

MUTUAL ACCOUNTABILITY MECHANISM

GLOBAL REPORT **2021**



MUTUAL
ACCOUNTABILITY
MECHANISM



SANITATION
AND WATER
FOR ALL

ACCOUNTABILITY

The bridge between intention and action

INTENTION

ACTION

MUTUAL ACCOUNTABILITY MECHANISM

GLOBAL REPORT 2021

This document was issued in November 2021.

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Opening message from SWA's Chief Executive Officer



Dear partners,

As a human rights lawyer and the first UN Special Rapporteur on the rights to safe drinking water and sanitation, I have always been an advocate for the transformative power of accountability. It is therefore an honour to follow so many Sanitation and Water for All partners as they actively engage with the Mutual Accountability Mechanism, the only global mechanism of its kind dedicated to the water, sanitation and hygiene sector.

SWA's Mutual Accountability Mechanism is unique because it fosters a pathway for governments to achieve their obligations towards the realization of the human rights to water and sanitation, while recognising the role and contributions of all relevant actors to this endeavour. It provides a foundation for the water and sanitation sector that is rooted in the legal obligations of governments, but with supporting, mutually reinforcing commitments from all stakeholders, with everyone working together and holding each other to account for their actions – and inaction.

This first Global Report reflects on the road travelled since the Mutual Accountability Mechanism was launched, just three years ago, in November 2018. It celebrates our many achievements, examines the challenges we face, and looks ahead at the potential for effective mutual accountability that we must harness in the years that lie ahead.

We have learned a lot. Over the next three years, we hope to see even more partners using the Mutual Accountability Mechanism, such that it becomes ingrained in the way stakeholders engage with each other at both national and global levels. When the sector is able to clearly identify its priorities, all partners can better understand how States' obligations might be achieved, know what each actor's contributions are to that effort and hold each other accountable for progress. Ultimately, it will be this power – the power of working effectively together towards common goals – that will help us achieve the Sustainable Development Goals' ambitions and realize the human rights to water and sanitation.

Accountability is about how we translate promises into action, and aspirations into reality. While States ultimately have the obligation to ensure realization of the human rights to water and sanitation, all stakeholders have a role to play in moving our societies towards the vision laid out in the 2030 Sustainable Development Agenda. The Mutual Accountability Mechanism is here to help us achieve our mission of universal access to water and sanitation. I urge all stakeholders to get involved and seize this opportunity – we have no time to lose.

Catarina de Albuquerque
CEO, SWA

Messages from SWA's Leaders

“

Water and sanitation are human rights with both moral and legal responsibilities and delivering on them requires political will to quadruple efforts to reach SG6 ahead of 2030. To accomplish this, diverse stakeholders need to do their part to assure accountability at the local, national and global levels. The Mutual Accountability Mechanism is particularly strategic for the achievement of SDG6 because its global perspective resonates with and supports effective collaboration at the national level.

”

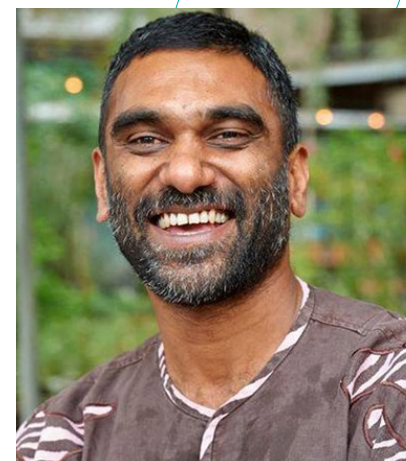


Hon. Aminata Touré
SWA Global Leader,
Former Prime Minister of Senegal

“

I like the concept of mutual accountability as it makes it very clear that we are talking about accountability to people, not just to powerful people. The Mutual Accountability Mechanism does not downplay the leading role that should be played by governments, the real duty-bearers, in delivering sanitation and water for all, but ensures other relevant stakeholders, like civil society, have a seat guaranteed at the table, and that more voices are heard.

”



Kumi Naidoo
SWA Global Leader, Global ambassador,
Africans Rising for Justice, Peace and Dignity
and Richard von Weizsäcker Fellow
at the Robert Bosch Academy

“

Accountability remains one of the greatest challenges of the water, sanitation and hygiene sector. It is up to us, SWA partners, with national governments in the lead, to redouble our efforts and commit to strengthening and resourcing the systems and institutions required to ensure sanitation and water for all. We need to hold ourselves and each other accountable for doing so, and the Mutual Accountability Mechanism is well placed to help us do that.

”



Patrick Moriarty
SWA Steering Committee Chair,
IRC WASH Chief Executive Officer

EXECUTIVE SUMMARY

SWA's Mutual Accountability Mechanism is a pathway for achieving the water and sanitation targets of the Sustainable Development Goals and realizing the human rights to water and sanitation



Nilendri Naik (middle), along with her fellow eighth graders is seen washing hands after mass hand washing exercise at their dedicated hand washing station at the Ashram school in Thutibar, Rayagada district. © UNICEF / Zishaan Akhbar Latif

This is SWA's first Global Report on the Mutual Accountability Mechanism. It describes the successes and challenges of its first three-year period of implementation, from 2018 to 2021. The report considers what these experiences can tell us about the potential for the mechanism, and how it can evolve in the context of delivering the water- and sanitation-related targets of the Sustainable Development Goals (SDGs) by 2030.

The SDGs encourage governments to engage with all relevant actors through participatory, multi-stakeholder processes, and that governments demonstrate accountability in the decisions that they are taking. SWA's Mutual Accountability Mechanism is the only global accountability process in the water, sanitation and hygiene sector that is dedicated to all stakeholders working together, towards achieving universal access to water and sanitation services. The mechanism helps to set priorities and a shared vision for the sector, as well as identify roles and responsibilities to achieve them. It offers an opportunity to monitor progress and for all actors to hold each other to account, fostering a culture of mutual accountability.

The report outlines the critical importance of accountability for delivering the SDG agenda and the

strategic objectives of the SWA partnership. It also provides context to the Mutual Accountability Mechanism by describing its evolution, and how it is designed to work – it is highly adaptable and should be used in a way that adds value to global and national ongoing processes.

Furthermore, it analyses how partners have engaged with the mechanism so far. This analysis includes a look at a selection of country experiences, as well as the breadth and depth of its potential to engage stakeholders in the sector. The stories describe, for example, how the mechanism has boosted multi-stakeholder action, how it can galvanize sector-wide discussions and help define a sharper focus for the sector, and how it can increase strategic engagement and dialogue and improve sector stability, helping to promote a shared vision for delivering sustainable water and sanitation services for all.

