



SANITATION
AND WATER
FOR ALL



SWA Partnership Strategy 2020-2030

REGIONAL ROADMAPS
2021-2025

REGIONAL ROADMAPS

COVER PHOTO

Smiling girl is enjoying her bath in the village of Zaliouhou, in the West of Côte d'Ivoire. © UNICEF/UN0150287/Dejongh

OVERVIEW

The SWA Partnership Strategy 2020–2030 is made up of the SWA Global Strategic Framework, a Global Results Framework, a Global Roadmap, and Regional Roadmaps for each of SWA's four regions: Asia-Pacific (AP), Latin America and the Caribbean (LAC), Middle East and North Africa (MENA), and Sub-Saharan Africa (SSA). The Regional Roadmaps identify priorities and opportunities in each region for SWA and help to guide the collective action in the region of SWA partners and the SWA Secretariat towards achieving SWA's Strategic Objectives. The Roadmaps also help prospective partners understand how the SWA partnership can support their work, and how they can contribute to the partnerships' shared objectives. Roadmap Workplans further detail the major steps for implementing the activities proposed in each regional roadmap. Given the diverse and evolving situations of countries in each region, different countries and partners will focus on particular issues and activities at different times. Relevant elements from constituency-specific strategies, as and when these are developed, will be incorporated into the regional roadmaps.

Each Roadmap is only as good as the commitment of each SWA partner to work together to achieve measurable progress towards achieving the water, sanitation and hygiene targets of the SDGs. The Roadmaps are predicated on the assumption that partners recognise the value of the SWA Partnership and its theory of change for achieving those Goals. Implementing the Roadmaps requires partners to continue to embrace the guiding principles of joint action, and to develop their individual capacity to demonstrate collaborative behaviours when jointly implementing the building blocks of the SWA Framework.

The Regional Roadmaps were developed in a participatory manner, through partner consultations. Regional consultations were held in late 2019 to inform the Global Strategic Framework, and then in 2020 a survey and one-on-one interviews were run in each region by Regional Roadmap Development Committees.

It should be noted that the COVID-19 pandemic influenced the roadmaps as it was unfolding while they were being developed. The pandemic limited the level and modalities of participation of partners in the consultation, and priorities had to include pandemic preparedness and response, and economic recovery.



Children wash their hands with soap, while other students behind them wait their turn to use latrines, at Katauk Sat Basic Education Primary School, Myanmar. © UNICEF/UNI136039/DEAN

IMPLEMENTATION

The Regional Roadmaps indicate the activities that can be implemented given current capacity levels and assuming the continued commitment of regional partners. Their ambition can be adjusted according to the resources available. Each Regional Roadmap will be accompanied by a Workplan, whose development will be facilitated by the SWA Secretariat. Workplans will detail the key steps involved in implementing key activities, approximate timelines, and the relative roles of SWA focal points, partners and the SWA Secretariat. Workplans will be reviewed annually and approved by the SWA Steering Committee.

Each Regional Roadmap has been aligned with the SWA Results Framework and Activity Monitoring System to identify the relevant indicators which can best track their implementation, and their contribution to outcomes and impact.

OPPORTUNITIES FOR STRENGTHENING REGIONAL ENGAGEMENT

The Regional Roadmaps build on the reach and multistakeholder engagement which SWA has built up in each region, while looking to increase or optimize that engagement in critical areas. SWA has a proven track record in convening ministerial decision-makers in the pursuit of a more collaborative, cross-sector approach to addressing water, sanitation and hygiene issues. A central focus for all four Regional Roadmaps is to strengthen the impact of its Sector and Finance Ministerial Meetings, implementing concrete measures to follow-up on the commitments made, the relationships started, and the country needs identified. This includes continuing to promote the uptake of Mutual Accountability Mechanism

Across all regions, SWA is also recognized for drawing the attention of decision-makers to the Guiding Principles of Leaving No One Behind, shining a light on the challenges faced by the most vulnerable citizens, namely ethnic minorities, people with disabilities, women and other socially marginalized groups. To inform and tailor regional advocacy efforts, an Equality Agenda will prioritize key inequalities in each region and in key countries, while highlighting proven solutions from the region. That Agenda, as well as other important messages, will be articulated by partners from each region of SWA's Global Leaders Council, and by high level regional advocates engaged and nurtured by SWA.

