



Minutes Steering Committee Meeting 27-28 January 2021

Sanitation and Water for All Steering Committee meeting – 27/28 January 2021

Minutes

Participants

Steering Committee Members

- Mr. Patrick Moriarty, Steering Committee Chair
- Ms. Catarina de Albuquerque, SWA CEO

Governments

Eastern and Southern Africa

- Mr. Makhosini Khoza, Eswatini
- Mr. Dhoba Lovemore, Zimbabwe

East Asia and the Pacific

- H.E. Mr. Ouk Rabun, Cambodia
- Mr. Sok Saravuth, Cambodia - *alternate*

Industrialized Countries

- Ms. Diana Carlos, Portugal - *alternate*

Latin American and Caribbean

- Mr. Oscar Izquierdo, Costa Rica
- Ms. Maria Bethania Tellechea López (MBT), Paraguay - *alternate*

Middle East and North Africa

- Mr. Majeda Alawneh, State of Palestine

South Asia

- Mr. Sunil Kumar Das, Nepal - *alternate*

West and Central Africa

- Ms. Bragori Hélène Epse Yocolly, Côte d'Ivoire
- Mr. Djouuro Bocoum, Mali
- Ms. Aïssata Cisse, Mali – *alternate*
- Mr. Emmanuel Awe, Nigeria
- Ms. Oluyemisi Akpa, Nigeria - *alternate*

Civil Society Organizations

- Ms. Barbara Schreiner, Water Integrity Network
- Mr. John Sparks, Millenium Water Alliance - *alternate*
- Ms. Nathalie Seguin, Freshwater Action Network Mexico (FANMex)
- Mr. Jorge Mora Portuguese, Asociación Regional Centroamericana para el Agua y el Ambiente (ARCA) – *alternate*
- Mr. Seetharam M.R., VILD foundation
- Mr. Mohammed Zobair Hasan, Development Organisation of the Rural Poor (DORP) - *alternate*
- Ms. Sareen Malik, ANEW
- Mr. Ousséni Diallo, Green Cross Burkina Faso - *alternate*

External Support Agencies

- Mr. Dominic O'Neill, Sanitation & Hygiene Fund (SHF)
- Ms. Kelly Ann Naylor, UNICEF
- Ms. Lisa Schechtman, US Agency for International Development (USAID)
- Mr. Paul Deverill, Foreign, Commonwealth & Development Office (FCDO)
- Mr. Leonard Tedd, Foreign, Commonwealth & Development Office (FCDO) - *alternate*
- Mr. Parameswaran Iyer, World Bank

Private Sector

- Ms. Alex Knezovich, Toilet Board Coalition
- Mr. Nicholas Igwe, Zenith Water Projects

Research and Learning

- Ms. Anna Virginia Machado, LabGea
- Ms. Sarah Dickin, Stockholm Environment Institute (SEI)
- Ms. Madeleine Fogde, Stockholm Environment Institute (SEI)– *alternate*

Observers

- Ms. Fiona Gore, WHO
- Mr. Kitchenme Bawa, AMCOW

Guests

- Mr. Neil Dhot, Chair, Country Processes Work Group
- Ms. Leslie Pories, Co-Chair, High Level Political Dialogue Work Group
- Mr. Andy Roby, Foreign, Commonwealth & Development Office
- Mr. Chreay Pom, Cambodia

Secretariat

- Ms. Agnès Marsan, M&E and Knowledge Management (*session 3*)
- Ms. Alexandra Reis, Communications
- Ms. Angie Saleh, Governance and Partnerships
- Ms. Anjani Kapoor, CSO Engagement (*sessions 3,4 and 7*)
- Mr. Joao Grilo, Constituency Engagement (*sessions 4 and 7*)
- Mr. Jose Gestí, Climate Action (*session 5*)
- Ms. Lucinda O'Hanlon, Governance and Partnerships
- Ms. Ludovica Bartoli, Governance and Partnerships
- Ms. Marissa Streyle, Country Engagement (*session 5*)
- Ms. Rossy Almonte, Events Support
- Mr. Siddhartha Das, Country Engagement (*session 5*)
- Ms. Soumaya Benbouchta, Executive Officer

SC Member and Observers who did not attend:

- Mr. Federico Properzi, UN-Water
- Mr. Khalid Massa, Tanzania
- Ms. Sumaira Gul, AHKMT



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Summary of Decisions

Decision 1: Agenda

The Steering Committee approves the agenda for the meeting.

Decision 2: Minutes

The Steering Committee approves the minutes of its September 2020 meeting.