It also identifies some of the challenges that have hampered efforts. Weak multi-stakeholder platforms, the COVID-19 pandemic and changes in government and institutions have made it difficult, at times, to build momentum for political leadership. The report reiterates how engaging the right people, at the right time, with the right message is critical to the success of any effort to boost mutual accountability.

The analysis goes on to consider various elements of the Mutual Accountability Mechanism over its first three years of implementation. It looks at the number and themes of the commitments made to date. Analysis shows, for example, that partners are often guided by the SWA Framework when setting commitments, while also reflecting the priorities set at country level. This means commitments are strongly focused on the development of national plans and strategies, sector coordination, targeting inequalities and improving sector finance.

The report also uses a map of commitments made around the world to offer a snapshot of how the Mutual Accountability Mechanism is being implemented by region. The map shows that the mechanism is currently being used most across Africa, closely reflecting the composition of the SWA partnership. The maps show that while the majority of commitments are made by governments and civil society organizations, other constituencies (particularly from countries in Africa) are beginning to rally behind government-led commitments.

Moreover, the progress being made by partners against commitments is examined. The report looks at how many commitments have been reviewed and reported on. It notes that the number of progress reports

received has not yet met the high expectations held at the launch of the Mutual Accountability Mechanism in 2018. Potential reasons for this are discussed, so that these can be addressed to strengthen the Mutual Accountability Mechanism over the next three years.

The report highlights the research on mutual accountability, commissioned by SWA and concluded in April 2020, as a source of insight for the lower-than-expected progress reports received. The research suggested that, while multi-stakeholder platforms do exist in most countries in some form, they are often functioning poorly in the face of numerous constraints. This is borne out by the experiences relayed by many SWA partners. Examples of constraints include the absence of participation from key stakeholders, lack of funding and insufficient overall coordination. A key learning from this, and of the experience of these first three years, must be that SWA partners increase their emphasis on building and strengthening multi-stakeholder platforms at the national level.

The global report concludes by setting out this and several other aims for the Mutual Accountability Mechanism over the next three years, from 2021-2024. These are:

- **Action 1:** Strengthen multi-stakeholder platforms – mutual accountability for action towards the achievement of the SDGs hinges on inclusive multi-stakeholder processes.
- **Action 2:** Improve global commitments and engagement – the potential of the Mutual Accountability Mechanism can be further realized when commitments made at the national level are combined and amplified by commitments from international and regional organizations, donors, financing bodies and multi-lateral agencies.
- **Action 3:** Create 'accountability moments' – by organizing sessions dedicated to the discussion of national and global commitments made under the Mutual Accountability Mechanism during future high-level engagements.

These three actions will form the basis of SWA's work to promote a culture of mutual accountability for the partnership and the broader water and sanitation sector in the coming three years. The aims they embody will encourage more partners to embrace SWA's Mutual Accountability Mechanism. They will help embed the human rights principle of accountability into interactions between stakeholders at the national and global levels as we work together to achieve the SDGs, delivering sanitation and water for all, always and everywhere.

1. INTRODUCTION: THE IMPORTANCE OF MUTUAL ACCOUNTABILITY



NIGERIA

COMMITMENT: Operationalize the communication strategy for implementing the national Open Defecation Free campaign by 2020

LEAD BODY: Ministry of Water Resources (Government)

PROGRESS:  75%

Shared vision, commitment and collaborative action

Sanitation and Water for All is the United Nations-hosted global multi-stakeholder partnership for achieving water- and sanitation-related targets of the Sustainable Development Goals (SDGs) by 2030. Its mission is to eliminate the inequalities that hamper the realization of the human rights to water and sanitation. It does this by raising political will towards the prioritization of water, sanitation and hygiene, building better governance, and helping to optimize sector financing.

Accountability is central to SWA's efforts. It is the willingness to accept responsibility for one's actions, and to account for it to others. It is a requirement for progress and a human rights' principle. Accountability is rooted in the formal or legal obligations of States. Under human rights law, States have ratified treaties which oblige them to progressively realize the rights to water and sanitation. In addition to these State obligations, there are rich opportunities promoting a wider concept of accountability. Governments can engage communities, organizations, companies and individuals to build a constructive culture of accountability that binds them together towards achieving common goals.

SWA focuses on a practical concept of accountability. It encourages governments and all stakeholders to: articulate a shared vision for a country's water, sanitation and hygiene sector; identify roles and responsibilities in achieving it; commit to action; and hold each other to account. It is this focus on a shared vision and collaboration which fosters **mutual accountability**.

Essential to the partnership, SWA views mutual accountability as a disciplined way to realize the human rights to water and sanitation together and more quickly: an opportunity for plans to meet, and collaborative action to start.

The SDGs encourage governments to engage with all relevant actors through participatory, multi-stakeholder processes, and to demonstrate accountability in the decisions that they are taking. While governments

are the primary duty-bearers when it comes to the realization of human rights and the achievement of the SDGs, the diverse range of actors required to deliver universal access to water, sanitation and hygiene means that any accountability framework that focuses only on government actions and ignores the responsibilities and contributions of other stakeholders will leave gaps. It is in response to these gaps that SWA developed the Mutual Accountability Mechanism.

