to follow one coordination system under national government leadership	High

SKILLS AND KNOWLEDGE REQUIRED FOR IMMEDIATE AND SHORT TERM:

During the first phase, the competency reinforcement should be in-situ, online or hybrid training or workshops. International organisations will play a crucial role in strengthening the coordination mechanism through a targeted training scheme. The main aim is to ensure all organisation are similarly informed on humanitarian principles or operating in a secure environment, for example. As well as being prepared to coordinate in an emergency with a Rapid Needs Assessment and by collaborating with others, for example.

Having strong leaders at sector coordination levels will enhance mobilisation and participation of the coordination mechanism and avoid a bilateral or informal coordination group. It is essential to prioritise leaderships training for the Sectors Lead in the short term.

COMPETENCY NEEDED FOR WASH IN IMMEDIATE AND SHORT TERM:

COMPETENCY REQUIRED	TARGET	CRITICALITY
Leadership skills - enhance mobilisation and participation	Sector Leads	High
Communication skills	Sector Leads	High
Information Management Core Skills	Sector Leads	High
Basic collaborative working	Sector Leads	Medium
Humanitarian Core Principles	All	High
SOPs for WiE coordination and operation	All	High
WASH Core technical skills - holistic approach	All	High
Monitoring and Evaluation	All	Medium
Rapid Needs Assessment	All	Medium
WiE standards, tools and guidelines	All	High

MEDIUM – TERM OBJECTIVES : 2ND AND 3RD YEAR**MILESTONE 2 – WASH RESPONSE FOLLOWS AGREED PLANS, STANDARDS & GUIDELINES**

This milestone focuses on the tools that strengthen sector-wide coordination and how to implement them in the sector. While these are considered high priority, development should be led by the WASH sub-cluster team, so they will start in the second phase after the WiE coordination mechanism has been established at national level. Many of these tools exist in cross-sectoral disaster management guidelines and regulations, and in other sectors, such as health. WASH-specific tools are required to bring WASH actors to a common understanding of targets, best practice and coordinated response. The CDP further elaborates the training and mentoring required in this phase to put these common tools in use across the sub-cluster.

1. Competence of pool of information managers strengthened – Based on the training gap analysis above, training events will be planned for information managers. This will be built into the competence-building plan for the cluster and will focus on core competencies adapted from standard GWC competencies if appropriate.
2. IM processes and tools developed or adapted to Indonesian context – Good information management is essential for avoiding gaps and overlaps in service delivery. Information about needs and responses should be efficiently managed using standardized processes and platforms for collecting and sharing information. These can be adapted or developed from the available tools identified in Step 7 of the first phase. Key to this is designing management tools which provide WASH responders with information that is useful to their planning.
3. WiE guidelines and handbook developed – Clear guidelines for WiE will ensure that the WASH response follows government regulations and is aligned with strategic objectives for the sector. To bring individual activities together as a coordinated response, it is important for all WASH actors to be familiar with the WiE handbook and individual guidelines for key components. In other countries, a series of guidelines and resources is compiled and presented on a common, easily accessible platform (such as a website).

ASSUMPTIONS

The following assumptions are made to carry out the steps above and reach Milestone 2:

CATEGORY A	CRITICALITY
At least 1 experienced WiE organization provides consistent support and mentoring	High
Sub-cluster remains active between emergencies	High
Coordination team develops core skills (KM, IM, facilitation, etc.)	Medium

MILESTONE 3 – ESTABLISHED WASH CLUSTER USING STANDARDIZED COORDINATION TOOLS

This milestone adds additional tools to ensure an inclusive and accountable WASH response. These are part of global commitments to put affected populations at the centre of the response. It requires commitment from WASH actors and increases the monitoring requirements substantially. Appropriate guidelines for the Indonesian context will be important for these commitments to be adopted by the WASH sub-cluster.

1. Five-year strategic plan written and adopted – Some competence for developing strategic objectives and indicators for response will be developed earlier but a full strategic plan for the sector will require consultation across the cluster members and building of consensus around objectives and roles and responsibilities.
2. Humanitarian learning system in place – The cluster should regularly reflect on responses to agree what is working and what needs adaptation (tools, SOPs, etc.). A platform for sharing evaluations and reviews will be necessary.
3. Response is accountable to people in need – Tools and competencies should be developed to ensure that people in need are placed at the centre of the response and to take feedback and engagement into account.
4. Gender equity and social inclusion routinely monitored in WASH – Monitoring tools should include relevant indicators to be able to analyse the inclusion of different groups and adapt to meeting their needs in the response.
5. Innovative tools for early warning and early action developed – The sector should review and build on the WiE contingency plan to develop competence for forecast-based anticipatory action in WASH. It can learn from initiatives in other ASEAN countries.
6. Funding for emergency preparedness in place and supplies prepositioned

ASSUMPTIONS

The following assumptions are made to carry out the steps above and reach Milestone 3:

CATEGORY A	CRITICALITY
A clear sector leader emerges from one government agency	High
Adequate resources allocated to WiE	High
Provincial authorities are willing to replicate structure	Medium

SKILLS AND KNOWLEDGE REQUIRED FOR MEDIUM TO LONG TERM:

The focus will be on adapting and developing national standards for the WASH in emergency sector. The competency building effort should focus on developing an efficient way of working and build a trustworthy environment between all organisations involved in WASH. The purpose of this phase is to ensure that all individuals involved in WiE are involved in WASH subsectors, collaborate to identify overlaps between agencies, and identify intersectoral or crosscutting opportunities with other sectors and clusters.

- » International organisation will slowly phase out and retain a mentoring role. The national sector leaders drive the development/adaptation of standards and maximize the technical knowledge of partners and other institutions.
- » To ensure the WASH sectors standard and tools are adopted by all stakeholders involved in WiE. For this, workshops, technical working groups and participatory events will need to be organised by the sector leads.
- » To support this process, response partners and other government institutions should also develop their competency to lead technical working groups, resolve conflicts and debate technical issues.
- » Incorporate 'learning by doing' approach and mentoring by partners with experience in coordinating/developing technical standards.

COMPETENCY REQUIRED	TARGET	CRITICALITY
Leadership	Partners, Other gov Institution	High
Resolving conflict	All	High
Collaborative working	All	High
Identify collaboration /overlaps	All	Medium
Resolve technical challenges collegially.	All	Medium
WiE response guidelines	All	High

LONG- TERM OBJECTIVES : 4TH AND 5TH YEAR

MILESTONE 4 – WASH ACTORS ACTIVELY ENGAGED WITH CLUSTER AND LINKING EMERGENCY AND DEVELOPMENT ACTIONS

This milestone represents a more mature and established WASH sub-cluster which can position itself within the wider WASH development sector as well as engaging in cross-cluster collaboration, coordination and advocacy

1. WiE sector synergized with WASH development systems – The WASH Cluster will be linked with the Water and Environmental Health Working Group (AMPL), chaired by Bappenas at national level and Bappeda in the provinces, so there is a clear SOP for handover in the recovery phase and there are defined roles and responsibilities for the two groups.
2. Permanent staff in water, sanitation and hygiene departments (public and private sector) trained in WiE – These departments will start to establish competencies in the WiE sector so more staff in key ministries understand cluster working methods and can fast-track activities for emergency response.
3. Cluster activates as a surge mechanism, including partnership with community-based organizations (CBOs) – The cluster will become less dependent on international non-governmental organizations (NGOs) and can operate more as a surge team within WASH institutions with strong partnership with local CBOs.
4. WASH development is risk informed and shock responsive – Building competence in the WiE sector will enable WASH actors to more reliably include disaster risk reduction and resilience strengthening within their programmes.
5. WiE sector builds sustainable resilience to disaster – Systems and guidelines will be developed for services provided in an emergency to transition to sustainable and risk-proof systems early in the response.
6. Advocacy for local and global challenges and humanitarian trends – The WASH Cluster will expand its confidence and competence to identify key challenges and advocate for solutions, both within WASH and to a wider audience.
7. Funding for emergency preparedness in place and supplies prepositioned.

ASSUMPTIONS

The following assumptions are made to carry out the steps above and reach Milestone 4:

CATEGORY A	CRITICALITY
Capacity for cross-sectoral coordination exists	Medium
BNPB and Bappenas work together to ensure smooth handover of coordination in post-recovery phase	Medium

SKILLS AND KNOWLEDGE REQUIRED FOR LONG TERM:

The final phase of the CDP aims to increase effectiveness and build on the coordination mechanism implemented in the two previous phases. The sector coordination lead, but also the partners and other government institutions, should be able to assess emergency responses and draw-out lesson learnt from past emergency.

- » Through a robust IM system, accurate and time-specific information will be readily available to analyses, review and improve the coordination mechanism.
- » The coordination mechanism aims to build evidence and highlight good practices applicable to the Indonesian context.
- » The sector leads reinforce the collaboration with research and academic institutes in Indonesia as well as internal reflection and learning.
- » Evidence building supporting the development or improvement of existing methodologies adapted to the Indonesian and regional context.
- » The sector coordination leads should seek engagement of the private sector and Community-Based-Organization (CBO) in the WiE sectors.
- » All stakeholders increase their advocating competency, developed under the WASH sectors coordination guidance, striving for common messaging, accurate humanitarian trends and highlighting global challenges in the WiE sectors. Examples include climate change integration, closing the gaps between the emergency and development, increase inter-ministerial programming and cross-border partnership in the WiE sectors.
- » Cluster members adopt result-oriented approach - an integrated and effective use of resources and evidence-based operations - to support the impact identification and effectiveness of humanitarian responses.
- » The long-term competency required in WASH sector Advocacy, Assessment /Accountability, build evidence, develop partnerships, leverage resources, and Develop results-oriented approach.

COMPETENCY NEEDED FOR WASH IN THE LONG TERM

COMPETENCY REQUIRED	TARGET	CRITICALITY
Advocacy	Sectors Lead and Partners	High
Assessment /Accountability	Sectors Lead and Partners	High
Build evidence	Sectors Lead and Partners	Medium
Develop partnership	All	Medium
Leverage resources	Sectors Lead	Medium
Develop results-oriented approach	Sectors Lead	Medium

The development of tools and SOPs was highlighted as high priority by WASH actors during the co-creation event and this is anticipated to be a collaborative effort in the first two phases of the Road Map. It is strongly recommended that these are developed with local experts, specifically for the Indonesia context. However, there are links to examples from other countries and the Global WASH Cluster(GWC) listed in the resources table in Appendix E.

UNICEF SUPPORT

As described above, the support roles for UNICEF and other WASH organizations should be established in the SOPs developed in the first phase of the Road Map and CDP.

UNICEF has a unique role, recognized in GoI legislation, as an international lead agency for WASH and therefore needs to support leadership in institutional development as well as in competency development for the overall WiE response. The details of this support will depend on the scale of resources available from UNICEF and what KEMENSOS, PUPR and KEMENKES require. However anticipated tasks could include:

- » Support the implementation of the roadmap and capacity development plan
- » Designing and facilitating training on norms, standards, etc.
- » Mentoring and guidance through embedded coordinators and information management officers
- » Surge capacity for provincial disasters
- » Facilitating design and development of tools (guidelines, assessment and monitoring frameworks and standards), and information management system support
- » Agency co-lead

The guiding principle of this support should be strengthening the government response system rather than a parallel WASH Cluster system. The added value that UNICEF can bring to this is to build on good practice from the international system and strong national WASH coordination in other countries. Resources to draw on for this support are listed in Appendix E but UNICEF should also build stronger links with the AHA Centre and the resources available within the ASEAN region.

NEXT STEPS



The next steps to implement the first phase of the Road Map are described in detail in the Strengthening Coordination for the WASH in Emergencies Sector Road Map (Annex 3). The steps considered high priority for the first 12 months of the Road Map are broken down into individual activities with suggested responsibilities and resource requirements in the table below (Table 5). These steps should roll out simultaneously at national level and in selected pilot provinces. The selection of provinces for pilots should be discussed by the Strategic Advisory Group and the relevant ministries and approved by KEMENSOS. It is also recommended that, if required, facilitation of development of a detailed implementation plan with the WASH sub-cluster be considered as a follow-up consultancy in the first phase.

STEP	DETAILED ACTIVITIES	RESPONSIBILITY	KEY RESOURCE REQUIREMENTS
1. Lead and co-lead agencies for WiE in place	» Appoint focal point for WASH in KEMENSOS » Develop memorandum of understanding between KEMENSOS, BNPB, KEMENKES and PUPR defining roles and responsibilities for lead and co-lead (or cross-ministerial advisory group)	» Cluster Lead Agency (KEMENSOS) with UNICEF	» Funding for advisor/coach for WASH focal point » Office setup costs (if office not available at KEMENSOS)
2. Funding secured to support national coordination team full time	» Review funding mechanisms for other sectors » Convene key actors to agree funding commitments » Conduct fundraising (as required)	» WASH focal point » UNICEF	» Contingency fund
3. Roster of Cluster coordinators and information managers established	» Compile details of trained coordinators as well as potential coordinators from key departments (national and provincial) » Develop database with details of skills/knowledge	» WASH focal point	» Dedicated time to identify coordinators and develop roster » Database software
4. WASH sub-cluster contingency plan developed, finalized and put into practice	» Adapt draft Water and Environmental Health Group (AMPL) response plan to focus on preparedness and first response actions for WASH, including activation of WASH sub-cluster » Clearly articulate roles and responsibilities for actions, triggers and sources of funding	» Working group formed by WASH Cluster Support Team	» WASH specialist time » Facilitation of workshops for validation of plan

STEP	DETAILED ACTIVITIES	RESPONSIBILITY	KEY RESOURCE REQUIREMENTS
5. Develop WiE national WASH standards, tools; establish SOPs for WiE operations with all ministries	» Map existing tools and resources to identify gaps and solutions » Adapt information management tools and standardised processes that support collecting and sharing information with stakeholders » In consultation with all stakeholders, agree and adopt national WiE standards for levels of WASH services for people in need » In consultation with key ministries, define and establish SOPs for key WiE operations including coordination and response activities e.g. water trucking, sub-sector working groups	» Working group formed by WASH Cluster Support Team	» WASH specialist time » Facilitation of workshops for validation of plan
6. Leadership and core coordination skills training for sub-cluster leads	» Conduct leadership training » Conduct training in communications skill » Familiarize sub-cluster leads with core humanitarian principles » Provide training in basic collaborative working	» WASH focal point » WASH leaders in technical ministries	» Sub-contractors to develop or update training packages
7. Other competencies required for WASH coordination	» Develop core WASH technical skills, knowledge of humanitarian standards, etc. » Develop core information management skills » Develop monitoring and evaluation skills » Conduct training on rapid needs assessment » Ensure knowledge of national SOPs, tools and guidelines (essential), and international and regional SOPs, tools and guidelines (recommended)	» WASH focal point » WASH leaders in technical ministries	» Sub-contractors to develop or update training packages » Printing of core learning resources » Development of knowledge depository for learning resources

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ANNEX 1

ROAD MAP

STRENGTHENING COORDINATION
FOR THE WASH IN EMERGENCIES
SECTOR IN INDONESIA



Figure 2: Summary of the Road Map

VISION

A joint vision for the WiE sector was developed during the co-creation event with WiE stakeholders.

The WiE sector delivers a coordinated, timely, inclusive and high-quality response for people in need and ensures sustainable WASH services.