Decision 3: Secretariat 2021 Workplan

The Steering Committee endorses the recommendation of the Governance and Finance Sub-Committee to approve the Secretariat 2021 Workplan with the request to add a note clarifying planned activities relating to Regional Roadmaps.

Decision 4: Secretariat 2021 Budget

The Steering Committee endorses the recommendation of the Governance and Finance Sub-Committee to approve the Secretariat 2021 Budget.

Decision 5: Programme and Strategy Sub-Committee

The Steering Committee provisionally approves the Programme and Strategy Sub-Committee work plan and budget, as well as those of the Work Groups under the Programme and Strategy Sub-Committee, pending a full review by the Sub-Committee to ensure the work plans and budgets are coordinated across its WGs.

Decision 6: Results Framework

The Steering Committee endorses the recommendation by the Programme and Strategy Sub-Committee to approve the final Results Framework and requests the Secretariat to proceed with its full-scale implementation.

Decision 7: Strengthening support to the Civil Society Organizations Constituency

The Steering Committee endorses the Programme and Strategy Sub-Committee's recommendations to:

- Increase in 2022 the financial catalytic support provided to Civil Society Organizations and their national and regional WASH networks to engage in specific SWA related advocacy activities and engage more effectively with SWA.
- In the coming two years, and if possible before, commission a study that evaluates the rationale for, and possibility of creating, a resource pool fund, with other organizations, to support Civil Society Organizations WASH advocacy efforts and activities.

Decision 8: Governance and Finance Sub-Committee

The Steering Committee approves the Governance and Finance Sub-Committee workplan and budget, as well as those of the Work Groups under the Governance and Finance Sub-Committee.

Decision 9: New Utilities and Regulators Constituency

The SC endorses the recommendation by the Governance and Finance Sub-Committee to dedicate one seat on the SC for the new Utilities and Regulators constituency.

Decision 10: Community Based Organizations

The Steering Committee endorses the recommendation of the Governance and Finance Sub-Committee to:

- a. request national Civil Society Organizations focal points and networks to include Community Based Organizations' voices within national multi-stakeholder platforms, including in drafting and reviewing of SWA MAM commitments.
- b. to discontinue the seat devoted to Community Based Organizations' on the SC.

Decision 11: Non-Active Partners in SWA Civil Society Constituency

The SC endorses the recommendation of the Governance and Finance Sub-Committee to discontinue the partnership status of the below 24 organizations that have not been active in the partnership for at least the past two years and requests the Secretariat to communicate this decision to them.

1. Fundación Neotrópica en la alianza

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2. FESAN (Federacion Nacional de Cooperativas de Servicios Sanitarios Ltda), Chile
3. Association des Nations Unies de Cote d'Ivoire (ANU-CI), Côte d'Ivoire
4. Association Nationale pour la Promotion de l'éducation et la Culture (ANPEC), Mauritania
5. YoungLink Foundation, Ghana
6. Wherever the Need India Services
7. Alliance for Water and Sanitation Revolution In Africa, Ghana
8. Shohratgarh Environmental Society (SES), India
9. Shine Africa Foundation-Teso, Uganda
10. PSS Educational Development Society, India
11. New World Hope, Pakistan
12. Human Initiative Network, Liberia
13. HRDSF, Pakistan
14. Foundation for Urban and Rural Development (FURD), Pakistan
15. Freshwater Malawi
16. Fast Rural Development Program, Pakistan
17. Fantsuam Foundation, Nigeria
18. Diamer Poverty Alleviation Program (DPAP), Pakistan
19. Christian Outreach Justice Mission Sierra Leone (Comin-SL)
20. Chipembere Community Development Organisation (CCDO), Malawi
21. Children and Young People Living for Peace, Nigeria
22. Bar Association Arifwala, Pakistan
23. Ravi Sustainable WASH Development Organization, Pakistan
24. Gateway Health Institute, South Africa

Decision 12: Sector Ministers' Meeting

The Steering Committee endorses a) the SMM concept note as contained in Document 5.1, and b) the proposal by the High-Level Political Dialogue Working Group of the Programme and Strategy Sub-Committee to focus the said meeting on WASH and climate action.

The Steering Committee agrees to make the final decision about the format and date of the SMM at its March 2021 meeting. The support by the Secretariat for engagement at country level on climate action begins in quarter 1 of 2021.