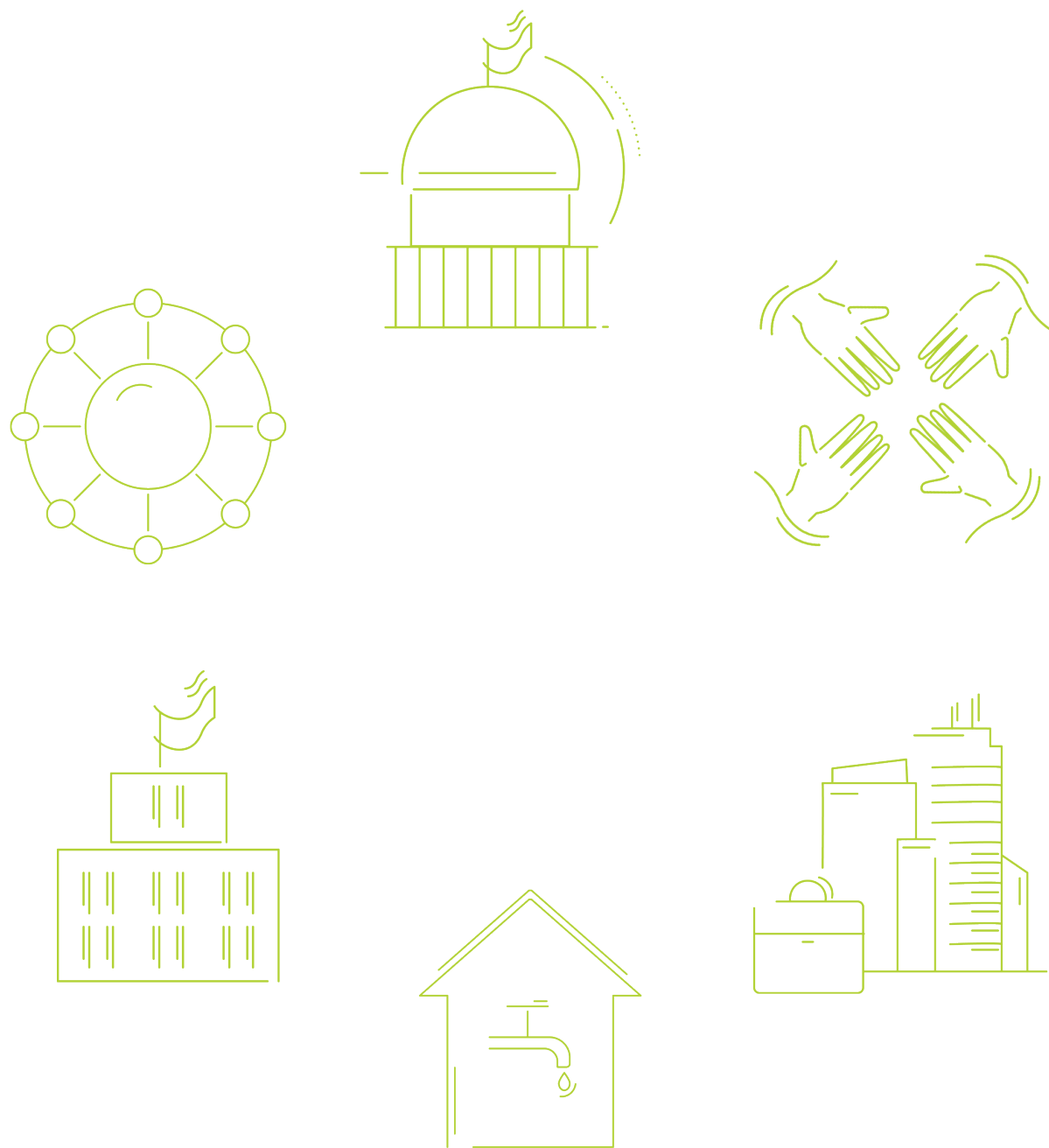
The Mutual Accountability Mechanism is a tool to help partners understand each other's contributions and hold each other accountable to the commitments they make. It is designed to help stakeholders achieve progress together towards the SDGs, collaborate and share their experiences at the national and global levels, promoting a culture of mutual accountability.

SWA's Mutual Accountability Mechanism is the only accountability process that is dedicated to all sector stakeholders working together, towards improving services and achieving the water- and sanitation-related targets of the SDGs. Through it, partners are not just accountable to the global partnership, but to all their governmental and non-governmental partners, in a mutual, peer-to-peer accountability exercise that helps build the enabling environment for meaningful progress towards the achievement of SDG 6, and the realization of the human rights to water and sanitation.

The Mutual Accountability Mechanism also embodies SDG 17, which calls on all States to revitalize the global partnership as the route to achieving sustainable development. This goal includes targets which are well-aligned with SWA's mechanism, such as: enhancing policy coherence for sustainable development; respecting each country's policy space; encouraging leadership to establish and implement policies for poverty eradication; promoting effective public, public-private and civil society partnerships; and working to ensure effective systems for monitoring and accountability.

2.

BACKGROUND TO THE MUTUAL ACCOUNTABILITY MECHANISM



MALDIVES

COMMITMENT: Widely disseminate information among sectoral and non-sectoral stakeholders on achieving SDG6 by 2030.

LEAD BODY: Watercare (Civil Society)

PROGRESS:

50%

How the Mutual Accountability Mechanism supports SWA's 2020-2030 Global Strategy

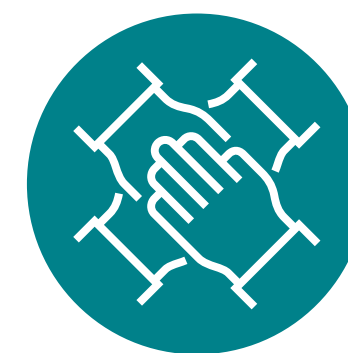
The Mutual Accountability Mechanism is a critical tool for achieving the three objectives in SWA's 2020-2030 Global Strategy:



1

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

As SWA increases its engagement with high-level actors, including heads of State and of Governments, ministers, parliamentarians and other global leaders, the Mutual Accountability Mechanism can ground political promises in commitments for concrete action, for which governments and other institutions can be held to account.



2

Champion multi-stakeholder approaches towards achieving universal access to service

Strengthening multi-stakeholder approaches and increasing engagement with constituencies that are currently underrepresented in decision-making processes on water and sanitation services goes hand-in-hand with implementing the Mutual Accountability Mechanism.



3

Rally stakeholders to strengthen system performance and attract new investments

The Mutual Accountability Mechanism provides a process for countries to prioritise the strengthening of systems and institutions and focus on financing strategies in their commitments.