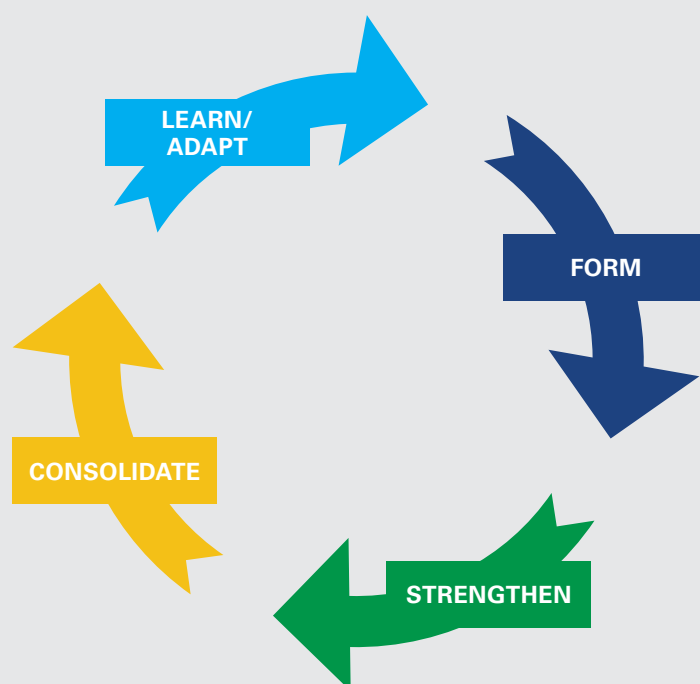
This represents what a more formalized and reliable WASH coordination mechanism could deliver in future. The addition of a sustainable WASH services goal is important and ensures that this becomes a focus for development of the cluster alongside the quality of emergency response.

MILESTONES

OVERVIEW

Four milestones represent interim goals or benchmarks towards the vision of a fully developed WASH Cluster in Indonesia. Each milestone has a list of steps to reach the milestone; additional steps may be needed and can be added to the plan as required. Broadly speaking, the milestones are arranged in sequence along a timeline such that they contribute to a logical progression of competency development objectives:¹

1. Establish a knowledgeable WiE sector with strong leadership and information management (IM) competencies
2. Develop a positive communication environment and create standard and tools adapted to the Indonesian context
3. Consolidate learning and competence to form a fully functioning and sustainable WASH Cluster



Progress along the Road Map should allow for periods of reflection and adaptation.

¹ These objectives match those in the Capacity Development Plan (CDP) developed to complement this Road Map.

IMMEDIATE TO SHORT-TERM OBJECTIVES : 6 MONTHS – 1 YEAR

MILESTONE 1 (FIRST PHASE) – PERMANENT WASH IN EMERGENCIES COORDINATION MECHANISM DEVELOPED

This first milestone is given priority according to the systematic assessment conducted in 2020–2021, which found that, while some WASH coordination was evident in recent disasters, there was a gap in reliable leadership and a systematic approach to cluster coordination.² The steps to reaching this milestone therefore focus on building leadership, organizational structures and political commitment for a permanent WASH sub-cluster within the disaster management framework in Indonesia. This milestone is expected to be reached at the end of Year 1 of the plan.

- 1. Commitment to WiE coordination backed up by regulations** – This is the first step to strengthening WiE coordination. The key stakeholders – the Ministry of Social Affairs (KEMENSOS), the Ministry of Public Works and Housing (PUPR), KEMENKES, the National Development Planning Agency (Bappenas) and the National Disaster Management Agency (BNPB) – agree that WASH needs stronger coordination and have identified KEMENSOS as the best department to provide reliable leadership and be a dedicated coordinator. The next steps are to formalize this in an appropriate document and secure written commitment to collaborate.³
- 2. Funding secured to support national coordination team full time** – To secure capacity for national WASH sub-cluster coordination, reliable funding for a permanent coordination team is required. This step should ensure that adequate resources are available for the team to lead the WiE sector and implement the Road Map.
- 3. Lead and co-lead agencies for WASH sub-cluster put in place with SOPs agreed** – Following agreement by the key ministries, a secretariat or focal point should be established in the lead and subsector lead departments where support for WASH Cluster strengthening and competence building can be coordinated. SOPs to describe how the institutions will work together and specifying their individual roles and responsibilities should be developed and shared with the cluster members.

- 4. WASH Cluster terms of reference agreed** – Using the WASH Strategic Planning Group (SPG) as an advisory body, the coordinator should develop terms of reference for the cluster and disseminates it widely to all stakeholders.⁴
- 5. WASH sub-cluster contingency plan finalized and put into practice** – The existing draft contingency plan should be finalized, making it consistent with the recommendations of the systematic assessment. Dissemination events should be held to ensure sector-wide adoption and to put the plan into use as outlined in the WiE sector response plan for the next emergency.
- 6. Roster of cluster coordinators and mechanism for mobilization established** – There are a number of trained WASH Cluster coordinators in Indonesia and many of them have experience coordinating response at sub-national level. A roster should be drawn up of potential coordinators, including their current training levels and gaps to be filled. The roster should include GoI staff in provincial departments of KEMENSOS, PUPR, Bappenas and KEMENKES who can be redeployed to this role in an emergency. The roster should be accompanied by an agreed and resourced mechanism (SOPs) for mobilizing people from the roster to coordinate the cluster in every disaster. The SOPs should be reviewed after the first few deployments to learn from what worked and what didn't, and revise accordingly.
- 7. Competence of pool of cluster coordinators strengthened** – Based on the training gap analysis above, training events will be planned for coordinators (national and provincial). This will be built into the competence-building plan for the cluster and build on training already completed by RedR Indonesia and others. This should focus on the core competencies outlined in the CDP.
- 8. Mapping of information management resources and tools** – Capacity for monitoring response has been scattered across different organizations. Some tools for standard processes such as needs assessments and response monitoring exist but not all partners use them. Mapping would enable the coordination team to have a view of available resources and select which to adapt as common cluster tools and which to develop from scratch.
- 9. National WiE standards agreed and adopted by all** – Standards for levels of water, sanitation and hygiene service (e.g., the number of people using one latrine) are important for ensuring

² A systematic assessment of the WASH in Emergencies sector in Indonesia – Final Report, March 2021

³ Stakeholders have yet to agree on the appropriate legal document but suggestions are a simple SOP, memorandum of understanding or inter-ministerial agreement.

⁴ This and other tools or guidelines can be developed using Global WASH Cluster documents as a starting point but should, where possible, be specific to the Indonesia context.

that responses provide adequate services to meet basic needs and prevent disease outbreaks. Indonesia can adapt its own development standards (used for infrastructure development) or decide to work with international humanitarian standards as recommended by the AHA Centre.

- 10. SOPs for key WiE components established** – SOPs complement guidelines and focus on technical requirements for specific processes or operation of standard tools and equipment, e.g., SOPs for trucking water to camps, SOPs for subsector working groups. A list of priority SOPs for development will be drawn up by the SPG.
- 11. Standby funding available to support timely activation of provincial clusters** – Resources need to be matched to the mobilization mechanism for coordination teams. This step should secure funding and other resources to ensure that a sub-national WASH Cluster can be activated quickly in the early part of a provincial emergency.

ASSUMPTIONS

The following assumptions are made to carry out the steps above and reach Milestone 1:

ASSUMPTION	CRITICALITY
A clear sector leader emerges from one government agency	High
Adequate resources allocated to WiE	High
Provincial authorities are willing to replicate structure	Medium
WiE stakeholders agree to follow one coordination system under national government leadership	High

MEDIUM – TERM OBJECTIVES : 2ND AND 3RD YEAR

MILESTONE 2 – WASH RESPONSE FOLLOWS AGREED PLANS, STANDARDS & GUIDELINES

This milestone focuses on the tools that strengthen sector-wide coordination and how to implement them in the sector. While these are considered high priority, development should be led by the WASH sub-cluster team, so they will start in the second phase after the WiE coordination mechanism has been established at national level. Many of these tools exist in cross-sectoral disaster management guidelines and regulations, and in other sectors, such as health. WASH-specific tools are required to bring WASH actors to a common understanding of targets, best practice and coordinated response. The CDP further elaborates the training and mentoring required in this phase to put these common tools in use across the sub-cluster.

- 1. Competence of pool of information managers strengthened⁵** – Based on the training gap analysis above, training events will be planned for information managers. This will be built into the competence-building plan for the cluster and will focus on core competencies adapted from standard GWC competencies if appropriate.⁶
- 2. IM processes and tools developed or adapted to Indonesian context** – Good information management is essential for avoiding gaps and overlaps in service delivery. Information about needs and responses should be efficiently managed using standardized processes and platforms for collecting and sharing information. These can be adapted or developed from the available tools identified in Step 7 of the first phase. Key to this is designing management tools which provide WASH responders with information that is useful to their planning.
- 3. WiE guidelines and handbook developed** – Clear guidelines for WiE will ensure that the WASH response follows government regulations and is aligned with strategic objectives for the sector. To bring individual activities together as a coordinated response, it is important for all WASH actors to be familiar with the WiE handbook and individual guidelines for key components. In other countries, a series of guidelines and resources is compiled and presented on a common, easily accessible platform (such as a website).

⁵ Recognizing that Indonesia is prone to multiple disasters happening at the same time in multiple areas and also acknowledging that, based on the consultations, IM products and services are key in disaster response, it is recommended to have a pool of IM personnel trained to support the WASH sub-cluster.

⁶ UNICEF, 2020

ASSUMPTIONS

The following assumptions are made to carry out the steps above and reach Milestone 2:

ASSUMPTION	CRITICALITY
At least 1 experienced WiE organization provides consistent support and mentoring	High
Sub-cluster remains active between emergencies	High
Coordination team develops core skills (KM, IM, facilitation, etc.)	Medium

MILESTONE 3 (THIRD PHASE) – ESTABLISHED WASH CLUSTER USING STANDARDIZED COORDINATION TOOLS

This milestone adds additional tools to ensure an inclusive and accountable WASH response. These are part of global commitments to put affected populations at the centre of the response. It requires commitment from WASH actors and increases the monitoring requirements substantially. Appropriate guidelines for the Indonesian context will be important for these commitments to be adopted by the WASH sub-cluster.

- Five-year strategic plan written and adopted** – Some competence for developing strategic objectives and indicators for response will be developed earlier but a full strategic plan for the sector will require consultation across the cluster members and building of consensus around objectives and roles and responsibilities.
- Humanitarian learning system in place** – The cluster should regularly reflect on responses to agree what is working and what needs adaptation (tools, SOPs, etc.). A platform for sharing evaluations and reviews will be necessary.
- Response is accountable to people in need** – Tools and competencies should be developed to ensure that people in need are placed at the centre of the response and to take feedback and engagement into account.
- Gender equity and social inclusion routinely monitored in WASH** – Monitoring tools should include relevant indicators to be able to analyse the inclusion of different groups and adapt to meeting their needs in the response.
- Innovative tools for early warning and early action developed** – The sector should review and build on the WiE contingency plan to develop competence for forecast-based anticipatory action in WASH. It can learn from initiatives in other ASEAN countries.
- Funding for emergency preparedness in place and supplies prepositioned**

ASSUMPTIONS

The following assumptions are made to carry out the steps above and reach Milestone 3:

ASSUMPTION	CRITICALITY
A clear sector leader emerges from one government agency	High
Adequate resources allocated to WiE	High
Provincial authorities are willing to replicate structure	Medium

LONG – TERM OBJECTIVES : 4TH AND 5TH YEAR

MILESTONE 4 – WASH ACTORS ACTIVELY ENGAGED WITH CLUSTER AND LINKING EMERGENCY AND DEVELOPMENT ACTIONS

This milestone represents a more mature and established WASH sub-cluster which can position itself within the wider WASH development sector as well as engaging in cross-cluster collaboration, coordination and advocacy

- 1. WiE sector synergized with WASH development systems** – The WASH Cluster will be linked with the Water and Environmental Health Working Group (AMPL), chaired by Bappenas at national level and Bappeda in the provinces, so there is a clear SOP for handover in the recovery phase and there are defined roles and responsibilities for the two groups.
- 2. Permanent staff in water, sanitation and hygiene departments (public and private sector) trained in WiE** – These departments will start to establish competencies in the WiE sector so more staff in key ministries understand cluster working methods and can fast-track activities for emergency response.
- 3. Cluster activates as a surge mechanism, including partnership with community-based organizations (CBOs)** – The cluster will become less dependent on international non-governmental organizations (NGOs) and can operate more as a surge team within WASH institutions with strong partnership with local CBOs.
- 4. WASH development is risk informed and shock responsive** – Building competence in the WiE sector will enable WASH actors to more reliably include disaster risk reduction and resilience strengthening within their programmes.
- 5. WiE sector builds sustainable resilience to disaster** – Systems and guidelines will be developed for services provided in an emergency to transition to sustainable and risk-proof systems early in the response.
- 6. Advocacy for local and global challenges and humanitarian trends** – The WASH Cluster will expand its confidence and competence to identify key challenges and advocate for solutions, both within WASH and to a wider audience.
- 7. Funding for emergency preparedness in place and supplies prepositioned.**

ASSUMPTIONS

The following assumptions are made to carry out the steps above and reach Milestone 4:

ASSUMPTION	CRITICALITY
Capacity for cross-sectoral coordination exists	Medium
BNPB and Bappenas work together to ensure smooth handover of coordination in post-recovery phase	Medium

ROLLING OUT THE ROAD MAP — ROLES AND RESPONSIBILITIES

WHO IS LEADING THIS PROCESS?

Key government leaders in the WiE sector convened to discuss leadership of the WASH Cluster. Following on the evidence presented in the after-action review, there was general agreement that stronger, more reliable leadership is required to build up the WASH sub-cluster. According to current regulations, WASH activities fall under the responsibility of KEMENSOS as part of the Displacement and Protection Cluster. Other institutions have the technical capacity to lead and play a major role in delivering the WASH response, but government leaders agreed that coordination functions should rest with KEMENSOS.

A dedicated team is required to roll out the Road Map and facilitate the steps described above. The process will start with immediately identifying a focal point for the WASH sub-cluster in KEMENSOS, training them in WASH coordination (see CDP) and providing a dedicated person to support information management. This coordination team will then take on leadership of the WiE sector and responsibility for activating WASH sub-clusters in times of emergency in provinces. However, the engagement of all key actors will be required, and roles and responsibilities should be delegated to specific teams and institutions as follows.

WHO ARE THE OTHER KEY PLAYERS?

Based on the stakeholder analysis, the key government institutions in WiE are:⁷

- » KEMENSOS
- » The BNPB
- » PUPR and Infrastructure and Water Resources divisions at the provincial level
- » KEMENKES, specifically the Environmental Health Division and the Disease Control Centre
- » Bappenas and Bappeda, in the recovery phase
- » Local government, provincial secretary's offices or municipal authorities (in an urban emergency)

Other key actors are NGOs, CBOs, volunteers and water utilities companies. All these have a role to play in strengthening the WASH Cluster and implementing the Road Map.