Decision 13: New Partners' Applications

The SC endorses the recommendation of the Secretariat to accept the following applicants:
ESAs:

- One Drop Foundation
- Pacto Global Red Colombia

CSOs:

- Amref Health Africa
- Association Afrique Solidaire
- Association pour la Promotion Féminine et le Développement Communautaire (APFDC-BENIN)
- Bicosito Bangladesh Foundation - BFF
- DORP
- Habitat for Humanity International
- Red Agua Segura
- Social Economic Development Society (SEDS)
- Syrian Engineers for Construction and Development (SECD)
- Tanzania Wote Equality Alliance
- Village Education Ressource Center (VERC)
- World Toilet Organization



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Private Sector:

- Amatheia Water Technologies (Pty) Lda
- Ben Peta Green Materials

Research and Learning:

- The Able Plus Research Centre
- Water Witness International

Utilities and Regulators constituency:

- Instituto Sisar
- LIS-Water

Decision 14: New Partners' Applications

The SC endorses the recommendation of the Secretariat to request additional information from the following applicants:

CSOs:

- Association pour la Promotion du Développement Integral -APRODI,asbl
- Christian Youth Development Agency
- Etoile de la Paix
- Integrated Social Development Effort (ISDE)
- ISIZIBA Community Based Organizations of South Africa
- Malaysian Humanitarian Foundation
- MIDNIMO Relief and Development Organization (MRDO)
- Movimiento Communal Nicaraguense
- Program for Relief in Education And Community Health (PREACH) Uganda
- SEEDS OF MERCY WATER DEVELOPMENT ORGANIZATION
- Social Accountability Transformation Initiative (SATI)
- UJCAHDE
- ZimConserve

Private Sector:

- Sun dust Invest and Development Agency
- VAS BROS Entreprises Private Limited
- C4RE Services Ltd
- Vtousjours

Decision 15: New Partners' Applications

The SC endorses the recommendation of the Secretariat to reject the following applicants:

CSOs:

- Cadire Cameroon Association
- Centre d'études et réalisation en environnement, eau et assainissement (CER2EA)
- Commonwealth Cameroon Association of Volunteers for Youth Promotion
- FANAS - freshwater action network South America
- Haritika
- Hoped Organisation for Progress in Emergency (HOPE)
- Sahel World Assistance
- Saviour Innocent Mass Charitable Organising (SIMCO) Foundation
- Youth Initiative for Africa Development

Private Sector:

- Algo Fluid Systems Private Ltd



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Decision 16: Performance Evaluation

The SC accepts the Chair's report on the Secretariat's, CEO's and Steering Committee's performance evaluation and requests that it be finalized and shared with the Governance and Finance Sub-Committee for further action on its findings. The Steering Committee also decides that the survey shall also be reopened for an additional week for further contributions that will be included in the report.

Decision 17: Secretariat's New Organigram

The Steering Committee approves the new Organigram for SWA's Secretariat, in line with the recommendations contained in Document #1.3, prepared by CAC Management. The CEO will clarify where responsibilities for financial management and administration lie in the new organigram. In conformity with paragraph 2.6.2 of the Governance Document foreseeing that "areas of responsibility for Executive Oversight Committee decision-making shall be decided or assigned by the SC", the SC requests the Governance and Finance Sub-Committee to elaborate a formal delegation of authority relating to Human Resources and other hosting related issues from the SC to the Executive Oversight Committee, to be considered by the SC at its June 2021 meeting. The Governance and Finance Sub-Committee will establish best practice guidelines for when the Executive Oversight Committee should involve host organizations in their meetings; for example, where matters on the agenda relate to the organization's interests and responsibilities as hosts to SWA staff, or management of the SWA trust fund.

Summary of Actions

Actions	Responsible	Deadline
Action 1: The Secretariat to include in the 2021 Workplan a note on Regional Roadmaps ahead of the March Steering Committee Meeting.	The Secretariat	Ahead of March SC Meeting
Action 2: SC members to send comments on the Communications Strategy to the Secretariat by 12 February 2021.	SC Members	12 February 2021
Action 3: The Secretariat will present the new Communications Strategy at the next December SC Meeting	Secretariat	Ahead of the December 2021 SC Meeting
Action 4: SC members interested in discussing the Partnership Strategy are invited to get in contact with Lucinda O'Hanlon	SC Members	Ahead of March SC Meeting
Action 5: The SC Chair to keep the survey open for one additional week for SC and Secretariat members, to formalize the report with the new responses received and to share the updated report with the Governance and Finance Sub-Committee.	SC Chair	End February 2021

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Note: formal adoption of decisions took place during the Executive Session, but for clarity they are included in the minutes in sessions where the main discussion happened.

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Session 1: Introductions and Overview

Patrick welcomed the continuing and newly elected Steering Committee (SC) members. He then gave an overview of the agenda, which was approved by the SC along with the minutes of the September 2020 SC Meeting. He explained that declarations of conflicts of interest would be addressed in the Executive Session.