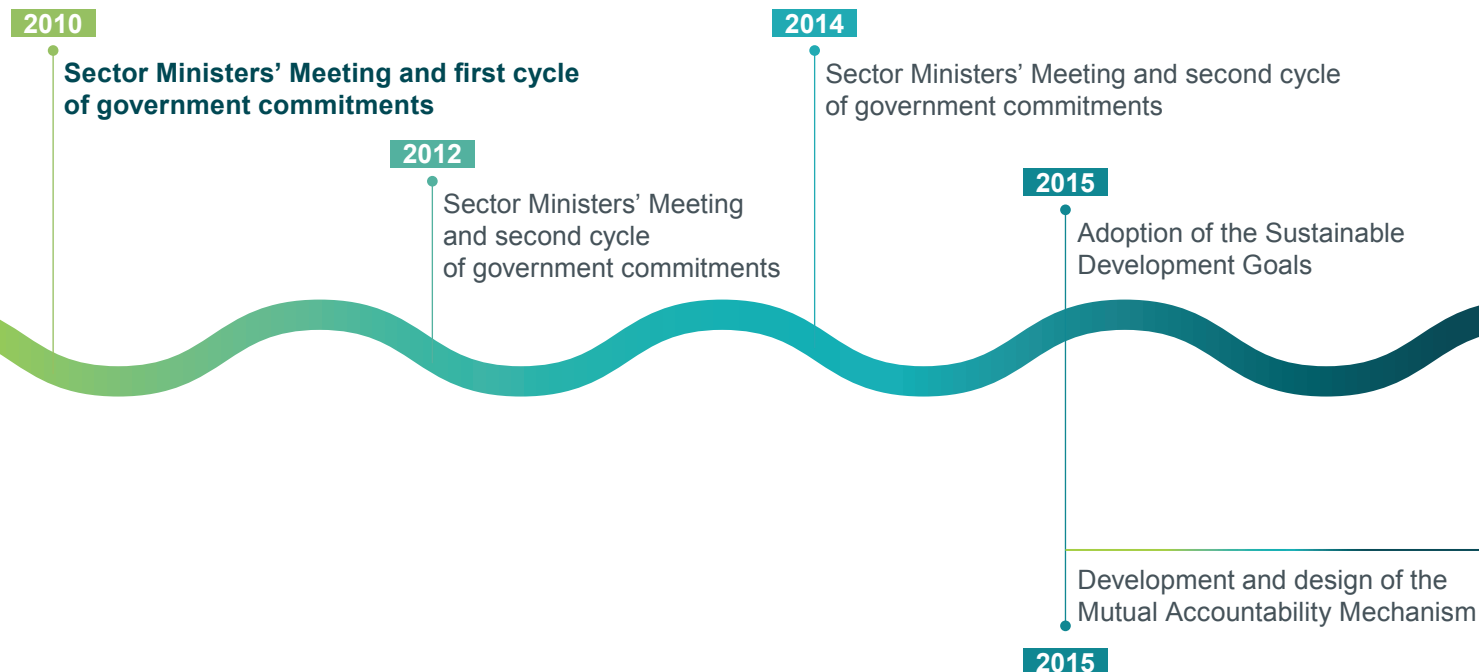
The evolution of the Mutual Accountability Mechanism

The need for a process to institutionalize and foster accountability in the water and sanitation sector was identified by SWA at the inception of the partnership in 2010. Early on, a flexible process was put in place by which partners (primarily national governments) were encouraged to develop commitments at the national level, to be presented at SWA's High-level Meetings. External support agencies and other multi-national organizations also occasionally submitted global commitments. The commitments and progress-reporting process was comparatively loose; it was not prescriptive and was centred very much around the global High-level Meetings. Few countries followed a multi-stakeholder process to set their commitments, and the commitments made were often not aligned with national plans and strategies, being primarily drafted in preparation for, and in response to, SWA's global meetings.

The experiences and lessons learnt from this initial commitments process helped SWA to refine and

strengthen its approach to mutual accountability. In 2015, the partnership began the process of developing a new accountability tool that would build on this learning, and also complement and reflect the shift from the Millennium Development Goals (MDGs) to the adoption of the new 2030 Agenda for Sustainable Development. The SDGs set far more ambitious targets in comparison to the MDGs, placing a much greater emphasis on the inter-connected actions between stakeholders – and therefore on mutual accountability.

Additionally, in 2010, the human rights to water and sanitation were formally recognized and this contributed to the ambitions set in SDG 6 – 'ensure availability and sustainable management of water and sanitation for all'. The SWA partnership responded to these shifts, working with partners to design an accountability tool that would be grounded in governments' human rights obligations, and that would help the sector work collaboratively and achieve the new ambitions of the sustainable development agenda.



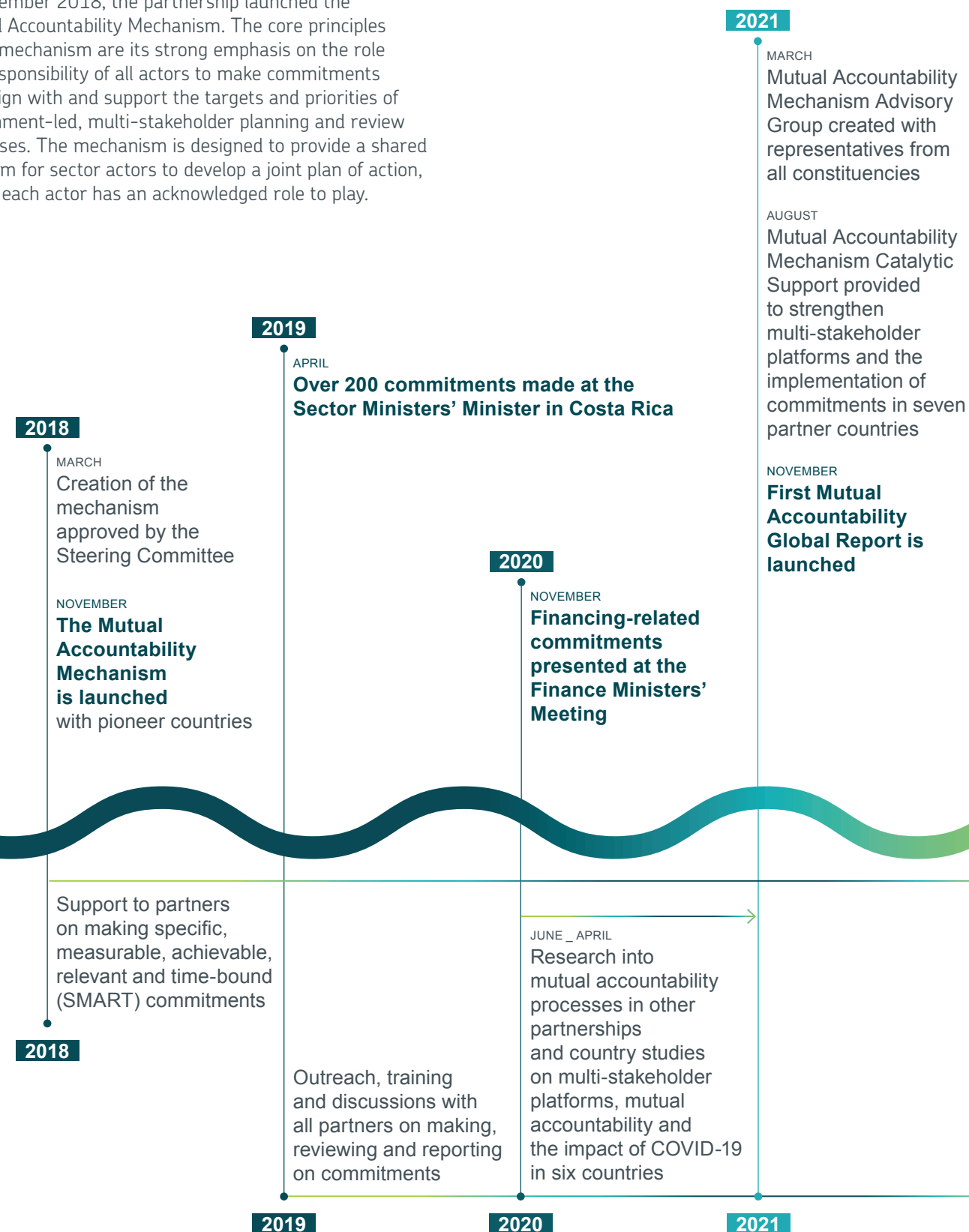
GLOBAL

COMMITMENT: *Contribute to the assessment of building blocks and collaborative behaviours in the countries where we work, to come up with action plans for improved governance.*