The stakeholders should form the following groups to support the cluster coordination team (in order of priority):

1. **A cross-ministerial working group** with responsibility for advising on and developing the SOP for the recommended WASH sub-cluster coordination mechanism and later approving SOPs, guidelines and standards, with fixed members drawn from senior staff in PUPR, KEMENKES, KEMENSOS and BNPB
2. **A Cluster support team**, led by UNICEF but including NGOs with specific strengths in WiE to support development of the cluster. This can act as a technical working group for some of the key actions in Year 1.
3. **A strategic advisory group**, expanded from the existing SPG to include key individuals from government institutions and leading WASH NGOs and CBOs. This group should provide support in developing strategic objectives, standards and guidelines, and appoint leaders for working groups to complete specific tasks as required.
4. **A WASH sub-cluster members' forum** comprising all organizations involved in the WiE sector with ad-hoc membership for cluster coordinators from other sectors (e.g., health, protection) as required.

WHAT IS UNICEF'S ROLE?

UNICEF is the designated lead of the WASH Cluster for emergencies in the international humanitarian system, with a UNICEF-appointed cluster coordinator reporting directly to the Humanitarian Coordinator. UNICEF has also taken the technical lead for WASH in many emergencies, providing funding and taking responsibility for significant proportions of the WASH responses. In Indonesia, UNICEF has consistently supported the WiE sector by mobilizing WASH Cluster coordinators (in national emergencies) and facilitating capacity building in between emergencies. The new WASH sub-cluster will require considerable support in the early stages of the Road Map and UNICEF is expected to be the lead in organizational development of the WASH sub-cluster, leading this support in two key areas:

1. Capacity building – providing technical assistance and mentoring key staff in KEMENSOS as well as organizing training in line with the CDP. In addition,

⁷ See A Systematic Assessment of the WASH in Emergencies Sector in Indonesia – Final Report, for more details of this analysis.

supporting provincial authorities to establish stand-by capacity to mobilize the WASH Cluster in emergencies. This support should change to a mentoring or coaching role in the later phases of the CDP.

2. Directly supporting the activation of the WASH Cluster in emergencies, providing funds, tools and surge staff (if required). This is a parallel role to the WiE sector response that UNICEF supports in times of emergency.

Considering the ambitious steps in the Road Map and the considerable capacity of other international and local NGOs in the WiE sector, it is expected that support for specific activities (e.g., development of IM systems, management of rosters, etc.) will be reinforced by a combination of actors through the groups above. It is anticipated that UNICEF will lead the cluster support group and be the main interlocutor with KEMENSOS. Similarly, the development and mentoring of WASH Cluster teams in specific provinces where UNICEF does not have a presence will be best done by NGOs. UNICEF is therefore expected to form a cluster support team of three to four organizations to jointly deliver this support.

PRIORITY FIRST STEPS

A number of steps are high priority for the first 6–12 months of the Road Map. These can be broken down into individual activities with suggested responsibilities (Table 1).

Table 1: Priority first steps

STEP	DETAILED ACTIVITIES	RESPONSIBILITY	KEY RESOURCE REQUIREMENTS
1. Lead and co-lead agencies for WiE in place	» Appoint focal point for WASH in KEMENSOS » Develop memorandum of understanding between KEMENSOS, BNPB, KEMENKES and PUPR defining roles and responsibilities for lead and co-lead (or cross-ministerial advisory group)	» Cluster Lead Agency (KEMENSOS) with UNICEF	» Funding for advisor/coach for WASH focal point » Office setup costs (if office not available at KEMENSOS)
2. Funding secured to support national coordination team full time	» Review funding mechanisms for other sectors » Convene key actors to agree funding commitments » Conduct fundraising (as required)	» WASH focal point » UNICEF	» Contingency fund
3. Roster of Cluster coordinators and information managers established	» Compile details of trained coordinators as well as potential coordinators from key departments (national and provincial) » Develop database with details of skills/knowledge	» WASH focal point	» Dedicated time to identify co-ordinators and develop roster » Database software
4. WASH sub-cluster contingency plan developed, finalized and put into practice	» Adapt draft Water and Environmental Health Group (AMPL) response plan to focus on preparedness and first response actions for WASH, including activation of WASH sub-cluster » Clearly articulate roles and responsibilities for actions, triggers and sources of funding	Working group formed by WASH Cluster Support Team	» WASH specialist time » Facilitation of workshops for validation of plan

STEP	DETAILED ACTIVITIES	RESPONSIBILITY	KEY RESOURCE REQUIREMENTS
5. Develop WiE national WASH standards, tools; establish SOPs for WiE operations with all ministries	» Map existing tools and resources to identify gaps and solutions » Adapt information management tools and standardised processes that support collecting and sharing information with stakeholders » In consultation with all stakeholders, agree and adopt national WiE standards for levels of WASH services for people in need » In consultation with key ministries, define and establish SOPs for key WiE operations including coordination and response activities e.g. water trucking, sub-sector working groups	Working group formed by WASH Cluster Support Team	» WASH specialist time » Facilitation of workshops for validation of plan
6. Leadership and core coordination skills training for sub-cluster leads	» Conduct leadership training » Conduct training in communications skill » Familiarize sub-cluster leads with core humanitarian principles » Provide training in basic collaborative working	» WASH focal point » WASH leaders in technical ministries	» Sub-contractors to develop or update training packages
7. Other competencies required for WASH coordination	» Develop core WASH technical skills, knowledge of humanitarian standards, etc. » Develop core information management skills » Develop monitoring and evaluation skills » Conduct training on rapid needs assessment » Ensure knowledge of national SOPs, tools and guidelines (essential), and international and regional SOPs, tools and guidelines (recommended)	» WASH focal point » WASH leaders in technical ministries	» Sub-contractors to develop or update training packages » Printing of core learning resources » Development of knowledge depository for learning resources

MEASURING SUCCESS

MATURITY MATRIX

- » A maturity matrix can be used by the WASH Cluster teams and SPG to assess the progress of their programming along the Road Map and what needs to be done to move forward. A simple traffic light system can be overlaid on the matrix to show where the teams are progressing well (green) and where they are yet to start (red).
- » If necessary, the individual boxes can be separated and indicators attached to them for monitoring progress towards each milestone at the national and provincial levels.
- » Some components of the Road Map may be further along the continuum than others.
- » Then teams can establish priority areas to push forward and some goals within those priority areas.

Maturity	Fragmented/ missing	Permanent WiE coordination mechanism developed	WASH response follows agreed plans, standards and guidelines	Established WASH Cluster using standardized coordination tools	WASH actors actively engaged with cluster and linking emergency and development actions
Reliable leadership and active sub- cluster					
Core coordination tools (standards, guidelines, monitoring framework)					
Planning, tracking results, and the learning feedback loop					
Advocacy and cross-sectoral engagement					

Figure 3: Maturity matrix

INDICATORS (STANDARDIZED TO THE GLOBAL WASH CLUSTER WHERE RELEVANT)

The GWC has adopted some standard indicators for cluster coordination based on its minimum standards. Some of these may be useful for monitoring the Road Map but others would need to be adapted to the Indonesian context. The aim should be to keep formal monitoring of progress light and focus on learning and adaptation within the cluster.

Selected indicators which could be adopted by the WASH sub-cluster are shown below (Table 2).

Table 2: Recommended Global WASH Cluster indicators for cluster performance

GWC-DEFINED FUNCTION	INDICATORS
To support service delivery	- Cluster/sector at national level is adequately staffed and is proportional to the size of the needs for coordination - Cluster/sector at national level has terms of reference outlining the structure, architecture, roles and responsibilities, and minimum participation requirements of the platform Information sharing platform has been established (website, file sharing, WhatsApp or other)

To plan and implement cluster strategies	1. WASH standards and guidelines for humanitarian response have been developed and agreed by partners and are based on national standards where applicable (or on global standards otherwise) with due consideration for the local context
To monitor and evaluate performance	1. Mechanisms are in place to monitor the quality of WASH services delivered to the affected population against established standards (relevance, quantity, quality, continuity of WASH services) 2. Progress against strategic plan / indicators is tracked
To build national competence in preparedness and contingency planning	1. Contingency plans exist for high-risk or recurring disasters
To support robust advocacy	1. Advocacy initiatives are undertaken when required to communicate WASH issues to key stakeholders
Accountability to affected populations	1. Specific policy or guidance for WASH Cluster/sector exists for the minimum level and means of communication with affected communities 2. When relevant and feasible, Cluster/sector reporting data is disaggregated by sex, age, geographical areas or ethnic groups

CORE PRINCIPLES

The Road Map is based on the principles of collective action and humanitarianism. It assumes that stakeholders engaged in the WiE sector have a common goal – to deliver life-saving and sustainable services to people in need – and believe that this can best be achieved with **collective** action coordinated through a sector-wide cluster of WASH professionals.

This Road Map can only realize its vision and the WASH sub-cluster will only be kept alive if members continue to be engaged through the duration of the Road Map and beyond. Two factors are key in ensuring this engagement:

1. Members are willing to contribute time, effort and resources to the successful implementation of the steps
2. The cluster delivers tangible benefits for the members

The second factor depends on efficient information management and communication, which is **focused on the needs of the responders and the people affected by the disaster**, rather than on the donors.



ANNEX 2

CAPACITY DEVELOPMENT PLAN

**STRENGTHENING CAPACITY OF THE WASH IN
EMERGENCIES SECTOR IN INDONESIA**

INTRODUCTION



The Capacity Development Plan (CDP) outlines the competencies, including skills and knowledge, for individuals and teams required for delivering coordinated WASH in Emergencies (WiE) responses. Some references to organizational development requirements, such as the creation of tools and processes, are made; however, these are mainly discussed in the Road Map developed with the CDP. The CDP focuses on three main targets: the national Cluster Lead, partners, and other technical ministries involved in the responses. Some competencies may be shared with international requirements, such as the application of humanitarian principles, water, sanitation and hygiene (WASH) concepts, and others, while others are specific to the Indonesian context.



This CDP conforms to the ASEAN Standards and Certification for Experts in Disaster Management (ASCEND) framework initiative initially planned for deployment in 2020–2023.¹ If ASCEND certification is rolled out during this time frame, it will contribute to the CDP by providing credential to trained staffs. The CDP does not aim to provide an exhaustive list of all the skills required in the WASH subsectors or the proficiencies required by each member of staff, but instead presents the competencies required to insure a coordinated WiE response.

This plan is based on the systematic assessment of the WiE sector final report that describes a solid knowledge of WASH hardware among Indonesian government bodies and their national partners but also illustrates important gaps in the gender and inclusion approach, in holistic, sector-wide responses and in coordination, among other elements needed to reach the milestones illustrated in the Road Map. The Road Map and the CDP have been designed in tandem to insure complementarity.

The CDP focuses on competencies that support the values of humanitarian principles and competencies required for working in an effective and common environment. Behavioural competencies and safeguarding requirements have purposely been discarded from this CDP as they will depend on the internal policies and staff regulations of organizations and governmental institutions.

¹ ASCEND is an initiative to enhance the quality of human resources in disaster management by establishing a common set of standard skills and competencies, along with its validation process. AHA centre website

JOINT VISION AND TIMELINE WITH THE ROAD MAP

The CDP and the Road Map have both been designed to ensure competencies are developed along with the adapted processes and tools needed for an effective coordination mechanism. During a co-creation event with WiE stakeholders, a joint vision for the WASH Cluster was developed and is the overall vision for the CDP:

The WiE sector delivers a coordinated, timely, inclusive, and high-quality response for people in need and ensures sustainable WASH services.

The timeline is divided into three objectives that can be reached in a minimum of one-year time frames:

- » Establish a knowledgeable WiE sector with strong leadership and information management (IM) competencies
- » Develop a positive communication environment to create standards and tools adapted to the Indonesian context
- » Consolidate learning and competencies to form a fully functional and sustainable WASH Cluster



COMPETENCY GAPS

The gaps in WiE competence have been extracted from the coordination gaps identified in the 2018 Regional Humanitarian WASH Capacity Mapping and Strengthening Coordination and the after-action review of the emergency responses in West Nusa Tenggara, Central Sulawesi, and Jakarta, and the COVID-19 response.² A detailed human resources assessment at the level of a single ministry or individual cluster members would be required to develop a detailed capacity needs assessment. This would involve assessing budget, staffing, and human resource information and would imply a close and confidential collaboration with high-rank decision makers. This type of assessment is often carried out after a request from central government to the relevant ministry and is one of the crucial steps currently identified by the UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water (GLAAS) report for the development of the WiE sector in Indonesia. The GLAAS report also shows that Indonesia is currently failing to use surveillance measures, use performance indicators or develop financial plans for WASH and to publish publicly accessible reports on WASH. The systematic assessment of

the WiE sector revealed similar gaps in the emergency context. Related competency gaps are discussed in the following subsection.

INFORMATION MANAGEMENT

Table 1 illustrates the IM gaps and related competency gaps identified in the WiE assessment. The time frames for covering each gap are presented in the Capacity Development Plan section starting on page 7.

Table 1: Competency gaps identified in information management

WIE SECTOR GAPS	RELATED COMPETENCIES REQUIRED	RECOMMENDED TRAINING
Key informant interviews (KIs) and a desk study revealed a lack of information available during and after the emergency responses . The Central Sulawesi responses stand out as the exceptions, with a lot of information collected and analysed during and after the responses. It is assumed this improvement was related to the activation of the Humanitarian Country Team.	The associated competencies needed are therefore knowledge of collection, storage and sharing methodology , and of core IM skills such as data analytical skills , including technical and operational capacity mapping, database and dashboard management, and effective communication.	MEAL (Monitoring, Evaluation, Accountability and Learning) in Emergencies

² East Asia & Pacific Regional Humanitarian WASH Capacity Mapping and Strengthening Coordination, Global WASH Cluster, 2018.

COORDINATION

Table 2 illustrates the gaps in coordination and related competency gaps identified in the WiE assessment. The time frames for covering each gap are presented in the Capacity Development Plan section starting on page 7.

Table 2: Competency gaps identified in coordination

WIE SECTOR GAPS	RELATED COMPETENCIES REQUIRED	RECOMMENDED TRAINING
The WASH in emergency sector coordination is characterized by many meetings, often occurring in different locations and under different leadership. The splits between the hygiene, water and sanitation infrastructure, and community engagement sectors work against the holistic WASH approach.	The most urgent competency needed in Indonesia is the ability of sector leads, partners, and other government stakeholders' personnel to work effectively toward the same goals. Therefore, leads of sectors should develop their skills to promote a culture of engagement by leading cluster meetings effectively, promptly reporting minutes of meetings and identifying mutually strategic objectives and indicators. Partners should know the emergency programme cycle to prepare contributions to the coordination system proactively.	» Building a Better Response, Unit 6: Complex Humanitarian Emergencies » Profiling Coordination Training » ASEAN-ERAT Induction Course

LEADERSHIP

Table 3 illustrates the gaps in leadership and related competency gaps identified in the WiE assessment. The time frames for covering each gap are presented in the Capacity Development Plan section starting on page 7.

Table 3: Competency gaps identified in leadership

WIE SECTOR GAPS	RELATED COMPETENCIES REQUIRED	RECOMMENDED TRAINING
The gaps in and inconsistent leadership of the WiE sector emerged as a major issue. In response to the lack of leadership, two institutions (PUPR or KEMENKES) have been asked to step in and lead the WiE sector in recent disasters. This has caused parallel coordination schemes and diffuse lines of communication.	Leadership skills are required to mobilize organizations and promote cooperation and collaboration among all partners. The coordination mechanism and IM rely on partners' contribution and coordinators often require communication, negotiation, and advocacy skills to ensure that needs are promptly covered during emergencies and that stakeholders continue to work together outside emergency phases. In addition, partners and other government institutions should also be supporting the coordination mechanism by leading technical working groups. These skills are therefore relevant for all three groups targeted for capacity building.	» Manager, Leader and Coach » Negotiation in Humanitarian Settings » Fundamentals of Project Management » Leadership, Teamwork and Team Management

GENDER AND INCLUSION

Table 4 illustrates the gender and inclusion gaps and related competency gaps identified in the WiE assessment. The time frames for covering each gap are presented in the Capacity Development Plan section starting on page 7.