Catarina guided the SC members through the list of pending decisions and actions from previous SC meetings, with the corresponding progress and status. She also gave an update on the evolution of the organigram of the Secretariat.

Catarina reminded SC members that in 2018, following the restructuring of the Secretariat, the SC approved two organigrams: (i) a minimum operating establishment, to be implemented immediately for the functioning of the Secretariat and (ii) a standard operating establishment, which was to be implemented gradually and funding permitting. The Secretariat worked to implement these organigrams during the last months of 2018 and the year 2019.

After the SWA 2020-2030 Strategic Framework was approved in Hanoi in December 2019, the SC requested the Secretariat to conduct an organizational fitness-for-purpose exercise on the composition and functioning of the secretariat, in light of the new Strategy. An organizational adviser was hired for this purpose and worked with the secretariat for eight months before submitting their report; the report and proposed organigram is before the SC for approval at this meeting.

Patrick gave a brief introduction of the Executive Oversight Committee's functioning, composition and purpose. He then presented the activities and decisions taken by the Executive Oversight Committee in 2020. These included approving the CEO's travel; agreeing the process for leadership country visits; advising on SWA's COVID-19 response; overseeing the renewal of the CEO's contract; and discussing the P4 Resource Mobilization and Programme Management position. The Executive Oversight Committee also oversaw the fitness-for-purpose exercise and approved the consultant's report regarding the restructuring of the Secretariat. Following representation from UNICEF as host of the trust fund and recognizing their legitimate concerns regarding decision that affected staff who they contract on behalf of SWA, the Executive Oversight Committee agreed to put the report and proposed organigram on the SC agenda for approval. Given the sensitivity of this dossier, it was agreed to discuss it during the Executive session. The fitness-for-purpose report was shared with the SC as document #1.3; and the new organigram as document #1.4.

Catarina then gave an overview of the results of the SC feedback forms, noting that the number of forms received was lower than in previous months, perhaps also due to the transition of SC members. Key takeaways were that most activities in the last three months were focused on representing SWA at public events and meetings and that there is scope for further preparation and follow-ups with constituencies on SC meetings.

Patrick called on new SC members to get involved in the work of the Governance bodies and encouraged them to join the Sub-Committees, and Work Groups.

Decision 1: Agenda

The Steering Committee approves the agenda for the meeting.

Decision 2: Minutes

The Steering Committee approves the minutes of the September 2020 meeting.

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Session 2: 2020 Update and 2021 Workplan

Catarina gave an update on 2020 Secretariat activities. She reviewed progress under the 3 strategic objectives of the Strategic Framework and explained how the reorganization of the Secretariat helped to deliver these, enabling improved horizontal linkages across teams in the Secretariat. Catarina also reported on Secretariat work including support to governance bodies, development of the results framework and enhanced knowledge management.

Catarina also presented the outlines of the 2021 workplan and budget. On the budget, Catarina noted that Governance and Finance Sub-Committee approved a budget for a total of USD 6,500,000 in 2021, which was discussed within the Finance and Performance Work Group. A resource mobilization strategy was also developed, which will be rolled out this year.

In terms of the Secretariat's progression, 2019 represented the year when SWA committed to its ambitious strategic framework; 2020 was the year of implementation of changes needed to deliver on the objectives; and 2021 will be a year of consolidation: allowing the secretariat to work like a well-oiled machine towards 2030 and the achievement of SWA's vision, together with the Steering Committee, other Governance bodies, constituencies, and all of the SWA partners. When all of these gears are turning together, the impact will be powerful and deliver the promise of SDG6.

In the discussion following Catarina's presentation, points were raised about the importance of ensuring an integrated approach in the work, as well as building from the priorities in the regional roadmaps. Though the regional roadmaps have not been finalized yet, the process of elaborating the work plan drew inspiration from them, and it was confirmed that there is overall alignment. Questions were also raised about how the budget was determined and the process for adjusting the budget should unforeseen events require. It was explained that within the Governance and Finance Sub-Committee as well as the Finance and Performance Work Group, there are detailed deliberations on the budget, and SC members are encouraged to take part in the work of these bodies. It was also confirmed that if changes to the budget are required, these issues can be raised in future SC meetings as needed.

Decision 3: Secretariat 2021 Workplan

The Steering Committee endorses the recommendation of the Governance and Finance Sub-Committee to approve the Secretariat 2021 Workplan requesting to add a note on Regional Roadmaps.