In both SSA and AP the SWA partnership is well established, with a high

percentage of country Governments having become partners, along with dozens of multilateral, bilateral and civil society organizations. In LAC and MENA, and among the Pacific Islands, the partnership is more nascent, limited to a smaller group of countries and very few active non-state partners. In LAC, where international development organizations are less numerous, a growing number countries are classified as middle-income and most WASH funding is from national budgets, government partners greatly outnumber other constituencies. SWA's government partners could grow further, with at least 10 more countries considering joining in AP. Most importantly, SWA's impact at country level depends significantly on its ability to engage effectively with partner governments, and specifically with their SWA focal points in government, as well as in other constituencies. An integral part of the Secretariat's role in each Regional Workplan is, therefore, to advocate for the nomination of focal points in every constituency in every partner country, and to foster stronger engagement with, and between, those focal points. Among other measures, SWA must continually and clearly articulate the mutual support and benefits which being an SWA partner brings, and the value of each activity in the Workplans for focal points and governments.

Across SSA, AP and LAC, increased engagement of the private sector, and of the research & academic communities, could make a significant difference. On the one hand businesses are critical as providers essential water, sanitation and hygiene services. But they are also important for the capital they can mobilize, the jobs they create, and for the competencies they can share in market systems, value chain efficiency, and communications. But increasing private sector engagement will also require, in certain contexts, strengthening trust in public-private partnerships, and in the private sector as a whole. Greater engagement of the research & academic community is expected to strengthen the link between the political and technical aspects of water, sanitation and hygiene - helping provide contextualized evidence to inform advocacy and to support decision-making - and should help overcome national capacity gaps.

All members, both governments and partners, agree that more support is needed for the sharing of good practices, lessons learnt and expertise, especially on the subject of cross-sector collaboration. Despite many challenges, the Covid-19 pandemic has also spawned new partnerships and cross-sector opportunities that need to be documented and multiplied. SWA is recognized for its convening ability at the global level, and Regional Workplans recommend concrete ways that SWA can foster more learning and sharing at the regional level. This will mostly translate into SWA influencing and supporting the convening and capacity development activities of regional technical or inter-governmental bodies. In a limited number of instances, SWA partners will organize country-to-country

exchanges.

SWA's efforts must build upon, and avoid duplicating, what is already being done in each region. An integral part of the Secretariat's role in each Regional Workplan is therefore to track events and processes at the country and regional level, making concrete recommendations to align SWA's processes and calendar. This intelligence will inform SWA's advocacy and capacity development activities.

Building on its experience and strength at convening actors within the WASH sector, Roadmaps prioritize support for national WASH actors to engage key sectors such as Health, Nutrition and Agriculture. In a limited number of cases, SWA will leverage its partners, expertise, and voice to strengthen national multi-stakeholder platforms for WASH coordination. Revitalizing poorly performing platforms may require SWA partners to catalyze or support Governments to prepare a situation analysis and a stakeholder mapping, to help them prepare and implement action plans, and to engage new stakeholders in those platforms. In countries without coordination platforms, SWA partners may coordinate their advocacy to encourage Ministries to take a leading role in WASH, nominate a Focal Point and establish a platform.

At both regional and national levels, SWA will ensure WASH is linked to key regional development agendas, specifically Integrated Water Resources Management, Climate Change and Environmental Degradation, Public Health and Emergencies, Disaster Risk Reduction, and Corruption and Transparency. SWA will ensure WASH priorities and opportunities for synergies are well represented at regional events, and support national WASH programmes to link with national programmes on those themes.