Table 4: Competency gaps identified in gender and inclusion

WIE SECTOR GAPS	RELATED COMPETENCIES REQUIRED	RECOMMENDED TRAINING
Gender and inclusion are not forgotten in WiE responses and multiple government institution and partners are advocating for additional consideration. However, the fragmented WiE sector lacks applicable gender-sensitive standards and collaboration between the soft and hard components of the WiE sector.	It is essential to increase all stakeholders' awareness of gender and inclusion challenges in the WASH subsectors and to take mitigating action to prevent protection issues. Therefore, all stakeholders should know gender best practices applicable to Indonesia and how to develop a gender-based data collection campaign . In addition, they should be able to use this evidence to develop a results-oriented approach toward gender and inclusive issues in the WiE sector.	» Team Management in Humanitarian Settings » Gender-based Violence » Gender Equality in Humanitarian Action » Mainstreaming Gender and Mapping Vulnerabilities in Water and Sanitation using Participatory Methodologies

ACCOUNTABILITY

Table 5 illustrates the gaps in accountability and related competency gaps identified in the WiE assessment. The time frames for covering each gap are presented in the Capacity Development Plan section starting on page 7.

Table 5: Competency gaps identified in accountability

WIE SECTOR GAPS	RELATED COMPETENCIES REQUIRED	RECOMMENDED TRAINING
Accountability measures appear to be part of most emergency responses in Indonesia; however, feedback from affected populations on their level of involvement is mixed and there is a lack of published, publicly accessible reports in both Bahasa Indonesia and English. Only a few accountability reports were made available during the systematic assessment and then only for the Central Sulawesi responses.	The main gap relating to accountability is the knowledge of methodology and approach to consult community and stakeholders . In addition, skills to collect and analyse large amount of information and publish publicly accessible report are needed. The criticality of accountability and transparency measures should be covered in establishing core	» Dialogue with Communities » Humanitarian Practices and Accountability » MEAL (Monitoring, Evaluation, Accountability and Learning) in Emergencies » Evaluation in Humanitarian Settings » SPHERE in Practice

INTERSECTORAL COLLABORATION

Table 6 illustrates the gaps in intersectoral collaboration and related competency gaps identified in the WiE assessment. The time frames for covering each gap are presented in the Capacity Development Plan section starting on page 7.

Table 6: Competency gaps identified in intersectoral collaboration

WIE SECTOR GAPS	RELATED COMPETENCIES REQUIRED	RECOMMENDED TRAINING
Besides the lack of a holistic, sector wide approach , the WiE sector is also seen as working in a silo without much collaboration with other sectors such as livelihoods, shelter and protection. In the first phase of the emergency, covering immediate needs in a timely manner should remain the main objective but intersectoral collaboration should also be addressed. In the Central Sulawesi responses, good collaboration between the livelihoods and WiE sectors lead to a fast and efficient cash-based intervention.	Inter-ministerial collaboration is often complicated due to institutional power games and budgetary competition. It requires long-term cooperation and dedicated agreements developed beyond the emergency setting. Knowledge of intersectoral good practice is required but the most essential competency is the ability to induce change through strong communication and advocacy skills . Knowledge of co-creation and a collaborative approach will also be essential to achieve this goal.	» Building a Better Response, Unit 6: Complex Humanitarian Emergencies » Profiling Coordination Training » ASEAN-ERAT Induction Course

MAJOR COMPETENCIES REQUIRED

The major competencies required for each targeted group are illustrated in Table 7.

Table 7: Main competencies required by institutions targeted for capacity building

TARGET	COMPETENCIES REQUIRED
Sector institutional lead	» Leadership skills » Verbal and written communication skills to develop strong networks » Knowledge of social networking and virtual tools to increase networking benefits » Knowledge of data collection, storage and sharing methodology » Data analytical skills » Skills for promoting a culture of engagement to mobilize stakeholders (create events, develop common goals, etc.) » Skills to draw up emergency roster (covering training, rehearsals and events) to respond promptly to emergencies » Advocacy skills for promoting holistic, cross-cutting and cross-sectoral operations » Knowledge of gender and inclusion best practice » Gender-based data collection skills and practice

TARGET	COMPETENCIES REQUIRED
	» Advocacy skills for promoting evidence building » Advocacy skills for promoting stronger private sectors and academic engagement » Knowledge of intersectoral good practice » Knowledge of co-creation and collaborative approach » Skills to collect and analyse large amounts of information » Writing and communication skills to publish publicly accessible reports » Knowledge of methodology and approach for consulting communities and stakeholders. » Knowledge of financial partners (strategy, intervention typology, area of interest) to leverage resources at international level » Knowledge of analytic tools and develop framework for action to support strategic thinking and policy development » Predictive and projective skills to support preparedness and contingency planning
Response partners	» Knowledge of emergency response programme cycle to ensure active participation in cluster mechanism » Knowledge of the coordination mechanism at local, district and national levels » Technical skills to support development of protocols, guidelines and standards » Leadership skills to co-lead WASH Cluster with government on ad hoc basis » Knowledge of intersectoral good practice » Knowledge of co-creation and collaborative approach » Knowledge of methodology and approach for consulting communities and stakeholders » Leadership skills to lead or co-lead technical working groups » Knowledge of gender and inclusion best practice » Gender-based data collection skills and practice » Enhanced knowledge of holistic, integrated and gender-sensitive WASH approach to support programme development » Knowledge of methodology and approach for consulting vulnerable communities and stakeholders. » Data-analytical skills and written communications skills to publish evidence on WiE sector » Knowledge of partners' assessment, agreement and evaluation to increase partnership with community-based organizations » Advocacy skills for promoting inclusion of global challenges and humanitarian trends (climate, environment, etc.) » Advocacy skills for promoting inclusion of academic and private sector in responses



TARGET	COMPETENCIES REQUIRED
Other government institutions	» Advocacy skills for promoting collaboration of sub-national agencies and provincial arms » Technical skills to provide support for development of protocols, guidelines, and standards » Skills for contributing to and engaging with emergency roster (covering training, rehearsals, and events) to respond promptly to emergencies » Leadership skills to lead or co-lead technical working groups for development of protocols, guidelines, and standards » Knowledge of intersectoral good practice » Knowledge of co-creation and collaborative approach » Knowledge of gender and inclusion best practice » Enhanced knowledge of holistic, integrated and gender-sensitive WASH approach to support programme development » Conflict resolution and co-working skills to promote inter-ministerial collaboration » Advocacy skills to promotes inter-ministerial collaboration on global challenges » Predictive and projective skills to support preparedness and contingency planning » Skills to develop international relations with WASH-related ministers in region

CAPACITY DEVELOPMENT PLAN

The timeline of the competence-building plan has been divided into three main phases (see Figure 1). The first phase aims to create a common level of proficiency among all stakeholders in the WiE sector. The second phase will aim to reinforce stakeholders' collaboration and finally the third phase will focus on developing learning and assessing responses to improve and sustain the coordination environment.

Figure 1: Phases of the Capacity Development Plan



For each phase, competence-building methodologies are suggested to ensure responsibility rests with national stakeholders. The summary of the CDP in Appendix A illustrates, on the vertical axis, the degree of international involvement required to support the development of a coordinated WiE sector. At first, international organizations such as UNICEF and its partners could play a crucial role in strengthening the coordination mechanism through a targeted training scheme. This could consist of virtual training or in situ conferences and workshops in Indonesia. In the second phase, international support would move to mentoring, with key staff members seconded to national stakeholders either to provide support during emergencies or to help set up processes for the preparedness and contingency phase. In the final phase, international collaboration would focus on advocating for global humanitarian trends, reinforcing multilateralism and diplomatic, economic and financial relations.

The skills and competencies required for each phase are described below and in the CDP graphic. To ensure competencies are transferred adequately, equipment, logistic and information technology needs should be considered. For the short-term phases focusing on training, budget should be available for purchasing training equipment such as flip charts, video projectors, computers, software licenses and office supplies. In addition, funding for training or workshop venues, trainees' lunches and transport to the venues should be provided. In the second phase, focusing on mentoring, ministries should allocate adequate per diems to ensure trainees can be deployed and develop hands-on experience in local emergency coordination. Finally, in the third phase, international collaboration should be prioritized. It is therefore recommended that budgets are available for international transport and the participation of government personnel in international forums and seminars.

SHORT-TERM OBJECTIVE³ – ESTABLISH A KNOWLEDGEABLE WASH IN EMERGENCIES SECTOR WITH STRONG LEADERSHIP AND INFORMATION MANAGEMENT COMPETENCE (BY END OF YEAR 1)

During the first phase, competency reinforcement could be delivered through in situ, online or hybrid training or workshops. During this period, core competencies (such as knowledge of humanitarian principles and methods for operating in secure environments) and technical background training and rehearsal should be targeted to build a strong common understanding of the humanitarian WiE sector. A strong emphasis on the holistic WASH approach should be used to ensure agreement on the interrelation of each subsector and its overall impact on population health. In addition, essential operational requirements such as observance of humanitarian principles, monitoring, and evaluation, IM, and rapid needs assessments should be carried out to ensure all organization are similarly informed and prepared for coordinating an emergency. In addition, effective leadership, collaboration and cooperation among organizations should be a target, especially for the sector's institutional leads. Having strong leaders at sector coordination level will enhance the mobilization and participation of the coordination mechanism and avoid bilateral or informal coordination groups. It is therefore essential to prioritize leadership training for the sector leads in the first phase of the CDP.

COMPETENCY REQUIRED	TARGET	CRITICALITY
Leadership skills	Sector leads	High
Communications skills	Sector leads	High
Core information management skills	Sector leads	High
Basic collaborative working skills	Sector leads	Medium
Knowledge of core humanitarian principles	All	High
Core WASH technical skills	All	High
Monitoring and evaluation skills	All	Medium
Knowledge of rapid needs assessment methodology	All	Medium

MEDIUM-TERM OBJECTIVE – DEVELOP A POSITIVE COMMUNICATION ENVIRONMENT TO CREATE STANDARDS AND TOOLS ADAPTED TO THE INDONESIAN CONTEXT (BY END OF YEAR 3)

In the second phase, the focus will be on adapting and developing national standards for the WiE sector. Therefore, competence-building efforts should focus on developing an efficient way of working and building trust among all organizations involved in WASH. During this phase, international organizations will slowly step aside (from mentoring) to let the national sectors' leaders drive the development and adaptation of standards and maximize the technical knowledge of their partners and other government institutions. UNICEF and its partners should support the organization of workshops, participate in the development of standards and peer review the final documents. To ensure the WiE sector's standard and tools are adopted by all stakeholders involved in WiE, workshops, technical working groups and participatory events will need to be organized by the sector leads. To support this process, response partners and other government institutions should also develop their competence to lead technical working groups, resolve points of conflict and challenge technical issues. This type of competency is often reached using a 'learning by doing' approach and could be mentored by UNICEF and other partners with experience in coordinating and developing technical standards. The purpose of this phase is to ensure that all individuals involved in WiE are knowledgeable about all WASH subsectors, collaborating to identify overlaps between agencies' mandates but also identifying intersectoral and cross-cutting opportunities to work with other sectors and clusters.

³ These objectives align with the WiE Road Map

COMPETENCY REQUIRED	TARGET	CRITICALITY
Leadership skills	Partners, other government institutions	High
Conflict resolution skills	All	High
Skills for working collaborative working	All	High
Ability to identify gaps and overlaps	All	Medium
Ability to resolve technical challenges collegially	All	Medium

LONG-TERM OBJECTIVE – CONSOLIDATE LEARNING AND COMPETENCIES TO FORM A FULLY FUNCTIONING AND SUSTAINABLE WASH CLUSTER (BY END OF YEAR 5)

The final phase of the CDP aims to increase effectiveness and build on the coordination mechanism implemented in the two previous phases. The sector coordination lead, but also the partners and other government institutions, should be able to assess emergency responses and draw on lessons learned from past emergencies. Through a robust IM system, accurate and time-specific information will be readily available to analyse, review and improve the coordination mechanism.

In addition, the coordination mechanism should aim to build evidence and highlight good practices applicable to the Indonesian context. To this end, the sector leads should reinforce collaboration with research institutions and academics in Indonesia and encourage internal reflection and learning. Evidence building will support the development or improvement of existing methodologies adapted to the Indonesian and regional context. In addition, the sector coordination lead should seek the engagement of the private sector and community-based organizations in the WiE sector. This engagement would encourage the use of local solutions and innovation and improve the effectiveness of responses.

All stakeholders should increase their advocating competencies to develop, under the WiE sector's coordination guidance, common messaging to integrate humanitarian trends and global challenges in the WiE sector. This advocacy will include but not be limited to climate change integration, closing the gaps between the emergency and development sectors, increasing inter-ministerial programming and developing cross-border partnerships in the WiE sector.

The use of a results-oriented approach will support the impact identification and effectiveness of humanitarian responses and should be adopted by cluster members. This approach integrates a more effective use of resources and is a good way to assess the efficiency of operations.