Decision 4: Secretariat 2021 Budget

The Steering Committee endorses the recommendation of the Governance and Finance Sub-Committee to approve the Secretariat 2021 Budget.

Action 1: The Secretariat to include a note on Regional Roadmaps in the 2021 Workplan ahead of the March Steering Committee Meeting.

Session 3: Programme and Strategy Sub-Committee

2020 Activities; 2021/22 Workplan

Lisa Schechtman presented the Programme and Strategy Sub-Committee 2020 Report as well as the 2021 Budget and Workplan. She explained how some of work planned for 2020 was delayed and adapted to match the COVID priorities. She also made reference to the strong work of the Systems and Finance Work Group; as well as general challenges of work groups in defining efficient ways of working and engaging their members. Together with the Governance and Finance Sub-Committee and the Secretariat, the Programme and Strategy Sub-Committee will work to find to address these challenges, with a view towards effectively supporting the strategic framework. She presented the 2021 workplan, with four main work streams as well as key planned activities. The request to the SC is to recommend provisional approval, pending approval of the Secretariat budget, and subsequent review by the



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Programme and Strategy Sub-Committee of funds available to Work Groups and alignment of activities against the new strategy and regional roadmaps.

Results Framework

Agnès Marsan updated the SC on the Results Framework 2020-2030 and on its pilot. She explained how monitoring is conducted in line with the SWA strategy, and how the results framework was developed and piloted. She outlined the recommendations for full scale implementation. Points were raised about how concepts are defined, and it was acknowledged that this is a challenge which SWA tries to address through having a glossary for all potentially problematic terms as well as a recommendation to elect a country monitoring champion. Potential differences in interpretation and participation are also likely to arise. To address these, different actions will be taken, such as including a question about participation, place and role of each constituency; training for country monitoring champions in participatory facilitation methods; gathering evidence to justify each score; and ensuring final review for coherence by the Secretariat. It was also emphasized that country self-assessments are not intended to draw comparisons between countries, but to look at the evolution of each country over time.

Civil Society

Sareen Malik presented the recommendations that results from an independent evaluator's analysis of civil society engagement within the SWA partnership and focused on the recommendation to strengthen support to Civil Society Organizations, notably to southern Civil Society Organizations to engage effectively in SWA. This effort was very much appreciated in the SC discussions.

Partnership strategy

Lucinda O'Hanlon presented the partnership strategy "*Partnering for the Future: a strategy for SWA's high-level engagement with and beyond the water, sanitation and hygiene sector*". She explained the vision to expand SWA's reach horizontally by creating alliances for WASH across sectors, and to reach up vertically to high-level decision-makers; against this vision, she presented 2021 priorities. In the discussion, UNICEF expressed support for the overall approach, and requested a follow up discussion on how success will be measured, and the Secretariat committed to following up on this with them, and any other interested SC members.

Communications strategy

Alexandra Reis presented the communications strategy, in line with the new strategy and the demand for more outward-facing communications. She explained the process followed to position SWA with non-WASH audiences and the need to clarify that water and sanitation is the first issue to be solved in order to address global problems: *Sanitation and Water for all, It's basic*. Alexandra also explained that the Secretariat will start testing the concept through large-scale campaign and media outreach. There will also be audience research through perceptions and reactions to "it's basic" inspired messages.

Decision 5: Programme and Strategy Sub-Committee

The Steering Committee provisionally approves the Programme and Strategy Sub-Committee (PSSC) work plan and budget, as well as those of the Work Groups under the Programme and Strategy Sub-Committee, pending a full review by the Programme and Strategy Sub-Committee to ensure the work plans are coordinated across its Work Groups.

Decision 6: Results Framework

The Steering Committee endorses the recommendation by the Programme and Strategy Sub-Committee to approve the final Results Framework and requests the Secretariat to proceed with its full-scale implementation.

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Decision 7: Strengthening support to the Civil Society Organizations Constituency

The Steering Committee endorses the Programme and Strategy Sub-Committee's recommendations to:

- Increase in 2022 the financial catalytic support provided to CSOs and their national and regional WASH networks to engage in specific SWA related advocacy activities and engage more effectively with SWA.
- In the coming two years, commission a study that evaluates the rationale for, and possibility of creating, a resource pool fund, with other organizations, to support CSO WASH advocacy efforts and activities.

Action 2: SC members to send comments on the Communications Strategy to the Secretariat by 12 February 2021

Action 3: The Secretariat will present the new Communications Strategy at the December 2021 SC Meeting

Action 4: SC members interested in discussing the Partnership Strategy are invited to get in contact with Lucinda O'Hanlon ahead of the March 2021 Steering Committee meeting

Session 4: Governance and Finance Sub-Committee 2020 Activities, Proposed Actions/Decisions and 2021-22 Workplan

Barbara Schreiner presented the Governance and Finance Sub-Committee 2020 Report and 2021-22 Budget and Workplan.