LEAD BODY: Stockholm International Water Institute, SIWI (research and learning)

PROGRESS: 75%

In November 2018, the partnership launched the Mutual Accountability Mechanism. The core principles of the mechanism are its strong emphasis on the role and responsibility of all actors to make commitments that align with and support the targets and priorities of government-led, multi-stakeholder planning and review processes. The mechanism is designed to provide a shared platform for sector actors to develop a joint plan of action, where each actor has an acknowledged role to play.



TANZANIA	COMMITMENT: <i>Participate in the national review process of National Water Policy and the National Water Sector Development Strategy to incorporate strategies to leave no-one behind</i>	LEAD BODY: TAWASANET (Civil Society)
PROGRESS:	<div> <div></div> <div>75%</div> </div>	

The Mutual Accountability Mechanism in practice

HOW THE MECHANISM WORKS

Inspired by human rights law and accountability processes, SWA's Mutual Accountability Mechanism provides a platform for all partners¹ to commit to specific, measurable, achievable, realistic and time-bound actions that set out their own contributions to the achievement of the water- and sanitation- related targets of the SDGs.



¹ SWA's partners are national governments, national and international civil society organizations, external support agencies (cooperation agencies, development banks, foundations, UN agencies and other types of support organizations), utility companies and regulators, the private sector, and research and learning institutions.

Examples of government-led, multi-stakeholder commitments

KENYA

COUNTRY COMMITMENT:

By 2022, review the enabling environment's responsiveness with a view to strengthen it to accelerate the realization of SDG 6.1 and 6.2 targets

GOVERNMENT COMMITMENTS:

i. Finalize the National Water Policy to provide a framework for regulation and management; ii. Review the National Water Services and Sewerage Strategy; iii. Draft the National Sanitation Management Policy and develop strategy; iv. Disseminate the Menstrual Hygiene Management Policy; v. Launch and disseminate urban sanitation guidelines to all the 47 counties and regulated water services providers.

EXTERNAL SUPPORT AGENCIES:

i. Contribute to completion of the National Water Policy and review of framework, strategies and bills that the Government will prepare; ii. Organize fora for sharing of lessons and building synergies in support of the policy and regulatory frameworks.

CIVIL SOCIETY ORGANIZATIONS:

i. Provide technical support for the review and development of sector policies, strategies and guidelines; ii. Monitor the development and review of the sector policies, strategies and guidelines and assess progress towards their finalization; iii. Support the dissemination and implementation of the various policy documents.

PRIVATE SECTOR:

i. Engage with key government stakeholders on upcoming policy initiatives; ii. Undertake analysis of existing policies that relate to realization of SDG 6.

RESEARCH AND LEARNING:

i. Support the review of regulatory and institutional frameworks for the sector.

LAO PDR

GOVERNMENT:

By 2025, all Lao citizens will live in an Open Defecation Free environment.

EXTERNAL SUPPORT AGENCIES:

Support the development of a sanitation roadmap and align funding and priorities, targeting resources to the most deprived districts.

CIVIL SOCIETY ORGANIZATIONS:

Identify and implement targeted pro-poor approaches that will improve sanitation in poorest and hardest to reach areas.

PRIVATE SECTOR:

Engage with government partners and other stakeholders to support universal access and use through private sector actors.

RESEARCH AND LEARNING:

Develop training package on sanitation and hygiene promotion and provide training to produce sanitation cadres.

Developing a deeper understanding of mutual accountability

In 2020, SWA commissioned two pieces of research into mutual accountability, led by the University of Technology Sydney (UTS), IRC-WASH, Avina Peru, the Centre for Policy Regulation and Governance in Indonesia, and other representatives from SWA's research and learning constituency. *The first piece*² of work examined mutual accountability mechanisms present in other global multi-stakeholder partnerships and the Universal Periodic Review (UPR) of the United Nations Human Rights Council. *The second piece*³ was a study of multi-stakeholder collaboration, accountability, implementation of the Mutual Accountability Mechanism and the impacts of COVID-19 in the water, sanitation and hygiene sector in six SWA partner countries.

The results of this research have been important for informing the evolution of the Mutual Accountability Mechanism so that country processes are strengthened and SWA's main strategic objectives are furthered.

Part one of the research found five key elements that are present in effective cycles of mutual accountability between stakeholders. Such cycles can serve as catalysts to shift reform and achieve the goals of individual partnerships. The elements of these cycles are:

- Stakeholder responsibilities, obligations or commitments are clarified and communicated.
- Stakeholders share information with one another on their performance.
- Performance by each stakeholder is explained, discussed and evaluated amongst the stakeholder group.
- A reputational or relational consequence (of performance or non-performance) is experienced by participating stakeholders.
- Corrective action is undertaken by stakeholders to better achieve partnership goals and strengthen their impact.

The research also identified the importance of promoting **'accountability moments'**, as the momentum generated around such discussions tend to lead to action and response both before and after the event, creating opportunity for reform and change. It found that other global sector partnerships focused on **learning**

and **'naming and faming'**, and that these were more conducive for effecting change in the context of mutual accountability in comparison to sanctions or shaming.

Lastly, this research showed a common set of conditions for success for mutual accountability, relating primarily to effective partnership processes, such as shared vision, purpose and ownership, as well as legitimacy at the national level. It suggested that mutual accountability processes need to account for power and influence to promote horizontal relationships, and to ensure the right participants are at the table, especially with regards to government, including appropriate institutions and individuals who have the mandate and the power to commit and deliver.

In part two of the research, a rapid study investigated the challenge of strengthening accountability between water, sanitation and hygiene actors at the national level in six countries: Bangladesh, Burkina Faso, Indonesia, Kenya, Peru and Somalia. The key finding of the research was that **effective accountability processes hinged on strong multi-stakeholder platforms**.