COMPETENCY REQUIRED	TARGET	CRITICALITY
Advocacy skills	Sector leads and partners	High
Assessment /accountability skills	Sector leads and partners	High
Skills for building evidence	Sector leads and partners	Medium
Skills for developing partnerships	All	Medium
Skills for leveraging resources	Sector leads	Medium
Knowledge of results-oriented approach	Sector leads	Medium

CAPACITY DEVELOPMENT PLAN WATER, SANITATION, AND HYGIENE (WASH) SUB CLUSTER



Short Term (First year)

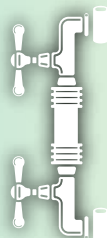
Medium Term (Second and third year)

Long Term (Fourth and fifth years)

TRAINING PHASE

MENTORING PHASE

INSTITUTIONALISATION PHASE



- Sector institutional lead
- Leadership in emergency
- Communication skills in emergency
- Mobilise agencies and government institutions
- Develop culture of coordination
- Response Partners
- Disaster Response Management
- Technical skills strengthening to develop SOP, standards, and guidelines
- Application of SOPs
- Develop roster of deployable people
- Other institutions
- Advocacy for collaboration at local level
- Technical skills related to SOP, standards, and guidelines
- Application of SOPs
- Develop roster of deployable people

- Sector institutional lead
- Gender-sensitive data collection skills
- Holistic, cross-cutting, and cross sectoral skills
- Advocacy in promoting intersectional and cross-sectoral WASH program
- Knowledge of co-creation and collaboration
- Response Partners
- Leadership skills to co-lead WASH cluster and / or TWG
- Knowledge of intersectional good practice
- Knowledge of co-creation and collaboration
- Knowledge of gender and inclusion best practice
- Other institutions
- Strategic thinking and policy development
- Knowledge of intersectional good practice
- Conflict resolution and co-working skills
- Knowledge of gender and inclusion best practice

- Sector institutional lead
- Leadership skills to co-lead WASH cluster and / or TWG
- Financial resource mobilisation
- Preparedness and contingency planning
- Advocacy to integrate global humanitarian trend
- Response Partners
- Approach to consult community and stakeholders
- Analytical and communication skills
- Partnership with CBO at local level
- Advocacy on global humanitarian trends
- Other institutions
- Advocacy for interministerial collaboration
- Contingency and preparedness planning

Water Distribution

Supported by the WASH Sub Cluster Support Team



APPENDIX B – LIST OF AVAILABLE TOOLS FOR COMPETENCY DEVELOPMENT (WITH LINKS)

NO	PROVIDER	COURSE NAME	DESCRIPTION/OBJECTIVE	WEBLINK
1	AHA Centre	ASEAN-ERAT Induction Course	Training for the ASEAN-Emergency Response and Assessment Team (ASEAN-ERAT). The primary objective of the ASEAN-ERAT deployment is to support ASEAN member states affected by disasters in the initial phase of disasters to conduct rapid assessments and to coordinate with local authorities for the deployment	https://asean.org/more-asean-emergency-rapid-assessment-team-asean-erat-members-trained-2/
2	Centers for Disease Control	Epi in Emergency Training for WASH	This training will aim to strengthen the epidemiologic skills of individuals responsible for WASH activities in their organizations in acute or protracted emergency settings. The target audience is national and regional level staff who are directly involved in the collection, analysis and interpretation of WASH- and waterborne disease-related information. Although this initial training is not meant to be a Trainer of Trainers, the eventual intent is for participants to be able to train other WASH staff within their organizations.	Contact GWC
3	Cerah - Centre for Education and Research in Humanitarian Action	Dialogue with Communities	Actors of development or actors in humanitarian organizations, are you interested in developing the dialogue with communities in a strategic way? Would you like to deepen your knowledge in intercultural communication? Are you curious about the importance of accountability and the present limits of 2-way communication? This short course will be of interest for you.	http://www.cerahgeneve.ch/training/tsc-thematic-short-courses/
4	Cerah - Centre for Education and Research in Humanitarian Action	Manager, Leader and Coach. In partnership with Médecins sans Frontières Switzerland	Explore the characteristics and nuances of managing, leading and coaching. Identify management roles and behaviours and your own self-leadership. Learn to coach staff with an adequate posture implying active listening and qualitative feedback. Recognize the role of the manager in preventing stress or reducing its consequences. This course is designed to strengthen core competencies as a team manager in humanitarian environment, it is built on lectures, role-playing exercises, case studies, work group and discussions.	http://www.cerahgeneve.ch/training/tsc-thematic-short-courses/
5	Cerah - Centre for Education and Research in Humanitarian Action	Crisis management.	Humanitarian organizations and workers are repeatedly being targeted or directly affected by the crisis they are responding to. Working in volatile and sometimes dangerous environments entails a need to be properly equipped to respond to an eventual crisis. This course will focus on your response as a manager in pre-crisis, crisis and post-crisis when members of your team are targeted or directly affected in cases of abduction, epidemics and disasters triggered by natural hazards.	http://www.cerahgeneve.ch/training/tsc-thematic-short-courses/

NO	PROVIDER	COURSE NAME	DESCRIPTION/ OBJECTIVE	WEBLINK
6	Cerah - Centre for Education and Research in Humanitarian Action	Team Management in Humanitarian Settings. In partnership with Médecins sans Frontières Switzerland	People Management is probably one of the richest, more demanding and key areas of humanitarian work. It has a direct impact on operations, on the quality of the humanitarian response and on people affected by disasters and conflicts. In a sector with high staff turnover, with high diversity not only in terms of culture, gender and backgrounds but also in terms of status (regular staff, volunteers, consultants, short-term, long-term, local, expat), the course focuses in developing the relevant competencies and providing appropriate tools to manage teams effectively within the growing complexity of humanitarian interventions	http://www.cerahgeneve.ch/training/tsc-thematic-short-courses/
7	Cerah - Centre for Education and Research in Humanitarian Action	People Management in Humanitarian Settings	People Management is probably one of the richest, more demanding and key areas of humanitarian work. It has a direct impact on operations, on the quality of the humanitarian response and on people affected by disasters and conflicts. On one side a growing pressure to reach a meaningful and quick impact in volatile and sometimes dangerous environments can create severe stress affecting staff's well-being and motivation, on the other side the "duty of care" concept imposes a new legal framework to humanitarian organizations. These two factors added to the growing professionalization bring new challenges for managing people in humanitarian organizations.	http://www.cerahgeneve.ch/training/certificates/people-management-in-humanitarian-settings/
8	Cerah - Centre for Education and Research in Humanitarian Action	Communication in Humanitarian Settings	This week will offer the basic knowledge necessary for the students without any background in communication who would like to follow the CAS "Communication, Advocacy and Negotiation" You are interested in understanding what is humanitarian communication? You would like to deepen your knowledge of different types of communication applied in humanitarian contexts? You are curious about the relationships between the media and humanitarian organizations? You would like to understand the difference between humanitarian advocacy and negotiation? This short course will be of interest for you: Debate the challenges and trends of humanitarian communication and what is at stake, learn about the key actors in communication, assess the cycles and key components of humanitarian communication in crisis, prevention or peace-building contexts, analyse visual and textual messages.	http://www.cerahgeneve.ch/training/tsc-thematic-short-courses/

NO	PROVIDER	COURSE NAME	DESCRIPTION/ OBJECTIVE	WEBLINK
9	Cerah - Centre for Education and Research in Humanitarian Action	Negotiation in Humanitarian Settings	You are a humanitarian practitioner who has to negotiate with several stakeholders on a range of issues including access and coordination, this course could interest you. One of very few courses focused on negotiation, it allows humanitarian programme managers to develop skills to enable them to successfully negotiate with a multitude of actors. Through lectures and case studies, participants learn to design a negotiation strategy that is adapted to a specific context and takes into account short, mid-and long-term outcomes. External speakers include academics and practitioners, and come from a range of institutions and organizations including the Geneva Academy of International Humanitarian Law and Human Rights, International Committee of the Red Cross and Médecins Sans Frontières.	http://www.cerahgeneve.ch/training/tsc-thematic-short-courses/
10	Disasterready	Management and Leadership	Various courses (42)	https://ready.csod.com/GlobalSearch/search.aspx?s=1&q=#q=&s=1&a=typ%253d0%2526sub%253d551
11	Disasterready/ SPHERE	The Sphere Handbook in Action	This online training course covers a number of short topics to help you explore the Sphere Project philosophy. It will help you get to know the Sphere Handbook entitled "The Sphere Project: Humanitarian Charter and Minimum Standards in Humanitarian Response" (2018 edition).	https://ready.csod.com/LMS/LoDetails/DetailsLo.aspx?loid=7b6d2e66-dc05-4207-b6c4-346f7a7eb012#t=1
12	FAO	Knowledge Sharing for Development	This course provides you with the necessary tools and methodologies to develop the knowledge capacities of your organization or community.	http://www.fao.org/elearning/#/elc/en/courseCategories
13	JIPS	Profiling Coordination Training	The PCT aims to build capacity of experienced practitioners to lead collaborative profiling exercises, either within their own country of operation or in support of other operations. Well-trained Profiling Coordinators are essential to ensure the quality and success of collaborative profiling exercises, which are crucial to informing field operations' programming, including protection and advocacy activities. By the end of the training participants can plan and manage all aspects of a collaborative profiling exercise, including: establishing the coordination platform, operational planning, staff training and supervision and the outreach of results. Furthermore, technical skills will be developed in the areas of methodology and tool design, data management, data analysis and reporting. The training will have a practical focus; tools and techniques will be shared as well as operational learning based on JIPS' own field experience.	http://www.jips.org/en/training/profiling-coordination-training/Next-training

NO	PROVIDER	COURSE NAME	DESCRIPTION/ OBJECTIVE	WEBLINK
14	OCHA CMCOORD	UN-CMCoord Training Course	After participating in the UN-CMCoord Course, civil-military practitioners will: 1. React positively to the overall training and share the philosophy of UN-CMCoord in humanitarian response. 2. Join a robust pool of UN-CMCoord experts willing to keep abreast of latest developments to self-develop and contribute to a supportive civil-military environment. 3. Score an 80 percent relevance rate of each individual session/topic of the course.	http://www.unocha.org/what-we-do/coordination-tools/UN-CMCoord/training-partnerships%20
15	PM4DEV	Fundamentals of Project Management	The course is based on the third edition of the textbook Fundamentals of Project Management. The course has a duration of three weeks. Each week students will work on the activities and exercises required to meet the learning objectives. Participants require an average of one hour per day to complete the assigned activities. The course makes use of a case study to help comprehend and apply the learning material. This online course promotes and facilitates the collaborative learning approach in online courses. We use the latest version of the platform Moodle 2.6 where students will participate in discussions as part of the assignments and receive feedback from the course instructor. The course is asynchronous, the instructor provides materials, lectures, tests, and assignments that can be accessed at any time. Students are given a time frame during which they need to complete the assigned activities, participate in discussion forms, and submit their exercises to receive a grade.	http://www.pm4dev.com/learn/ecourses/efpm.html
16	PM4DEV	Effective Project Management	Upon successful completion of the Effective Project Management Online course participants will: Understand the nine process areas of project management, know the steps required to plan and manage each project management process and use the primary planning and monitoring documents for a project.	http://www.pm4dev.com/learn/ecourses/eeepm.html
17	PM4DEV	Project Design Monitoring and Evaluation	Upon successful completion of the Project Monitoring and Evaluation Online course participants will: Understand the monitoring management processes and evaluation results, know the steps required to plan and manage project monitoring and evaluation methods and develop an effective project DM&E system.	http://www.pm4dev.com/learn/ecourses/epdme.html
18	RedR	SPHERE Training of Trainers	At the end of this course you should be more confident in delivering training on the Sphere Project Handbook and be adept at making maximum use of group participation activities. The course is designed to help make any training you deliver more interesting and enjoyable for everyone, including you.	http://www.redr.org.au/training/training-courses/sphere-handbook-training-of-trainers#UsrUENJDUSI

NO	PROVIDER	COURSE NAME	DESCRIPTION/ OBJECTIVE	WEBLINK
19	RedR	Humanitarian Logistics in Emergencies	By the end of the course participants should be able to: » examine the humanitarian logistics system and the activities involved in a logistics operation » understand logistics processes » assess the sharing of information, tools and resources of an effective networking / collaboration between agencies	http://www.redr.org.au/training/training-courses/humanitarian-logistics-in-emergencies#.UsvIA9JDuSI
20	RedR	Managing People and Projects in Emergencies (credit rated)	By the end of the course you can: » Describe the role and characteristics of an effective manager in humanitarian practice » List management competencies and examine them in a theoretical and practical humanitarian context » Apply techniques for managing people and projects to the humanitarian context » Evaluate and reflect on personal performance in project and people management » Identify personal strengths and weaknesses in relation to managing people and projects and devise a personal development plan to improve practice	https://www.redr.org.uk/en/Training-and-more/find-a-training-course.cfm/url/MPPFEB14
21	UNITAR	Leadership, Teamwork and Team Management	At the end of the course, participants can: » Apply theories of leadership and team management in the context of a peace operation; » Summarize features of effective leadership; » Utilize techniques for effective team building and teamwork; » Identify personal strengths as a leader and the areas of potential development; » Apply conflict management and problem solving skills.	https://www.unitar.org/event/leadership-team-work-and-team-management-ptp201410e-0

NO	PROVIDER	COURSE NAME	DESCRIPTION/ OBJECTIVE	WEBLINK
22	UNITAR	Introduction to Water Diplomacy	At the end of this course, participants should be able to: » Describe major contemporary stressors influencing freshwater availability and their impact on achieving national security goals. » Identify water's potential for conflict and identify some of the world's main water "hotspots"; » Recognize water's cooperation potential and the benefits to be drawn from collaborative transboundary water management between state actors » Apprehend how diplomatic methods based on dialogue may be used to encourage mutually beneficial problem-to-solution processes; » Comprehend the importance and structure of transnational water management institutions in their role to consolidate and sustain the benefits of cooperation around water.	http://www.unitar.org/event/introduction-water-diplomacy
23	BBR	Building a Better Response, Unit 6: Complex Humanitarian Emergencies	Unit 1: Foundations of Humanitarian Action Unit 2: The International Humanitarian Architecture Unit 3: The Cluster Approach Unit 4: Planning and Funding the Humanitarian Response Unit 5: International Law and Humanitarian Standards Unit 6 Complex Humanitarian Emergencies	http://www.buildingabetterresponse.org/enrol/index.php?id=27
24	Human Rights Education Associates	Gender-based Violence	Addressing gender-based violence (GBV) has gained increasing prominence in the work of human rights, humanitarian and development organizations internationally. GBV is now recognized as a violation of basic human rights with detrimental impacts on the health and social status of survivors of GBV, as well as on society as a whole. International humanitarian and development agencies are increasingly engaging on this issue both through specific programmes that address GBV, as well as through mainstreaming GBV within wider sectoral approaches.	http://www.hrea.org/
25	ISAC	Gender Equality in Humanitarian Action	(26 April-6 June 2017) -- In this instructor-led e-learning course staff members of (international) development agencies and NGOs will learn more about the relevance of gender to humanitarian programming.	www.iasc-elearning.org

NO	PROVIDER	COURSE NAME	DESCRIPTION/ OBJECTIVE	WEBLINK
26	Network for Water and Sanitation	Mainstreaming Gender and Mapping Vulnerabilities in Water and Sanitation using Participatory Methodologies	It's becoming increasingly important today to incorporate issues of gender in all aspects of water and sanitation to enhance sustainability of the projects. History has proved that over 70 % of the water and sanitation interventions in developing world that have ignore gender issues proved to be unsustainable. The course on mainstreaming gender in water and sanitation seeks to address this anomaly by using participatory approach throughout the training.	http://www.netwas.org/
27	Disasterready	Humanitarian Practices and Accountability	Various courses (10)	https://ready.csod.com
28	Disasterready/CRS	MEAL (Monitoring, Evaluation, Accountability and Learning) in Emergencies	This 7-hour online course series is an interactive learning tool designed by the Humanitarian Response Department for CRS staff and partners to have the knowledge, skills and attitudes to establish a dynamic and responsive MEAL system in the earliest phase of an emergency response. A MEAL system in emergencies is essential for an appropriate and relevant response, and ensures accountability to those we serve. In this interactive learning tool, you will see and hear examples from your peers from diverse backdrops, about challenges they have faced and practices they have learned that have contributed to a meaningful impact for a quality emergency response. The insight and learning are relevant to today's rapidly-changing environments, and designed to be adaptable to the diverse backdrops of your country program and local contexts.	https://ready.csod.com/
29	Disasterready/ UNICEF	Evaluation in Humanitarian Settings	UNICEF is a major humanitarian actor, and it is important that evaluation is undertaken to improve accountability for results and produce organizational lessons learned. The course presents a concrete emergency scenario that guides participants through the evaluation process before, during and after an emergency. It underlines the importance of evaluation to advance UNICEF accountability and learning goals as outlined in the Core Commitments for Children in Humanitarian Action and it provides some concrete guidance.	https://ready.csod.com/
30	RedR	SPHERE in Practice	This course provides an in-depth look at the Sphere Project standards for accountability and good practice along with the Humanitarian Charter and the Minimum Standards in Humanitarian Response. The course examines these principles in theory and also looks at them in practice. The workshop uses small group work, case studies, videos from the field to blend theory with practice, deepening and contextualizing the key lessons you will learn in the course.	http://www.redr.org.uk/en/Training-and-more/index.cfm