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SUB-SAHARAN AFRICA REGION



Young girls use sanitary latrines at the Hamadab Primary School in Kulloeid area in Port Sudan, Sudan. © UNICEF/UNI165899/Noorani

CHALLENGES AND OPPORTUNITIES

In 2017, more than 70% of people in the region lacked access to safely managed water, sanitation and hygiene facilities². The diversity of needs and contexts, the dramatic inequalities exacerbated by the COVID-19 pandemic, and the impact of climate change and environmental degradation demand innovative, tailored approaches. In several countries, good national policies and strategies are not yielding their expected results, due to: low prioritization of water, sanitation and hygiene by the public is failing to hold leaders accountable, implementation is being poorly coordinated, funding is greatly insufficient and inefficiently used. But the region also has a multitude of success stories and good practices to share about enhanced collaboration across sectors and stakeholders and innovations, some resulting from the COVID response.

The following specific challenges have shaped the Sub-Saharan Africa Roadmap's Strategic Lines of Action.

Funding and institutionalization for water, sanitation and hygiene

- Governments rely heavily on external funding for implementing programmes, which is a both limited and unsustainable approach. The impact of national expenditure is reduced by weak systems that hamper procurement and other key processes, and further compromised by corruption.
- Investment opportunities need to be made more attractive, especially in sanitation and hygiene
- Businesses need to be seen as more than suppliers, but as potential investors and partners
- Collaboration across sectors on WASH needs to be significantly strengthened

Multi-sectoral leadership and multi-stakeholder governance, at multiple levels

- Commitments secured by SWA are compromised by ministerial re-shuffles, accountability divided across ministries, and weak national coordination across sectors and sub-national levels
- Better implementation requires more comprehensive, results-based operational plans
- WASH leaders are not always positioned in the right department or level in government
- Regional bodies are under-engaged in cross-sectoral advocacy and capacity development

Technical capacity and use of evidence to guide decision-making

- Some countries lack know-how, and lack training institutions for sanitation and hygiene
- Commitments and plans are not always informed by good data, and overlook systems problems

The 2021-2025 Roadmap for Sub Saharan Africa is depicted in Figure 1, including the Activities that will be undertaken by the Partnership under each Strategic Objective, along with their principal Aims and targets for implementation. The full Roadmap for the Region (available upon request) also includes a Workplan that details additional implementation targets and monitoring indicators, the principal tasks to be completed, their timeframe, and roles & responsibilities of stakeholders in implementation. For ease of reference, Figure 2 summarizes just the principal activities and output targets in the Roadmap.

² <https://sdg6data.org/region/Sub-Saharan%20Africa>

STRATEGIC LINES OF ACTION 2021-2025

The Roadmap organizes activities into Strategic Lines of Action under each of SWA's Strategic Objectives.

SWA STRATEGIC OBJECTIVE 1:

Build & sustain political will to eliminate inequalities in water, sanitation & hygiene

1. **Enhance political will at all levels** by supporting SWA partners to align their advocacy efforts, engaging Heads of State, political leaders and regional bodies to empower WASH leaders, strengthen inter-ministerial coordination and increase funding. SWA will also strengthen relationships with Focal Points.
2. **Ensure no one is left behind** through data-driven advocacy on the rights and challenges of the most vulnerable and disadvantaged, sharing proven human-rights-based approaches to solve them.
3. **Link WASH with regional development agendas on Climate Change, Public Health and Corruption & Transparency**, by supporting joint sector reviews, conducting high level advocacy and through regional bodies.

SWA STRATEGIC OBJECTIVE 2:

Champion multi-stakeholder approaches for achieving universal access to services

1. **Mobilizing support for more accountable sector coordination and governance** by mobilizing focused partner support to coordination platforms and for joint sector reviews in high-priority countries, documenting and sharing good practices, and embedding SWA approaches and tools.
2. **Intensifying peer learning and exchange with support to adapt and contextualize solutions** by brokering regional cross learning opportunities on strategic technical and coordination issues as well as bespoke collaboration between countries and SWA partners.