The research also presented key short-term recommendations for different SWA partners and bodies:

- All SWA partners should actively promote, support and engage in improving sector collaboration and mutual accountability in the countries where they operate.
- SWA national government partners should champion working through multi-stakeholder platforms and invest in coordination.
- The SWA Steering Committee should support the Mutual Accountability Mechanism more proactively and strategically, based on what is required for effective implementation, including securing the necessary resources for continued research and learning.
- The SWA Secretariat should further develop the mechanism's design and implementation based on the insights of the study, with more emphasis on national ownership, follow-up of national processes, and alignment and strengthening of multi-stakeholder platforms.

GLOBAL

COMMITMENT: Promote action to ensure that every health care facility has reliable WASH services.

LEAD BODY: World Health Organisation (WHO) (External Support Agency)

PROGRESS:

75%

The findings of the research have been instrumental both in shaping and affirming the partnership's strategy on the Mutual Accountability Mechanism. They are helping to inform the work of SWA and influencing annual workplans, as the partnership seeks to embed the mechanism in all its relevant processes in the coming years. The findings of the research have been incorporated into this Global Report.

The five elements of an effective mutual accountability cycle (inside ring) and four partnership processes (outside ring)

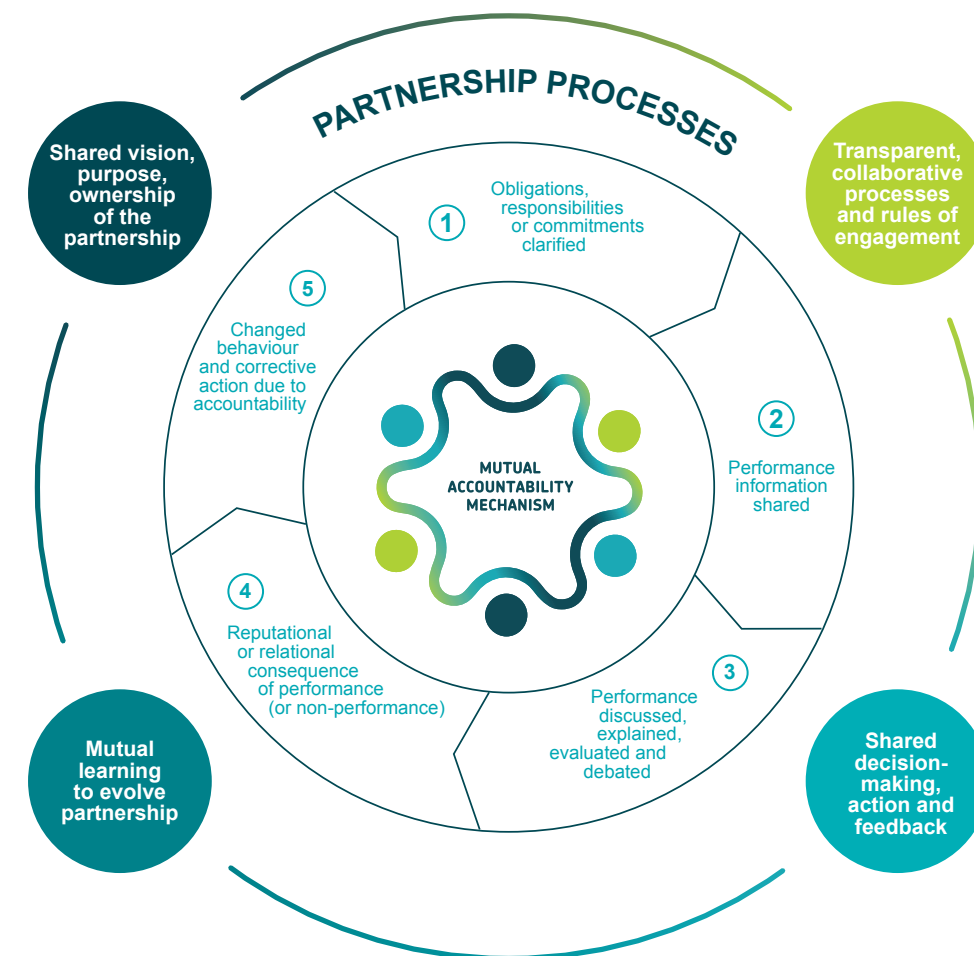


Figure: Willetts, J., Winterford, K., Liera, C., and Dickin, S. (2020).

² Part One: Willetts, J., Winterford, K., Liera, C., & Dickin, S. (2020). Strengthening Mutual Accountability in Partnerships for WASH. Part 1: Literature review and learning from other sectors. Prepared by UTS Institute for Sustainable Futures, SEI, IRC and SWA Research and Learning Constituency for Sanitation and Water for All Partnership.

³ Part Two: Butterworth, J., Uytewaal, E., Rozenburg, E., Adjagodo, A., Al Afghani, M.M., Chowdhury, S.N., Dickin, S., Gaddam, S.R., Iman, A.M.S., Jimale, L.H., Liera, C., Njoroge, G., Gowamuna, N., Sanchez, Z., Abu Syed, M., Willetts, J., Winterford, K., & Zongo, B. (2021). Strengthening Mutual Accountability in Partnerships for WASH: A summary of six country case studies. Prepared by IRC, UTS Institute for Sustainable Futures and SWA Research and Learning Constituency for Sanitation and Water for All Partnership.

3.

LOOKING BACK: THE FIRST THREE YEARS OF THE MUTUAL ACCOUNTABILITY MECHANISM



3.

LOOKING BACK: THE FIRST THREE YEARS OF THE MUTUAL ACCOUNTABILITY MECHANISM

SUDAN

COMMITMENT: *The Government commits to the rolling-out and funding of the National Roadmap to make Sudan Open Defecation Free by 2022.*

LEAD BODY: Federal Ministry of Health (Government)

PROGRESS: 50%

Experiences from the national level

This section considers a selection of country experiences from the first three years of implementing the Mutual Accountability Mechanism, between 2018 and 2021. It begins by examining the ‘pioneer countries’ which agreed to consider how to use the mechanism and promote a culture of mutual accountability in the water, sanitation and hygiene sector. The section then explores a selection of inspirational stories from nine countries from across the globe. These stories highlight their experiences using the Mutual Accountability Mechanism, including its potential to contribute to sector progress over the next three years.