APPENDIX A – LIST OF STAKEHOLDERS TAKING PART IN THE ASSESSMENT

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
1	Ridwan Mumu	Head	Provincial Social Affairs Office	Central Sulawesi	Local stakeholder	In-person	KII	
2	Reni	Former Head	Provincial Health Office	Central Sulawesi	Local stakeholder	In-person	KII	
3	Maria	Environmental Health Division	Provincial Health Office	Central Sulawesi	Local stakeholder	In-person	KII	
4	Suryadi	Head of Infrastructure Planning Sub-Division	Provincial Development Planning Agency	Central Sulawesi	Local stakeholder	In-person	KII	
5	Ahmad Rijal	TBC	Palu City Development Planning Agency	Central Sulawesi	Local stakeholder	In-person	KII	
6	Sukma	Provincial Facilitator	Pamsimas	Central Sulawesi	Local stakeholder	In-person	KII	
7	Caco Laratu	Head of Sanitation	Technical Unit of Housing and Public Works Office	Central Sulawesi	Local stakeholder	In-person	KII	
8	Sultan	Task Force Head	Public Works	Central Sulawesi	Local stakeholder	In-person	KII	
9	Harry Mantong	Technical Implementation Unit	Provincial Public Works Office	Central Sulawesi	Local stakeholder	In-person	KII	
10	Rizki	WASH Officer	Jejaring Mitra Kemanusiaan (JMIK)	Central Sulawesi	Local stakeholder	In-person	KII	
11	Ikhsan	Gender/ WASH Officer	Legal Aid Centre (LBH) APIK/ JMIK	Central Sulawesi	Local stakeholder	In-person	KII	
12	Taufiq H. Suryanto	Chair of WASH Task Force	Provincial Development Planning Agency		Local stakeholder	In-person	KII	0819 3312 4786
13	Ahmad (Kabid RR)	Head of Rehabilitation and Reconstruction Division	Provincial Disaster Management Office	WNT	Local stakeholder	In-person	KII	0819 0732 1731
14	Bur		Provincial Health Office	WNT	Local stakeholder	In-person	KII	0878 6530 1106

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
15	Candra A	Head of Social Protection for Natural Disaster Victims Section	Provincial Social Affairs Office	WNT	Local stakeholder	In-person	KII	
16	Basri	Lombok Timur Representative	Lombok Timur Red Cross Branch	WNT	Local stakeholder	In-person	KII	
17	Tatang	Capacity building, Pokja PPAS	Yayasan Kemanusiaan Muslim Indonesia (YKMI)	WNT				
18	Dayat		PKBI (UNICEF partner for Menstrual Hygiene Management)					
19	Eko		JMK-OXFAM (Civil society alliances)	WNT	Local stakeholder	In-person	KII	0831 2939 7769
20	Pak Unwanul		East Lombok District Development Planning Agency	WNT	Local stakeholder	In-person	KII	
21	Maryani		East Lombok Housing and Settlement Office	WNT	Local stakeholder		KII	
22	Zakaria (Bid. PL)		North Lombok Health Office	WNT	Local stakeholder		KII	
23	Yuni (Secr. BAPPEDA)		North Lombok District Development Planning Agency	WNT	Local stakeholder	In-person	KII	
24	Ika Yuli Rahayu	Social Protection and Social Services Division	Provincial Social Affairs Office	Jakarta	Local stakeholder		KII	
25	Aji	Environmental Health Division	Provincial Health Office	Jakarta	Local stakeholder	Virtual	KII	
26	Nelson	Water Resources Unit	Water Resources Office	Jakarta	Local stakeholder		KII	
27	Basuki	Prevention and Mitigation Unit	Provincial Disaster Management Office	Jakarta	Local stakeholder	Virtual	KII	
28	Ary Andryanto	WASH Unit	Provincial Red Cross Branch	Jakarta	Local stakeholder	Virtual	KII	

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
29	Widowati	Programme Manager	Humanitarian Forum Indonesia (CSO alliance)	Jakarta	Local stakeholder	Virtual	KII	
30	Kusmayadi	Disaster Response Coordinator	Aksi Cepat Tanggap (a national NGO with programmes in Jakarta)	Jakarta	Local stakeholder	Virtual	KII	
31	Udin	Ketua Pokja AMPL Nasional/ Bagian Perkim	Bappenas					
32	Nur Aisyah Nasution	Directorate of Housing and Settlement	Bappenas	National	National stakeholder	Virtual	KII	0813 2914 9021
33	Johny Sumbung	Head of Disaster Mitigation Division	BNPB	National	National stakeholder	Virtual	KII	0813 1021 9194
34	Raja Philip Sebayang	Head of Emergency Section	KEMENDAGRI	National	National stakeholder	Virtual	KII	0812 8400 5637
35	drg. R. Vensya Sitohang M.Epid	Directorate of Environmental Health	Ministry of Health	National	National stakeholder	Virtual	KII	
37	Iyan Kusmadiana	Directorate of Social Protection for Natural Disaster Victims	Ministry of Social Affairs	National	National stakeholder		KII	0812 2484 1730
38	Tarso	Head of Disaster Management Task Force	Ministry of Public Works and Housing	National	National stakeholder		KII	0812 8182 5821
39	Nelwan Harahap	Deputy Assistant for Emergency and Post Disaster Management	Coordinating Ministry of People Welfare and Culture (KEMENKO PMK)	National	National stakeholder	Virtual	KII	
40	Akbar	Head of WASH Sub-Division	Indonesian Red Cross	National	National stakeholders	Virtual	KII	
41	Janaka	National Secretariat for Safe Schools	KEMENDIKBUD	National	National stakeholder	Virtual	KII	
42	Anton	WASH Advisor	Save the Children	National	National stakeholder	Virtual	KII	0811 2509 436
43	Dino Argianto	Humanitarian Programme Manager	Oxfam	National	National stakeholder	Virtual	KII	0877 1991 4433

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
44	Titi Moektijasih	Humanitarian Programme Officer	OCHA	National	National stakeholder	Virtual	KII	0811 873 997
45	UNICEF personnel deployed as cluster coordinators		UNICEF	National	UNICEF	Virtual	FGD	
46	Representatives from Karawana Village, Central Sulawesi			Central Sulawesi	Beneficiaries	In-person	FGD	
47	Cluster/ sub-cluster coordinators from other sectors		OCHA, IFRC, UNFPA, WFP, IOM, YAKKUM Emergency Unit, Humanitarian Forum Indonesia (HFI)	National	National stakeholders	Virtual	FGD	
48	Representatives from RW 06, Cililitan Village, Jakarta			Jakarta	Beneficiaries	In-person	FGD	
49	Desa Bilok			WNT	Beneficiaries	In-person	FGD	

FGD WITH UNICEF TEAM DEPLOYED AS CLUSTER COORDINATOR IN CENTRAL SULAWESI RESPONSE (15/01/21)

1	Afianto	WASH	UNICEF		National stakeholder	Virtual	FGD	
2	Fauzan Adhithia	WASH	UNICEF		National stakeholder	Virtual	FGD	fadhithia@unicef.org
3	Reza Hendrawan	WASH	UNICEF		National stakeholder	Virtual	FGD	rhendrawan@unicef.org
4	Wildan Setiabudi	WASH	UNICEF		National stakeholder	Virtual	FGD	wsetiabudi@unicef.org

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
FGD WITH SUB-CLUSTER AND WORKING GROUP LEADS (14/01/21)								
1	Dear Sinandang	Psychological support sub-cluster	Humanitarian Forum Indonesia	Jakarta	Representative of national psychological support sub-cluster	Virtual	FGD	dear@humanitarianforumindonesia.org
2	Hans Herewila	Dead Bodies Management	ICRC	Jakarta	Representative of ICRC	Virtual	FGD	
3	Bagas	Dead Bodies Management	ICRC	Jakarta	Representative of ICRC	Virtual	FGD	
4	Wahyu Widayanto	Shelter sub-cluster	IFRC	Jakarta	Representative of national shelter sub-cluster	Virtual	FGD	beningbanyoe@yahoo.com
5	Bayu Sejati	CCCM	IOM	Jakarta		Virtual	FGD	
6	Tjossy Sipasulta	CCCM	IOM	Jakarta		Virtual	FGD	
7	Idha Kurniasih	Shelter Advisory Group		Jakarta	Representative of STAG	Virtual	FGD	idhakurniasih@hotmail.com
8	Iwan Rahardja		UNOCHA	Jakarta		Virtual	FGD	
9	Elisabeth Sidabutar	Gender based violence sub-cluster	UNFPA	Jakarta	Representative of national GBV sub-cluster	Virtual	FGD	
10	Ali Aulia Ramly	Child protection sub-cluster	UNICEF	Jakarta	Representative of national child protection sub-cluster	Virtual	FGD	aaramly@unicef.org
11	Enrico Djonoputro	WASH		Jakarta		Virtual	FGD	edjonoputro@unicef.org
12	Fauzan Adhitha	WASH		Jakarta		Virtual	FGD	fadhitha@unicef.org
13	Ikhsan	Logistics	WFP	Jakarta		Virtual	FGD	

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
14	Sipayung	Logistics	WFP	Jakarta		Virtual	FGD	bukanbilangbiasa@gmail.com
15	Ratna Susi	Elderly, disabled persons and other vulnerable groups sub-cluster	Yakum Emergency Unit	Jakarta	Representative of national elderly, disabled persons and other vulnerable groups sub-cluster	Virtual	FGD	

FGD WITH STAKEHOLDERS FROM WEST SULAWESI RESPONSE (04/02/21)

1	Irma	Fispra	Bappeda	Majene	Local stakeholder	Virtual	FGD	
2	Ahmad Gigih R	Directorate of Perkim (Bappenas)	Bappenas			Virtual	FGD	gigihlub@gmail.com
3	Wahanudin	Directorate of Perkim (Bappenas)	Bappenas			Virtual	FGD	wahanudin@gmail.com
4	Eny Supartini		BNPB			Virtual	FGD	lipip.bd@gmail.com
5	Alif Hidayat	Provincial Arm of PUPR	BPPW	West Sulawesi	Local stakeholder	Virtual	FGD	
6	Husain Hs	PPK Air Minum	BPPW	West Sulawesi	Local stakeholder	Virtual	FGD	
7	Muhammad Thalib	Provincial Arm of PUPR (Sanitation)	BPPW	West Sulawesi	Local stakeholder	Virtual	FGD	
8	Anwar		Provincial Health Office	West Sulawesi	Local stakeholder	Virtual	FGD	
9	Nahriah		District Health Office	Majene	Local stakeholder	Virtual	FGD	
10	Trisno Soebarkah		KEMENKES	Jakarta	National stakeholder	Virtual	FGD	
11	Iyan Kusmadiana	Directorate of Social Protection for Natural Disaster Victims	KEMENSOS	Jakarta	National stakeholder	Virtual	FGD	

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
12	Tota Oceanna Z.	Directorate of Social Protection for Natural Disaster Victims	KEMENSOS	Jakarta	National stakeholder	Virtual	FGD	
13	Nihlah		District Health Office	Mamuju	Local stakeholder	Virtual	FGD	
14	Sarman	Head of SPI	SPI (local water company)	Mamuju	Local stakeholder	Virtual	FGD	tirtamanakarra.pdam@gmail.com
15	Preetha Prabhakaran Bisht	WASH	UNICEF	Jakarta		Virtual		pbisht@unicef.org
16	Enrico Djonoputro	WASH	UNICEF	Jakarta	National stakeholder	Virtual		edjonoputro@unicef.org
17	Fauzan Adhitha	WASH	UNICEF		National stakeholder	Virtual		fadhitha@unicef.org

FGD WITH WASH STRATEGIC PLANNING GROUP (DAY 1, 16/02/21)

1	Octavia Marianne	Hygiene Behaviour Change Communication Specialist	Save the Children		National stakeholder	Virtual	FGD	0811 4560 1852
2	Asteria Taruliasi Aritonang	Digital, Partnership, Innovation Director	Wahana Visi Indonesia		National stakeholder	Virtual	FGD	0812 1018 0993
3	Iswar Abidin	Disaster Response Programme	Mercy Corps Indonesia		National stakeholder	Virtual	FGD	0821 1573 5889
4	Agung Lestyan	Senior WASH Officer	IFRC Country Cluster Support Team Indonesia and Timor-Leste		National stakeholder	Virtual	FGD	0852 9302 8401
5	R. Rendra Arief Budiono Poerbaya	WASH Manager	Habitat For Humanity Indonesia		National stakeholder	Virtual	FGD	0813 3813 9075
6	Robert Nufninu	WASH BP PM	Wahana Visi Indonesia		National stakeholder	Virtual	FGD	0813 3941 4925
7	Rosianto Hamid	WASH Advisor Asia-Pacific Region	Save the Children		National stakeholder	Virtual	FGD	0281 1250 9436

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
8	Nurdianto	Disaster Recovery Deputy Programme Manager	MercyCorps Indonesia		National stakeholder	Virtual	FGD	0813 6008 4780
9	Darmawan	Team TDRR Muhammadiyah Disaster Management Centre (MDMC)	MDMC		National stakeholder	Virtual	FGD	0812 1558 5652
10	Ary Ananta Prasetya	Project and Emergency Response Manager	Arbeiter Samariter Bund (ASB) Office for Indonesia, Philippines and Nepal		National stakeholder	Virtual	FGD	0813 2807 6089
11	Tatang Husaini	Programme Manager	YKMI		National stakeholder	Virtual	FGD	0821 2430 2070
12	Agus Triwahyuono	Programme Manager	CARE Indonesia		National stakeholder	Virtual	FGD	0822 1900 3788
13	Wiwied Trisnadi	Humanitarian Manager	Save the Children Indonesia		National stakeholder	Virtual	FGD	0812 2370 6544
14	Danus Raharjanto	WASH Promotion Officer	PMI Central Indonesia		National stakeholder	Virtual	FGD	
15	Md Afrianto Kurniawan	WASH Officer	UNICEF		National stakeholder	Virtual	FGD	0812 2111 1537
16	Rostia La Ode Pado	WASH Officer	UNICEF		National stakeholder	Virtual	FGD	0852 5542 2262
17	Enrico Rahadi Djonoputro	WASH in Emergencies	UNICEF		National stakeholder	Virtual	FGD	0813 2261 5885
18	Preetha Prabhakaran Bisht	WASH Specialist	UNICEF		National stakeholder	Virtual	FGD	0813 8428 2405
19	Surya Rahman Muhammad		Humanitarian Forum Indonesia		National stakeholder	Virtual	FGD	0813 6046 9344
20	Haris Oematan		Cis Timor/JMK/GMIT		National stakeholder	Virtual	FGD	0812 3628 8973
21	Risna Aruan		Save The Children		National stakeholder	Virtual	FGD	0822 3379 9066

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
22	Afianto	WASH	UNICEF		National stakeholder	Virtual	FGD	
23	Andreas Hapsoro		Habitat For Humanity Indonesia		National stakeholder	Virtual	FGD	
24	Robert Nufninu	WASH BP PM	Wahana Visi Indonesia		National stakeholder	Virtual	FGD	0813 3941 4925
25	Huda Khairun Nahar							

FGD WITH WASH STRATEGIC PLANNING GROUP (DAY 2, 17/02/21)