Public utilities and regulators constituency

She also gave an update on the Utilities and Regulators constituency, following Decision 6 and Action 6 from the September 2020 SC meeting. The recommendation to the SC is that the new constituency starts with one seat, similarly to the private sector constituency, which could be expanded if the constituency grows.

A question was raised about possible overlap between members of the private sector and utilities constituency (given that some private utilities are already members of the private sector constituency). The Governance and Finance Sub-Committee acknowledges the potential for confusion, whilst noting that the same exists in other constituencies, and suggests to creating this group and seeing how it evolves in the future. The main objective of creating the constituency is to ensure that the voice of public utilities and regulators – a critical group in the sector – is adequately represented in SWA. Based on more experience, the SC can then make decisions accordingly. A related concern was expressed over possible movement from the Private Sector constituency to the new constituency. Barbara reiterated that the focus is on public utilities and regulators. The intention is to recruit new members rather than having existing partners moving between constituencies.

Community based organisations

Barbara presented the process of the Community Based Organizations' engagement with SWA, which included a postponement in its SC elections, a note presented by the Secretariat with the key challenges and opportunities to identify pathways for collaboration with Community Based Organizations, and the elements on which this note was built. The recommendation for the SC is to refocus engagement of Community Based Organizations at the national level and in SWA High-Level Meetings and to discontinue the Community Based Organization seat at the SC.

Non active Civil Society Organizations partners

Barbara then presented a recommendation on non-active partners in the SWA Civil Society Organizations constituency, which is based on a request from the SC from June 2018 to request justification and explanation from the Civil Society Organizations that have been inactive in the partnership for more than two years.

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Decision 8: Governance and Finance Sub-Committee

The Steering Committee approves the Governance and Finance Sub-Committee workplan and budget, as well as those of the Work Groups under the Sub-Committee with the request to add a note on Regional Roadmaps.

Decision 9: New Utilities and Regulators Constituency

The SC endorses the recommendation by the Governance and Finance Sub-Committee to dedicate one seat on the SC for the new Utilities and Regulators constituency.

Decision 10: Community Based Organizations

The Steering Committee endorses the recommendation of the Governance and Finance Sub-Committee to: a. request national Civil Society Organizations focal points and networks to include Community Based Organizations' voices within national multi-stakeholder platforms, including in drafting and reviewing of SWA MAM commitments; b. to discontinue the seat devoted to Community Based Organizations on the SC.

Decision 11: Non-Active Partners in SWA Civil Society Constituency

The SC endorses the recommendation of the Governance and Finance Sub-Committee to discontinue the partnership status of the 24 organizations that have not been active in the partnership for at least the past two years and requests the Secretariat to communicate this decision to them.

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Session 5: 2020 and 2021 High-Level Meetings

Leslie Pories gave a recap of the 2020 regional Finance Ministers' Meetings (FMM), including participation by constituency and ministerial level as well as communications outcomes. She reviewed the results from the participation survey, conducted after the meetings, and noted the concrete follow-up actions which were suggested, including the support that the Secretariat and the partners could provide. Conclusions included an unprecedented number of participants, extensive media coverage and country preparatory activities as well as appreciation for the regional focus. On the less positive side, she noted technical issues, limited interaction, and lack of time for in-depth discussions.

Paul Deverill highlighted that the experience of the FMM will inform the preparation of the SMM. He explained the proposal to have a 2021 Sector Ministers' Meeting (SMM) on Climate Action, which emerges from consultations with partners, SWA regional roadmaps, the FMMs, and work to prepare the Finance Ministers Handbook. He went into detail on the proposed focus and objective of a Climate Change 2021 SMM. Andy Roby then presented the opportunities and global significance of this thematic focus, with a focus on COP26. Jose Gesti highlighted the need for a strong preparatory process at country level and to choose the right partners and co-conveners for an SMM on climate change.

Paul presented three different options for timing and format of the SMM, with a recommendation for a face-to-face meeting in Indonesia in October 2021, if the global circumstances allow.

Paul pointed out the need for the Country Processes Work Group to lead on country process and the High-Level Political Dialogue Work Group to focus more on the global process and the importance of bringing these two sides together, not only at Ministerial level.