THE PIONEER COUNTRIES

In November 2018, ten countries – Costa Rica, Kenya, Malawi, Mali, Morocco, Nigeria, Pakistan, Portugal, Viet Nam and Zambia – volunteered to launch the Mutual Accountability Mechanism. As part of the initial rollout, these ‘pioneers’ stepped forward to start implementing the mechanism and integrating it into their planning and review processes. SWA supported the countries, including through an introductory workshop, to assess each step of the Mutual Accountability Mechanism, from setting priorities and agreeing relevant and measurable commitments, to reviewing, reporting and presenting these at the 2019 Sector’s Ministers’ Meeting, as well as helping them to identify the main challenges and how to resolve them.

As was expected with a diverse mix of countries and contexts, the experiences of the pioneer countries varied widely, with Kenya, Malawi, Mali, Nigeria and Zambia being most effective. Common threads between these countries bear out much of the findings from the mutual accountability research. Namely, that developing mechanisms for the promotion of mutual accountability required common vision and purpose, transparent collaborative processes, participatory decision-making and action and ways for actors to learn from each other within the process. Specific practices and elements singled out as particularly beneficial among those countries included:

- Government-led, participatory priority-setting processes, where stakeholders are willing to rally behind government-led commitments, as well as openly discuss priorities.
- Dynamic and well-placed individuals who inspire trust to generate other actors’ openness to commit.
- Creating spaces for strong multi-stakeholder dialogue, review and reporting.
- Learning and exchange at the national and global levels.

Some pioneer countries faced challenges in implementing the Mutual Accountability Mechanism. Bottlenecks observed often related to changes in government, institutions or individual SWA focal points, which made it difficult to build momentum for political leadership. As the research also observed, ensuring the right people and institutions (including the relevant ministries and departments) have a seat at the table is a condition for successfully promoting mutual accountability. Inevitably, political or other crises, including the COVID-19 pandemic, have also created obstacles for effective engagement. These are challenges that SWA will continue to address in the next three years.



A young girl child uses a sanitary latrine outside a UNICEF supported school in the village of Dafo, situated 5 km from the city of Tadjourah, in the southern Djibouti. © UNICEF / Shehzad Noorani

MALAWI

The Mutual Accountability Mechanism as a springboard for multi-stakeholder action

In Malawi, the Mutual Accountability Mechanism process has helped to increase engagement and improve joint responsibility in the water, sanitation and hygiene sector – and beyond. Malawi has always sought to identify areas for process improvement, and the Mutual Accountability Mechanism has helped to develop a response to this ambition, adjusting and improving existing review and coordination platforms so that they now work better for the sector.

The Mutual Accountability Mechanism has increased collaboration both inside and outside the sector, which has had a significant impact on sector resilience and preparedness.

Malawi developed its Mutual Accountability Mechanism commitments and agreed on them as part of the country's Joint Sector Review (JSR) process. While Malawi's JSRs had always been seen as important, a WaterAid study in 2020⁴ identified that they nevertheless lacked a clear focus on action and responsibilities to move beyond being just an annual reporting event. The introduction of setting commitments as part of the Mutual Accountability Mechanism has helped the JSR process to evolve. Now, sector priorities and commitments are set at the JSR, which helps to keep stakeholders focused on these objectives through the year. Building on the country's JSRs, the Mutual Accountability Mechanism process has proved to be an effective way to facilitate collective action, acting as a coordination mechanism.

The Mutual Accountability Mechanism process has also benefited conversations beyond the water, sanitation and hygiene sector. There has been increased collaboration and engagement, bringing in more actors to define a clearer and common purpose. For example, specific support was provided by the Water Supply and Sanitation Collaborative Council to help engage civil society organizations representing among other groups, people living with disabilities, and prisoners, and involving the health, education and justice sectors in water and sanitation sector dialogues for the first time. These efforts were part of the civil society constituency's commitments to 'mobilize

its members to develop and implement action plan towards addressing the needs of the people left behind after Open Defecation Free' and to identify approaches to 'facilitate increased access to basic sanitation, in poorest and hardest to reach areas and marginalized groups'.

Such increased collaboration both inside and outside the water and sanitation sector has had a significant impact on resilience and preparedness, also adding value to Malawi's COVID-19 response, for example. As Kate Harawa of Water for People explained, "when the COVID-19 crisis struck, relationships had already been both forged and strengthened by the increased cooperation and engagement". This is a process that will strengthen Malawi's preparedness for future shocks to its water, sanitation and hygiene sector, such as those posed by climate change.



Learners of Mchoka primary school wash their hands from a new water facility © UNICEF / Eldson Chagara

The Mutual Accountability Mechanism has also had an impact by introducing clear structures for accountability in the wider sector. Partners can more easily understand if others are succeeding in their agreed commitments, report on their own progress, and articulate what might need to be done differently. The structure that the Mutual Accountability Mechanism offers has also had a positive impact on continuity. For example, when the process of updating Malawi's National Water and Sanitation Plan was delayed and momentum could have been lost, the fact that the task was enshrined as a Mutual Accountability Mechanism commitment helped to ensure its prioritization.

The Mutual Accountability Mechanism has reinforced coordination and engagement and increased a strong sense of accountability within Malawi's water, sanitation and hygiene sector. As Ms. Harawa observed: "It has helped move the conversation on from 'what are the problems and what should be done?', to include more complex, fundamental questions such as 'what are our priorities as a sector, and what can we all do to make them a reality?'"

⁴ WaterAid (2020). Strengthening Joint Sector Reviews in the Water, Sanitation and Hygiene Sector – Learning Synthesis Note. Available [here](#).

“

The Mutual Accountability Mechanism has helped us to bring greater legitimacy to the outcome of national joint planning processes. It has been an exciting opportunity for the country. We are now a more coordinated sector that can plan better together, to ensure we are moving towards common goals based on shared responsibilities.

”

Emma Mbalame
Deputy Director for Water Supply Services,
Government of Malawi

KENYA

The Mutual Accountability as tool for coordination

The Mutual Accountability Mechanism is designed to be flexible and adaptable, allowing national partners to promote mutual accountability in a way that contributes the most to any given context. In a process co-chaired by the Ministry of Health and the Ministry of Water and Sanitation, the Government of Kenya is using the mechanism as a coordination tool for the promotion of collaborative action and mutual accountability. The Government recently set national priorities through a multi-stakeholder consultation, which led to the development of 'country commitments'. After these five overarching commitments were defined, all constituencies were invited to rally behind them, submitting supporting commitments of their own. All commitments were presented to the partnership simultaneously in July 2021 and represent a clear and trackable 'to do list', containing 57 aligned commitments that will help the Government and its partners work together until the target year of 2022. These commitments may be read on page 15.