SWA STRATEGIC OBJECTIVE 3:

Rally stakeholders to strengthen system performance and attract new investments

1. **Strengthening collaboration with financing actors, and decision-makers at regional and national levels** by supporting countries to develop national investment cases and engage regional financial institutions.
2. **Promote engagement at national level of the private sector in water, sanitation and hygiene across the region**, by helping MSPs to attract businesses to be part of national planning and coordination processes, and identifying governments identify and scale-up new technologies

FIGURE 1

REGIONAL ROADMAP FOR SUB-SAHARAN AFRICA 2021-2025

STRATEGIC LINE OF ACTION	ACTIVITIES	OVERVIEW OR PURPOSE	OUTPUTS (RESULTS FRAMEWORK) AND ACTIVITY TARGETS (AMS)
S01: BUILD & SUSTAIN POLITICAL WILL TO ELIMINATE INEQUALITIES IN WATER, SANITATION & HYGIENE			
1.1 Enhance political will at all levels	Implement High Level Country Engagement Plans (HLCEP) , targetting Ministers from the Sector, Ministers from other Sectors, Parliamentarians and Heads of State	As relevant, in a given country: - Increase budgetary allocation - Improve inter-ministerial coordination - Engage more sectors beyond WASH - Reduce inequalities - Implement institutional reforms for elevating FPs or for revitalizing or creating MSPs	# High Level Country Engagement Plans to be developed: 3 % targeted countries where high-level engagement was achieved % FPs needing to be elevated (Total, not annual-Francophone Africa: ~4; ESA: 3) that have been elevated
	Brief newly-appointed Ministers	Newly appointed Ministers, whether in new partner countries or after Ministerial re-shuffles, understand SWA's role and approach	OP_1.2 # of Ministers and heads of cooperation agencies (by portfolio and by sex) attending SWA High-level Meetings # newly appointed Ministers briefed: ~5
	Implement Regional Body Alignment Reviews (RBAR) that align SWA with regional bodies, and leverage regional bodies for Capacity Development and Advocacy	Ensure SWA's roadmap strengthens and supplements regional processes that support national action: - SWA's workplan does not duplicate processes of regional bodies - SWA's calendar is aligned with key regional processes - SWA advocates for WASH to be part of discussions/processes addressing Climate Change, Public Health Emergencies, Corruption & Transparency	# Regional Alignment Reviews to be prepared: 2 2021: AMCOW, AfDB 2022: AfricaSan, ECOWAS, African Union Later: ECA, SADC, UEMOA, NEPAD
	Support Head of State and Global Leadership Council member as Regional Advocates	- SWA advocates for WASH to be part of discussions/processes Agriculture, Health, Education, Nutrition - SWA leverages and supports Capacity Development opportunities in regional bodies	# GLC members supported: 1 # Regional Advocates engaged: 1
	Foster engagement of Focal Points with SWA	Enhance SWA Focal Points perceived benefits from being an SWA partner Increase active contribution of SWA FP in SWA activities	OP_2.1 # of countries with 5 active focal points (one for each constituency) OP_2.2 # of partners supported to strengthen multi-stakeholder platforms at national level # new or replaced FPs onboarded: ~10
	Support the engagement of Ministers and other SWA constituencies in SMM & FMM	Maximize the impact at country level of Sector Ministers' Meeting and Finance Ministers' Meetings	OP_1.2 # of Ministers and heads of cooperation agencies (by portfolio and by sex) attending SWA High-level Meetings OP_1.5 # of partners (per constituency) engaged in preparatory and follow-up process for High-level Meetings
1.2 Ensure No One is Left Behind	Mainstream a Regional Equality Agenda (REA) across the regional roadmap	Ensure country-level WASH programs meet the needs of key vulnerable and marginalized groups: rural areas, informal settlements, disabled persons, displaced persons, women	# REA to be developed/updated: 1
1.3 Ensure WASH features in key regional development agendas in the region	Ensure WASH is part of the regional agenda on Climate Change and Environmental Degradation	Ensure WASH and SWA representation at regional events on key development agendas	TBD
	Ensure WASH is part of the regional agenda on Public Health Emergencies	Support national WASH programmes to link with national programmes on key themes	
	Ensure WASH is part of the regional agenda on Corruption & Transparency		