In the discussion, there was broad support for the proposed focus on climate action and bringing together WASH and Environment Ministers. SC members noted the need for good practices, as well as strong communications materials to facilitate greater interaction between the WASH and climate sectors, including through alignment using the Mutual Accountability Mechanism. Several SC members also drew from their national level experience to explain why this focus is important.

Kelly Ann Naylor expressed UNICEF's support to have an SMM with a focus on climate action, as it will also be a priority for UNICEF in the next five years to bring water and climate together, particularly in 78 priority countries. She mentioned the importance of launching a preparatory process as soon as

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possible, particularly for a face-to-face meeting in October 2021, given that the time between the SMM and COP26 will be tight. The meeting would provide a critical contribution if based on a solid climate rationale that would integrate water and sanitation into climate policy. She highlighted the WASH bottleneck analysis tool is being updated and could be used in the SMM preparatory process.

Patrick summarized the general sentiment regarding the preference to postpone to 2022 if it is not possible to meet face to face in October 2021. He pointed out that all high-level meetings will have hybrid dimensions going forward. There has never been the sort of outreach achieved with the fully virtual FMMs, highlighting the levelling up potential of building 'virtual' in from the ground up. He also noted the importance of ensuring that in addition to climate issues, we do not lose the progress we have made on links to health during the COVID crisis.

Lucinda noted the enthusiasm for focusing on climate. The work is ongoing on putting together a document for partners to guide them on what steps are needed to be involved in this conversation, in order to surface the good practices. She noted that UNICEF mentioned 78 countries that UNICEF is working in, which means that the work is not starting from scratch with partners already doing a lot in this area. There have also been a lot of offers to work together from different constituencies and there is also scope to work together in advocacy (World Water Week, World Health Assembly, United Nations High-Level Political Forum, etc.). Lucinda noted that the point not to exclude hybrid (virtual and physical) and recognized the need to have a critical mass from SWA partners across regions and to make it a "green" meeting.

Decision 12: Sector Ministers' Meeting

The Steering Committee endorses a) the SMM concept note as contained in Document 5.1, and b) the proposal by the High-Level Political Dialogue Working Group and of the Programme and Strategy Sub-Committee to focus the said meeting on WASH and climate action.

The Steering Committee agrees to make the final decision about the format and date of the SMM at its March 2021 meeting. The support by the Secretariat for engagement at country level on climate action begins in quarter 1 of 2021.

Session 6: CEO and SC Performance Evaluation (Executive Session without Secretariat)

Patrick started the session by asking if any SC members had declarations of conflict of interest to announce. No conflicts were declared.

The Steering Committee, without the secretariat, held a brief discussion of the initial findings of the 2nd annual performance evaluation survey. Findings were largely similar to those of 2020, with an overall feeling that things are going well and that the different organs of SWA are working effectively.

At the same time, it was noted that similar areas requiring attention or improvement were identified, and that there is currently no clear pathway to pick these up. It was agreed that this should be taken up by the Governance and Finance Sub-Committee.

It was also noted that fewer responses were received than in 2020, particularly of secretariat staff.

Action 5: The SC Chair to keep the survey open for one additional week for SC and Secretariat members, to formalize the report with the new responses received and to share the updated report with the Governance and Finance Sub-Committee.

Session 7: Decisions (Executive Session)

SC members agreed on the 17 decisions as reported on page 2 of this document. Discussions took place on the following decisions:



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Decision #7: Strengthening support to the Civil Society Organizations Constituency

A question was raised about whether the two-year time frame for this activity could be shorted. Catarina proposed to add the term *if possible before* to the decision.

Decision #12: SMM

The need to consider the adaptation aspect of climate change, and moving beyond mitigation, was emphasized as important for the preparation for the SMM.

Decision #13: New Partners' Applications

Patrick reminded SC members that in the last SC meeting it was decided that general discussions on new partners would take place within constituencies and ahead of the SC meetings.

A question was raised about the process for determining the best constituency for a big network-based organization, Catarina explained that candidates are first considered in the constituency they wish to be a part of. When a partner joins, their status will depend on the legal status of their national chapters. Going forward, the Secretariat would like to reach out to multi-national partners to ask them to appoint focal points in their countries. On the Private Sector applicants, a request was made to move C4re and VToujours to the batch that needs further information to explore further whether they would be a better fit in a different constituency, and the Secretariat agreed with the suggestion.

Decision #17: Secretariat's New Organigram

Patrick gave a detailed presentation of the evolution of the Secretariat's organigram from 2018 to 2021. As a result of the fitness-for-purpose review of the Secretariat, undertaken by an independent expert, a report with a new proposed organigram was approved by the Executive Oversight Committee. Subsequent to this UNICEF (as host of the personnel affected) asked the SC Chair and Vice-Chair to submit the organigram to the SC for consideration and endorsement. The EOC accepted that UNICEF was right and that the organigram should have been submitted to GFSC and subsequently to SC.