1	Mita Sirait	WASH Specialist	Wahana Visi Indonesia		National stakeholder	Virtual	FGD	
2	Asteria Taruliasi Artonang	Digital, Partnership, Innovation Director	Wahana Visi Indonesia		National stakeholder	Virtual	FGD	0812 1018 0993
3	Robert Nufninu	WASH BP PM	Wahana Visi Indonesia		National stakeholder	Virtual	FGD	0813 3941 4925
4	R. Rendra Arief Budiono Poerbaya	WASH Manager	Habitat For Humanity Indonesia		National stakeholder	Virtual	FGD	0813 3813 9075
5	Ary Ananta Prasetya	Project & ER Manager	ASB		National stakeholder	Virtual	FGD	0813 2807 6089
6	Wiwied Trisnadi	Humanitarian Manager	Save the Children Indonesia		National stakeholder	Virtual	FGD	0812 2370 6544
7	Afianto	WASH	UNICEF		National stakeholder	Virtual	FGD	
8	Agung Lestyanan	Senior WASH Officer	IFRC CCST Indonesia and Timor-Leste		National stakeholder	Virtual	FGD	0852 9302 8401
9	Danus Raharjanto	WASH Promotion Officer	PMI Central Indonesia		National stakeholder	Virtual	FGD	
10	Haris Oematan		Cis Timor/JMK/GMIT		National stakeholder	Virtual	FGD	0812 3628 8973
11	Preetha Prabhakaran Bisht	WASH	UNICEF	Jakarta		Virtual		

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
12	Fauzan Adhithia	WASH	UNICEF		National stakeholder	Virtual		
13	Octavia Marianne	Hygiene Behaviour Change Communication Specialist	Save the Children		National stakeholder	Virtual	FGD	0811 4560 1852
14	Rosianto Hamid	WASH Advisor Asia-Pacific Region	Save the Children		National stakeholder	Virtual	FGD	
15	Tatang Husaini	Programme Manager	YKMI		National stakeholder	Virtual	FGD	0821 2430 2070

MEETING WITH 5 MINISTRIES, WASH UPDATE (09/03/21)

1	Diana Kusumastuti	General Directorate of Human Settlements	PUPR		National stakeholder	Virtual	FGD	
2	Prasetyo	Directorate of Sanitation	PUPR		National stakeholder	Virtual	FGD	
3	Eko Budi	Directorate of Sanitation	PUPR		National stakeholder	Virtual	FGD	
4	Heri Joko Sulistiyono	Directorate of Sanitation	PUPR		National stakeholder	Virtual	FGD	
5	Indah Alfira Chairunnisa	Directorate of Sanitation	PUPR		National stakeholder	Virtual	FGD	0857 1147 0336
6	Asri Indiyani	Directorate of Sanitation	PUPR		National stakeholder	Virtual	FGD	
7	Bagoes D	Directorate of Drinking Water	PUPR		National stakeholder	Virtual	FGD	
8	Dades	Directorate of Drinking Water	PUPR		National stakeholder	Virtual	FGD	
9	Tri Dewi Virgiyanti	Directorate for Urban, Housing and Settlements	Bappenas		National stakeholder	Virtual	FGD	

NO	FULL NAME	DESIGNATION	INSTITUTION	AREA	TYPE OF RESPONDENT	MODE OF INTERVIEW	FGD OR KII?	CONTACT DETAILS
10	Nur Aisyah Nasution	Directorate for Urban, Housing and Settlements	Bappenas		National stakeholder	Virtual	FGD	0813 2914 9021
11	Gigih	Directorate for Urban, Housing and Settlements	Bappenas		National stakeholder	Virtual	FGD	
12	Budhi Erwanto	Directorate of Emergency Infrastructure Support	BNPB		National stakeholder	Virtual	FGD	
13	Ikhsan Badriawan Maradona	Directorate of Emergency Infrastructure Support	BNPB		National stakeholder	Virtual	FGD	0857 7432 6735
14	Cucu Cakrawati	Directorate of Environmental Health	KEMENKES		National stakeholder	Virtual	FGD	
15	Nugroho	Directorate of Environmental Health	KEMENKES		National stakeholder	Virtual	FGD	0815 9092 452
16	Iyan Kusmadiana	Directorate PSKBA	KEMENSOS		National stakeholder	Virtual	FGD	0812 2484 1730
17	Tota	Directorate PSKBA	KEMENSOS		National stakeholder	Virtual	FGD	
18	Preetha Prabhakaran Bisht	WASH Specialist	UNICEF			Virtual		0813 8428 2405
19	Enrico Rahadi Djonoputro	WASH in Emergencies	UNICEF		National stakeholder	Virtual	FGD	0813 2261 5885
20	Fauzan Adhitha	WASH Cluster Coordinator	UNICEF		National stakeholder	Virtual	FGD	0812 9330 2609

APPENDIX B – LIST OF RELEVANT REGULATIONS AND POLICIES

NO	TITLE	INSTITUTION	SUMMARY	RELEVANCE TO THE STUDY
1	Ministerial Regulation Number 14/2020 on organization and governance of Ministry of National Development Planning	Bappenas	Article 57 mentions the special division, the Spatial Planning and Disaster Management Directorate, with its tasks authority to coordinate and formulate a regional macro-economic framework and monitor and evaluate the planning, implementation and reporting on spatial and geospatial information, land and disaster management. The ministry also has authority to study, coordinate and describe policy on those aspects. The regulation mentions the role of the directorate in the coordination of tasks related to families, women, children, youth and sports, the formulation and implementation of policies, and in the monitoring and evaluation of national development planning for families, women, children, youth and sports.	This regulation accommodates disaster management and spatial issues regarding policies formulation, coordination work, monitoring and evaluation related to planning, implementation and reporting on spatial and geospatial information, land and disaster management. It does not specifically focus on WASH. The regulation states the importance of gender mainstreaming during planning, implementation and monitoring and evaluation processes.
2	Ministerial Regulation Number 21/2020 on Ministry of Health Strategic Planning 2020–2024	KEMENKES	The target strategy 2020–2024 focuses on improving the prevention and control of disease and health emergencies, including community-based sanitation, access to clean water and hygiene behaviour, and on strengthening policies and funding for community health emergencies.	The regulation places strong emphasis on the importance of community-based sanitation and focuses on water and sanitation issues, and gender issues where planning includes programmes for women, children, and the elderly. However, programmes for vulnerable groups do not fall under disaster management.
3	Ministerial Regulation Number 43/2015 on Organization and Governance of Ministry of Home Affair	KEMENDAGRI	The Directorate of Disaster Management and Fire prepares policies and their implementation in assisting, coordinating and monitoring disaster risk reduction, infrastructure, disaster and post-disaster response, and technical assistance.	The regulation describes the role of the disaster management directorate in technical assistance, monitoring and evaluation also in coordinating the policies and their implementation in disaster management. Therefore, the regulation provides for coordination, response and capacity building for disaster management in general, not specifically for WASH.

NO	TITLE	INSTITUTION	SUMMARY	RELEVANCE TO THE STUDY
4	Ministerial Regulation Number 67/2020 on Ministry of Home Affairs Strategic Planning 2020–2024	KEMENDAGRI	The document mentions gender mainstreaming in planning, implementation and monitoring and evaluation. It focuses on economic recovery related to the COVID-19 pandemic. It sets the strategic target of integrating disaster management and mitigation with the municipal police and firefighting services. The document also contains indicators for the integration and application of minimum service standards for sanitation, clean water, and housing. Article 44 concerns disaster risk reduction in the office environment of KEMENKES. Article 59 states that one of the functions of the Directorate of Environment Health is to prepare policy on water and basic sanitation.	The strategic planning covers post-pandemic economic recovery, disaster management and mitigation, and the water and sanitation sector. It also states the importance of mainstreaming gender during the processes of planning, implementation and monitoring and evaluation.
5	Ministerial Regulation Number 25/2020 on Organization and Management of Ministry of Health	KEMENKES	The Directorate of Community Empowerment and Health Promotion's tasks are described as formulating policies and SOPs and providing technical support for health and community education. The regulation states that KEMENKES implements policy, technical support and monitoring and evaluation for early warning, and responds to health crises, disease and pandemics.	The document focuses on policy formulation, technical support, community education, and monitoring and evaluation for water sanitation and COVID-19.
6	Ministerial Regulation Number 4/2020 on Organization and Management of Coordinating Ministry for Human Development and Culture	Coordinating Ministry of Human Development and Culture (KEMENKO PMK)	The Deputy of Coordination of Regional Development and Disaster Management, and the Deputy of Disaster Mitigation and Conflict, have roles in coordinating, synchronizing, formulating, establishing and directing the implementation of policies in relevant ministries and institutions on development, disaster management, disaster mitigation and conflict, and disease handling and control.	The document focuses on coordinating, synchronizing and formulating policies on disaster in general. It does not mention the WIE sector.

NO	TITLE	INSTITUTION	SUMMARY	RELEVANCE TO THE STUDY
7	Ministerial Regulation Number 3/2020 on Ministry of Human Development and Culture Strategic Planning 2020–2024	KEMENKO PMIK	The regulation concerns coordination and application of policy in disaster management, risk mitigation, disaster risk reduction, technology in post-disaster situations and access to clean water.	The document focuses on policy coordination for the relevant ministries and institutions. It mentions disaster management and access to clean water.
8	Ministerial Regulation Number 13/2020 on Organization and Governance of Ministry of Public Works and Housing	PUPR	The vice-minister supports the implementation of disaster management. The ministry's roles are to formulate, establish and implement policies on water resources management, drinking water, domestic waste, technical assistance and monitoring and evaluation in assisting water resources management. One of the roles of the Directorate of Maintenance and Operation is to assist facilitation and monitoring and evaluation of disaster management, including water safety and building procedures in disaster mitigation. The ministry controls emergency monitoring and evaluation in disaster management.	The regulation clearly states the roles of the ministry in formulating policies, capacity building and monitoring and evaluation in disaster management, disaster mitigation and water issues.
9	Ministerial Regulation Number 23/2020 on Ministry of Public Works and Housing Strategic Planning, 2020–2024	PUPR	Disaster risk reduction (flood prevention), water use and housing are mentioned in Objective 1. The ministry has responsibility for formulating and applying policies related to these issues. The regulation includes the strategy's indicators.	The document mentions disaster risk reduction, water and housing. These issues have been accommodated in the indicators.
10	Ministerial Regulation Number 11/2020 on Ministry of National Development Planning Strategic Planning 2020–2024	Ministry of National Development Planning (KPPN)	Strategic planning contains indicators and recommendations on the integration, synchronization and synergy of planning, and acceleration of development-based spatial and disaster management, and innovative policies on spatial and disaster management.	The document only mentions its role in the planning and development of policies in disaster management.

NO	TITLE	INSTITUTION	SUMMARY	RELEVANCE TO THE STUDY
11	BNPB Strategic Plan 2020–2024	BNPB	The strategic plan covers the roles and responsibilities of the BNPB in disaster management.	The document does not mention particular BNPB resources dedicated to WASH but this could be clarified for particular programmes.
			It also provides an updated disaster risk context within Indonesia with increased exposure to hazards and growing complexity.	
			The strategy to achieve targeted performance indicators in the 2020–2040 period includes systems, regulations and strategy, disaster management strengthening, improving information and data and disaster literacy, policy integration and spatial planning based on disaster risk reduction, strengthening the integrated multi-threat disaster mitigation system, strengthening disaster emergency response, improving disaster facilities and infrastructure, and implementing rehabilitation and reconstruction in disaster-affected areas.	
12	KEMENSOS Strategic Plan 2020–2024	KEMENSOS	The plan covers the background context, the challenges of and potential for developing a living environment, strengthening disaster resilience and climate change.	KEMENSOS sees disaster as one of the risks that could impact a community's welfare. WASH is part of disaster management, which is mainly the responsibility of the Centre for Social Protection of Disaster- and Conflict Affected People.
13	Head of BNPB Decree Number 173/2014 on National Cluster for Disaster Management	BNPB	General guidelines on the national Disaster Management Cluster in Indonesia, the division of work and the agency mandated to lead coordination.	Provision of clean water and sanitation are mentioned explicitly as part of duties of the national Health Cluster (coordinated by KEMENKES) and the national Facilities and Infrastructure Cluster (coordinated by PUPR).
14	Ministerial Regulation Number 22/2018 on Second Amendment to Ministerial Regulation Number 20/2015 on Organizations and Working Procedures of Ministry of Social Affairs	KEMENSOS	The regulation highlights some key changes to the previous regulation regarding the role and management of social workers, and the division of work in the General Directorate of Poverty Alleviation.	

NO	TITLE	INSTITUTION	SUMMARY	RELEVANCE TO THE STUDY
15	Ministerial Regulation of MOSA Number 14/2017 on Second Amendment to Ministerial Regulation Number 20/2015 on Organizations and Working Procedures of Ministry of Social Affairs	KEMENSOS	The regulation highlights some key changes to the previous regulation regarding the work of the Data and Information Centre.	An establishment of integrated social welfare data could be used and include for disaster related data.
16	Ministerial Regulation Number 26/2015 on National Cluster on Displacement and Protection for Disaster Management	KEMENSOS	The regulation establishes the legal standing of the Guideline for the national Protection and Displacement Cluster.	This ministerial regulation endorses the coordination arrangement written in the guideline for all the sub-clusters that fall under the national Displacement and Protection Cluster, including WASH.
17	Regulation Number 4/2019 on Organization and Working Procedures of National Disaster Management Agency	BNPB	This key regulation lays out the roles, mandates, and structure of BNPB in disaster management, in particular for coordination.	The work of the BNPB is divided by disaster phase rather than sector (except for logistics). It is unclear where the WiE sector falls, particularly in mitigation and preparedness, although there are some divisions that could be related, such emergency resource support and emergency facilities support, and there is also a division for partnership which could be an entry point for the cluster coordination mechanism.
18	National Disaster Response Framework, National Disaster Management Agency	BNPB	The NDRF describes how national, regional and local response mechanisms are coordinated and integrated. The framework describes how relevant laws and regulations interact to provide a disaster response policy framework. It sets out the roles and responsibilities of key disaster response stakeholders. The NDRF explains how key cross-cutting issues of gender equality, environment, and human rights are integrated across disaster response. The NDRF clarifies the roles and responsibilities of the BNPB, BPBDs and national and international partner organizations.	The DRTF annexes describe the structure, functions, and activities of coordination bodies (each DRTF is related to a cluster). WASH is split between three DRTFs: i) Displacement and Protection, ii) Infrastructure and Utilities and iii) Health. The Infrastructure and Utilities DRTF seems to set standards for services like water. The Early Recovery DRTF focuses on restoring livelihoods and environment rather than on sustainable services.