FIGURE 1

REGIONAL ROADMAP FOR SUB-SAHARAN AFRICA 2021-2025

STRATEGIC LINE OF ACTION	ACTIVITIES	OVERVIEW OR PURPOSE	OUTPUTS (RESULTS FRAMEWORK) AND ACTIVITY TARGETS (AMS)
502: CHAMPION MULTI-STAKEHOLDER APPROACHES TOWARDS ACHIEVING UNIVERSAL ACCESS TO SERVICES			
2.1 Mobilize support for more accountable sector coordination and governance	Provide Capacity Development (CD) to Multistakeholder Platforms (MSP) in priority countries	Embed SWA principles, collaborative behaviours, building blocks, and MAM in national level processes and coordination platforms	OP_2.2 # of partners supported to strengthen multi-stakeholder platforms at national level
	Document and disseminate good-practices in Joint National Reviews	Strengthen functionality of MSPs Support creation of new MSPs when appropriate	OP_2.3 # of knowledge products published on SWA website OP_2.4 # of knowledge exchange events organised by SWA # Joint National Reviews to be documented: 3
2.2 Intensify peer learning and exchange with support to adapt and contextualize solutions	Facilitate country-to-country exchanges	Strengthen Joint National Reviews Strengthen capacity of stakeholders to engage decision-makers	# country pairs to be formed: 2 # exchanges per pair per year to be organized: 2
	Support Capacity Development events organized by regional bodies and by SWA (webinars, workshops)	Strengthen technical capacities of SWA stakeholders Enhance programme quality and impact	OP_2.4 # of knowledge exchange events organised by SWA # events to be organized or supported: 8
503: RALLY STAKEHOLDERS TO STRENGTHEN SYSTEM PERFORMANCE AND ATTRACT NEW INVESTMENTS			
3.1 Strengthen collaboration with financing actors, officials and decision-makers at both regional and national levels	Support countries to develop WASH Investment Cases	Increase efficiencies of current investments in water, sanitation and hygiene systems, with an equality lens	# countries supported to develop Investment Cases for WASH: 3
	Support national outreach to regional financial institutions	Increase levels of investments in WASH systems, with an equality lens	
3.2 Promote engagement of the private sector in WASH	Support national MSPs to engage key businesses in WASH processes and platforms	Business participation in national WASH MSPs increases	# WASH MSPs supported to engage businesses
		Businesses recommend technological advances that strengthen WASH programmes	TBD

FIGURE 2 **PRINCIPAL ACTIVITIES AND ANNUAL TARGETS IN THE REGIONAL ROADMAP FOR SUB-SAHARAN AFRICA**

SWA STRATEGIC OBJECTIVES	1: BUILD & SUSTAIN POLITICAL WILL TO ELIMINATE INEQUALITIES IN WATER, SANITATION & HYGIENE	2: CHAMPION MULTI-STAKEHOLDER APPROACHES TOWARDS ACHIEVING UNIVERSAL ACCESS TO SERVICES	3: RALLY STAKEHOLDERS TO STRENGTHEN SYSTEM PERFORMANCE AND ATTRACT NEW INVESTMENTS
PRINCIPAL ACTIVITIES Sub-Saharan Africa	Implement High Level Country Engagement Plans (3)	Provide Capacity Development to MSPs in priority countries (5)	Support countries to develop WASH Investment Cases (3)
	Brief newly-appointed Ministers (5)	Document good practices in Joint National Reviews (3)	Support national outreach to regional financial institutions
	Implement Regional Body Alignment Reviews (2)	Facilitate country-to-country exchanges (4)	Support national MSPs to engage key businesses in WASH processes and platforms
	Support Head of State (1) and GLC Member (1) as Regional Advocates	Support Capacity Development events organized by regional bodies and SWA (8)	
	Foster engagement of Focal Points with SWA (10)		
	Support engagement of Ministers and others in SMM & FMM		
	Mainstream a Regional Equality Agenda across Regional Roadmap		
	Ensure WASH features in Climate, Health, Transparency agendas		



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Sanitation and Water for All (SWA)

633 Third Avenue, New York, NY 10017, USA

info@sanitationandwaterforall.org

www.sanitationandwaterforall.org

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