Catarina presented the new organigram, explaining that the independent expert observed the functioning of the Secretariat over an 8-month period. Based on his observations and the new strategic framework, he developed recommendations for changes to the structure of the secretariat. Catarina noted that the new organigram is basically budget neutral compared to the one that is currently in place.

Kelly Ann explained that, as the host of the SWA trust fund and employer of Secretariat staff, UNICEF is concerned by how organizational risk is managed, as well as the proper duty of care for staff members who will be affected by any changes. UNICEF recognized that the SC is the ultimate decision-making body of the partnership accountable to the donors and partners on these issues. Kelly Ann also emphasized that the new organigram has legal implications given that staff contracts will be affected.

Kelly Ann also mentioned the following points from the perspective of UNICEF as the host:

- i) UNICEF argued that, as currently formulated in the governance document 2.8.1, it was beyond the mandate of the Executive Oversight Committee to approve the new organigram. This needs to be done by the SC.
- ii) in SWA's current structure, the COO post has assumed key functions related to the financial management of the trust fund and the administrative authority and oversight, issues related to HR management. So UNICEF would like to see, in reviewing the job description, how are these vital functions that relate to the management of the trust fund and relate to the management of UN hosted staff, going to be undertaken in the new organigram;
- iii) the CEO should not have increased management responsibilities;
- iv) there is a need for clarity on the duty stating of each new position, as this will impact the costs and has different implications for host organizations (e.g., in Geneva, staff sit in the WMO building);
- v) all new post upgrades will entail a competitive process where current level posts would be abolished and new posts will need to be created and advertised. vi) only the United Nations Secretary-General can appoint Assistant Secretary-General;
- vii) UNICEF agrees with the proposed way forward in terms of clarifying the delegated authority from the SC to the Executive Oversight Committee as it will help ensure clarity and better enable UNICEF,

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as a host, to ensure it is adequately supporting partnership according to the decision making authorities determined by the Steering Committee.

Djoouro Bocoum highlighted that the main objective is for the CEO to help strengthen political will at the highest level and that now, with this new organigram, the CEO is able to better do what is asked of her. He therefore approved this proposal.

Paul echoed what was mentioned by Djoouro on the outward facing aspects of the CEO's job. As one of the donors, Paul also raised a question related to who in the new organigram will be accountable for the administration of the finances of the Secretariat and of SWA as previously this was done by the COO and those roles are critically important for a donor like Foreign, Commonwealth & Development Office.

Catarina explained that the Job Description for the new P4 entails all elements highlighted by Kelly Ann and Paul, and more. More particularly, the financial management and administration of SWA's finances and of the trust fund, as well as the administrative HR management will be handled by the new P4, whose job description has already been revised and approved by UNICEF HR. The P4 will be the OIC in the NY office with certifying authority on the financial and HR decisions, while the approving authority will remain with the CEO. She explained that this structure will not increase administrative tasks of the CEO, rather the contrary. The three P5s, as team leaders, will handle line management and human resources within their respective teams.

With the P4 responsible for Resource Mobilization, Resources and Program Management as well as handling financial and trust fund monitoring; and a P3 attending to administrative matters - this structure will allow the secretariat to manage administrative capacity and organizational risk even better than before. Catarina duly took note of all the other remaining points made by Kelly Ann and Paul.

Nathalie Seguin stated that she agreed with the need of the restructuring and that she appreciated UNICEF's due diligence and proposal for this to be discussed by the SC. She also agreed with the need for having the CEO's position at a higher level. Nathalie explained that her concern is related to how the organigram is designed as it does not reflect an integrated team, Catarina agreed that this organigram might not seem dynamic, however she explained that it is mostly designed to show the reporting lines. The Secretariat is putting in place a Senior Management Team bringing together the heads of the three teams with the CEO. As an example, Catarina referred to how the SMM preparations are proceeding, with active involvement of staff from all three teams.

Paul and Kelly Ann recommended that the P4 should be part of the Senior Management Team. Catarina pointed to the fact that the P4 will be invited to the Senior Management Team meetings where matters pertaining and relevant to his or her scope of work are discussed.

The new organigram was approved.

Ending

Patrick announced the following dates for the 2021 SC meetings: 30 March (virtual), 23 and 24 June (virtual) and 8 and 9 December (if possible face-to-face, consider extending it to three days).

Patrick thanked SC members and the Secretariat and adjourned the meeting.