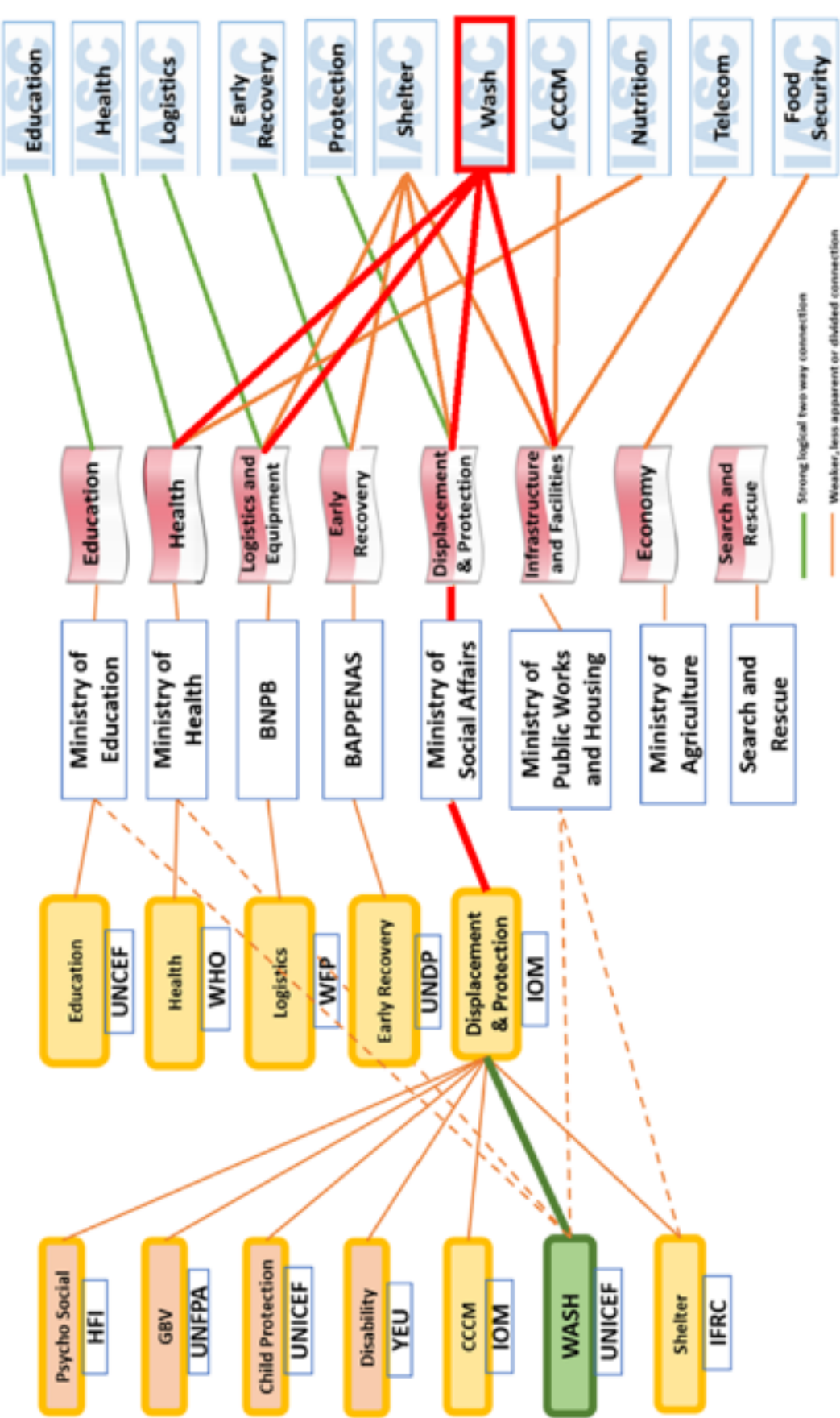
NO	TITLE	INSTITUTION	SUMMARY	RELEVANCE TO THE STUDY
			The NDRF is composed of a base document, Disaster Response Task Force (DRTF) Annexes and Management Support Annexes.	
19	Head of BNPB Regulation Number 6/2018 on Acceptance of international assistance during emergency	BNPB	The scope of the regulation includes acceptance of international assistance, accessibility, utilization of international assistance, authority and organization, fees and exemption of responsibility, extension and termination of international aid, monitoring and evaluation, and management reporting, international assistance	An arrangement for accepting international assistance, both in kind and in technical support, including in the WIE sector, could be used to set up an agreement or arrangement for WASH to deliver humanitarian assistance faster when large-scale disaster happen and require international support.
20	Disaster Management Master Plan 2020–2044	Gol (Presidential Regulation)	The plan is a national guide for disaster management over 25 years and a reference for ministries and agencies, the Indonesian National Armed Forces, the Indonesian Republic Police and local governments for their disaster management plans and implementation.	Some of the key objectives are to harmonize disaster-related laws and regulations, improve capacity and minimum standards in humanitarian assistance, and build integrated data and information and improve resilience.
21	Lessons learned on the Lombok Earthquake Response (published by BNPB)	BNPB	The report covers disaster emergency status, command post management, information management, impact and needs assessment, logistic assistance management, resource management, operations control, utilization of information technology and community perception.	The main organizational functions of the Provincial DEC are stated in the WNT Governor's decree. Operations include WASH-related sub-fields. Responsibilities of the DEC Secretariat include subsector finance and help, cluster facilities, provision of water and sanitation, and management of information facilities and infrastructure. PUPR is mentioned as being in charge of the provision of clean water and sanitation, and recovering related facilities.

NO	TITLE	INSTITUTION	SUMMARY	RELEVANCE TO THE STUDY
22	Humanitarian Response Plan for the 2018 Central Sulawesi Earthquake and Tsunami	Indonesia HCT	This is a narrative report of lessons learned from the disasters in Central Sulawesi from the perspectives of the analysis of hazards, the disaster emergency response, the multi-command system for Central Sulawesi, struggles in effectively using information, the rehabilitation and reconstruction process, international assistance, building back better and safer, building institutional commitment and the importance of better planning.	The GoI, through a limited coordination meeting for international assistance implemented on 4 October 2018, agreed that assistance will only cover the six priority needs such as: air transportation, water treatment, generator, field hospital, power medical and fogging. International assistance for Central Sulawesi was divided into two phases, where the first phase started from 2–26 October 2018. The need for water treatment during an emergency in Central Sulawesi was critical. Clean water was needed by the community for sanitation and also consumption when a disaster occurred. To meet the needs, 437 water treatment units, 2,208,000 water purification tablets, 488 hygiene kits, water tanks, sanitary pads, water laboratories, water distribution kits and water storage kits were provided.
23	Guideline for the National Cluster on Displacement and Protection	KEMENSOS	This guide describes how cluster approach is operationalized, explaining the tasks and role of institutions and organizations based on the agreed sub-clusters under the Displacement and Protection Cluster. The explanation starts with the framework, management and coordination, as well as the standard operational procedures. It is expected to provide comprehensive guidance for all members of the Displacement and Protection Cluster in undertaking disaster management activities. To keep this document relevant to new developments, regular review will be needed. The guide is currently in the process of revision with adjustments including changing WASH, previously a working group, into a sub-cluster.	To facilitate the coordination of the Displacement and Protection Cluster, two sub-clusters are formed with appropriate working groups to address specific issues. The Displacement sub-cluster consists of the Shelter Working Group and the WASH Working Group, in cooperation with the Infrastructure and Facilities Cluster, while the Health Cluster deals with WASH-related quality issues and includes the Camp Management Working Group and the Security Working Group. WASH is coordinated by the Directorate of Social Protection for Disasters-Affected People (KEMENSOS) with UNICEF, MDMC, and OXFAM. Some other organizations listed as partners are KEMENPU dan PR, IFRC/PMI, IOM, Dompet Dhuafa, with members of other clusters from NGOs, the private sector, UN agencies and the community.

NO	TITLE	INSTITUTION	SUMMARY	RELEVANCE TO THE STUDY
24	National Disaster Management Plan 2010–2014	BNPB	The plan outlines the risks, vulnerability, plans and financial feasibility to mitigate the risks or severity of natural and man-made disasters in Indonesia. The strategies employed to realize the Indonesian disaster management vision and mission include enhancement of disaster management regulatory framework, integration of risk reduction programmes into development programmes, capacity building for universities, community-based disaster management, establishment of the Indonesian National Rapid Response and Action Team, specific risk reduction programmes for groups with special needs, enhancement of the role of NGOs and government partner organizations and enhancement of the role of the private sector.	
25	Republic of Indonesia Presidential Regulation Number 1/2019 on National Disaster Management Authority	Gol (Presidential Regulation)	Highlights general roles, functions, and responsibilities of BNPB including arrangements with sub-national offices (BPBD).	Although the document does not specifically mention anything about the WASH sector, it can be used as a reference to understand how the BNPB implements its role, functions and responsibilities as the main agency to lead coordination in disasters. WASH is one of the sectors that falls under this arrangement.
26	Ministerial Regulation Number 14/2020 on organization and governance of Ministry of National Development Planning	Bappenas	Article 57 mentions the Spatial Planning and Disaster Management Directorate with its tasks and authority to coordinate and formulate regional macro-economic frameworks and monitor and evaluate planning, implementation and reporting on spatial and geospatial information, land and disaster management. The ministry also has authority to study, coordinate and describe policy on those aspects.	This regulation accommodates disaster management and spatial issues in scope of policies formulation, coordination work, monitoring and evaluation related to planning, implementation and reporting on spatial and geospatial information, land and disaster management. It does not specifically focus on WASH. It also states the importance of gender mainstreaming during planning, implementation, monitoring and evaluation process.

NO	TITLE	INSTITUTION	SUMMARY	RELEVANCE TO THE STUDY
			The regulation mentions the role of the Directorate in coordinating issues related to families, women, children, youth and sports, formulating and implementing policies, and monitoring and evaluating national development planning for families, women, children, youth and sports.	
27	Guideline for Health Promotion during Disaster situation, published by KEMENKES	KEMENKES	This guideline serves as a reference for health cadres, volunteers and local leaders for supporting efforts in health promotion and disease prevention, and community empowerment for people in evacuation centres, temporary shelters and in other settings.	This guideline supports hygiene promotion activities.
28	Guideline for Clean Water, Sanitation, and Hygiene during Emergencies, published by BNPB	BNPB	This guideline is a supplementary document to the the BNPB's Guideline for the Provision of Humanitarian Assistance for Basic Needs. The guideline references Sphere standards and indicators. It covers water supply, water quality, sanitation facilities, hygiene promotion, institutional arrangements, monitoring and evaluation, and reporting. This guideline serves as a reference for BNPB and district disaster management offices and other stakeholders in providing WASH intervention during emergencies.	This guideline is a reference for WIE. However, the guideline is a non-binding document.

APPENDIX C – COMPARISON OF INTERNATIONAL CLUSTER SYSTEM AND CURRENT INDOONESIAN COORDINATION SYSTEM



APPENDIX D – KEY CHARACTERISTICS OF RECENT DISASTERS AND WASH COORDINATION

				
Impact	2018 West Nusa Tenggara Earthquake Almost 150,000 people affected, over 560 people died, and over 445,000 people displaced	2018 Central Sulawesi Earthquake, Tsunami, and Liquefaction More than 70,000 houses were damaged, at least 4,300 people died, and 172,000 people displaced	2020 Jakarta Floods 19 people died, over 36,000 people displaced, flooding for 4 days	COVID-19 Response As of 11 March 2021, over 37,000 people died, almost 3.4 million confirmed cases, all areas in Indonesia affected
Population Affected	Mostly rural areas	Urban and rural areas	Urban areas	All areas in Indonesia
Disaster Response Type	Military-led	Civilian-led	Civilian-led	Civilian-led
Disaster Type	Rare, natural hazard	Rare, natural hazard	Frequent, natural hazard	Extremely rare, pandemic
Declaration of Assistance	No international assistance required	Welcomed selected international assistance	No international assistance required	Welcomed international assistance
Responders	Mainly national and local CSOs, military	National and local CSOs, international agencies, private sector	National and local CSOs, private sector	All institutions, government, non-government, and private sector
Humanitarian Response Plan	Not available	Humanitarian Response Plan	Not available	Multi Sector Response Plan
Level of Disaster	Provincial level disaster	Provincial level disaster	No formal declaration	National level disaster
Lead Agency	BNPb supporting local government	BNPb supporting local government	Provincial government	MOH-led response, coordinated by BNPB, whole government approach
Activation of clusters	Only a few clusters were active	All clusters were active, including WASH sub cluster	No cluster activation, area-based coordination	All clusters were active
Support team for the WASH Cluster	Limited support	WASH Cluster Support Coordinators deployed by UNICEF	n/a	WASH Cluster Support Coordinators deployed by UNICEF
Lead agency for WASH sector coordination	No clear lead in the WASH sector; during recovery is led by WASH working group	MoPWH through Batai and then transitioned to WASH Working Group during recovery	WASH represented at cross-sectoral area, chaired by BPBD	No clear WASH sector lead
Coordination support	Limited	Regular mapping of SWs, no monitoring against sector plan	Mapping of organisations (3W) and volunteers, led by BNPB	Mapping of SWs, monitoring against this component led by MoH

APPENDIX E – LIST OF USEFUL WASH COORDINATION RESOURCES (WITH LINKS)

1. The Global WASH Cluster has an online library with extensive resource on WASH thematic areas. <https://washcluster.net/resources>
2. The Global WASH Cluster has a wide variety of online training resources on coordination mechanisms. <https://washcluster.net/training/training-resources>
3. Humanitarian Needs Overview, Technical Note: Prioritisation Tool, The Global WASH Cluster, 2014. https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/Prioritisation_Tool_Technical_Note_0.pdf
4. Humanitarian Needs Overview, Guidance: Humanitarian Needs Comparison Tool, 2015. <https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/Comparison%20Tool%20Guidance%202015%20FINAL-EN.pdf>
5. Reference Module for Cluster Coordination at Country Level, IASC, 2015. https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/cluster_coordination_reference_module_2015_final.pdf
6. Cluster Coordination Guidance for Country Offices, UNICEF, 2015. <https://reliefweb.int/sites/reliefweb.int/files/resources/Cluster-Coordination-Guidance-for-CO-Eng-11-May.pdf>
7. Humanitarian Population Figures, IASC Information Management Working Group, April 2016. https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/humanitarianprofilesupportguidance_final_may2016.pdf
8. Minimum Requirements for National Humanitarian WASH Coordination Platforms, the Global WASH Cluster, 2017. <https://washcluster.net/sites/default/files/2018-07/GWC%20Minimum%20Requirements%20for%20National%20Humanitarian%20WASH%20Coordination%20Pla...pdf>
9. ANNEX 1: ROLES & RESPONSIBILITIES, Global WASH Cluster, 2017. <http://washcluster.net/sites/default/files/inline-files/RR%20GWC.pdf>
10. Global Water Sanitation and Hygiene Cluster Strategic Plan 2016–2020, Global WASH Cluster, 2017. <https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/gwcsp-narrative-2016-2020-vf1.pdf>
11. The Accountability Framework in Humanitarian WASH, Global WASH Cluster, 2017. <https://washcluster.net/sites/default/files/2018-07/Humanitarian%20WASH%20accountability%20Framework.pdf>
12. The Grand Bargain Explained: An ICVA briefing paper, March 2017, ICVA, Global network of humanitarian NGOs. https://www.icvanetwork.org/system/files/versions/Grand_Bargain_Explained_ICVAbriefingpaper.pdf
13. Road Map 2020 –2025: Delivering Humanitarian WASH at scale, Anywhere and Any Time, Global WASH Network, 2020. <https://washcluster.net/sites/default/files/WASH%20Sector%20Roadmap%202020-2025.pdf>
14. Guidance for Civil Society Organizations on Partnership with UNICEF, UNICEF 2020. <https://sites.unicef.org/about/partnerships/files/Guidance-for-CSOs-on-Partnership-with-UNICEF.pdf>
15. WASH Coordination in Humanitarian Response, Evidence Summary, October 2019, Global WASH Cluster. https://reliefweb.int/sites/reliefweb.int/files/resources/WASH%20Coordination%20in%20Humanitarian%20Response_DOC%20FORMAT.pdf



© October 2021

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