According to the actors involved, important lessons learned are that for this process to be successful, three key elements are required: government leadership; supportive constituency leads that are willing to drive the process of making commitments and their subsequent follow-up; and inclusivity. "Accountability processes should include a wide array of stakeholders to ensure marginalized and excluded groups are equally involved and that their voices are heard", observed Tobias Omufwoko of WASH Alliance Kenya.

Kenya's approach has meant that the country is now one of the few SWA partner countries with commitments tabled by all constituencies. The Government and the other stakeholders now aim to bring this national-level process to counties, replicating the Mutual Accountability Mechanism at a local level.

BANGLADESH

Increasing prioritization and funding

In Bangladesh, the Mutual Accountability Mechanism is inspiring strategic sector conversations and advocacy for water, sanitation and hygiene. These discussions have facilitated collaboration and action in a context of urgent development and humanitarian needs, and where coordinated efforts are critical to ensuring that services reach everyone.

The process of setting commitments for the Mutual Accountability Mechanism requires collectively identifying priorities for the sector and developing a shared sense of accountability to achieve them. In Bangladesh, this process has provided a clear and common foundation for sector discussions. For civil society organizations in particular, the process has provided a seat at the table to enable conversations with decision-makers. It has also meant that such conversations can be framed consistently around agreed priorities, moving beyond general requests to increase budgets to more strategic discussions – for

example, on how to improve services for hard-to-reach communities and excluded groups. More broadly, the Mutual Accountability Mechanism has also helped to create a stronger sense of continuity for the sector.

The Mutual Accountability Mechanism helps conversations to be framed consistently around agreed priorities, moving beyond general requests to more strategic and longer-term discussions

Hasin Jahan, of WaterAid Bangladesh, suggests that one of the biggest added values of the Mutual Accountability Mechanism process has been that “conceptual ideas and processes surrounding accountability are increasingly accepted as a necessity”. Additionally, Zobair Hasan, of the ‘Network of Networks’, believes that the mechanism has “helped

to operationalize and demystify accountability” from an abstract concept, sometimes viewed with suspicion, to a tool for advocacy that improves outcomes. The mechanism, he explains, has “provided focus and a vehicle for accountability”. The Government, for instance, now gives time and space to discuss shared responsibilities and ambitions, because they can see how it helps to keep all stakeholders on track towards agreed sector-wide goals.

The Mutual Accountability Mechanism process in Bangladesh has fostered a strong focus on collective goals and outcomes. This improved coordination has enriched the enabling environment so that progress can be visualized in terms of collective ambitions, not just the sum of individual projects. And once governments have a sense of this potential – a broad coalition of actors helping to deliver water and sanitation for all – the sector can attract increased political prioritization.

Ultimately, the Mutual Accountability Mechanism has played a significant role in elevating the relevance of the sector in Bangladesh. In line with its commitment to ‘increase Government’s yearly budget by US\$ 250 million for the water sanitation and hygiene sector, reducing the budget gap by 50% in each fiscal year’, the Government has greatly surpassed this goal and increased the budget by 75 per cent, raising it from approximately US\$ 795 million in 2018-2019 to US\$ 1.4 billion in 2021-2022.

“

The Mutual Accountability Mechanism has brought a lot to the Bangladesh water, sanitation and hygiene sector. But most importantly it has helped us shift our focus as a sector beyond numbers and figures, to relationships, and how we can work together to achieve our aims.

”

Hasin Jahan

Country Director, WaterAid Bangladesh



LAO PDR

Aligned commitments from all constituencies

In Lao PDR, the SWA Finance Minister’s Meetings of 2020 galvanized sector discussions, offering an opportunity for increased multi-stakeholder dialogue on sector priorities. As part of these discussions, the Government, through the Ministry of Health and Ministry of Public Works and Transport, drafted and submitted commitments under the Mutual Accountability Mechanism. These focused on ending open defecation nationwide, as well as establishing a multi-stakeholder committee for the sector and a dedicated national fund for the water, sanitation and hygiene. Stakeholders engaged in those conversations were able to identify areas where they could support the Government of Lao PDR on the commitments made under the mechanism. Importantly, these commitments were based on their own roles, areas of expertise and organizational priorities and were designed to feed into and support the government’s core commitments, as the agreed strategic priorities for the sector.



PARAGUAY

Using the Mutual Accountability Mechanism to increase strategic engagement

In Paraguay, the Mutual Accountability Mechanism has improved engagement between stakeholders, and provided for a shared understanding of the needs of the water and sanitation sector. For the Government, the mechanism has been a means to set out its key sector priorities, and to form a basis for conversations with other sector actors. The Mutual Accountability Mechanism has also strengthened the structures within which to work, building momentum and raising visibility for Paraguay's ambitions to achieve significant increases in levels of water and sanitation coverage. Both the Government and key civil society partners feel that the Mutual Accountability Mechanism provides an opportunity to talk and think at the sector level, rather than purely organizationally or institutionally.

Both the Government and key civil society partners in the sector feel that the Mutual Accountability Mechanism provides an opportunity to talk and think at the sector level, rather than purely organizationally or institutionally

Since starting to engage partners through the Mutual Accountability Mechanism in 2018, the Government has been able to reach a broader and increasingly diverse range of stakeholders. An initial review of Mutual Accountability Mechanism commitments in 2019 saw the process bring in more actors and inputs, broadening the conversation to include perspectives and expertise from academia, the private sector, and civil society. Although COVID-19 has disrupted this process, there is a strong will to build the broadest possible collaboration to deliver the commitments. In turn, the Mutual Accountability Mechanism is increasingly being seen as a platform to develop, discuss and deliver Paraguay's vision for the sector – even helping stakeholders to keep track of sector priorities when the pandemic hit.

The Mutual Accountability Mechanism process has helped to create a common vision and voice for the sector. It has allowed for greater engagement between the government and civil society by enabling the Government's Water and Sanitation Directorate



Environment and Social Research Center's water management campaign in schools, Paraguay. Credit: CEAMSO

(DAPSAN), the civil society organization Environment and Social Research Center (CEAMSO) and other stakeholders to build the broad alliances required to make this vision a reality. For Claudia Zapattini of CEAMSO, the Mutual Accountability Mechanism has helped civil society organizations get a 'seat at the table' for important sector discussions. The mechanism has also helped DAPSAN to engage the Ministry of Finance to embed a key idea: that the water, sanitation and hygiene sector is not simply an expenditure, but a critical investment that will pay socio-economic dividends in the future.

“

The Mutual Accountability Mechanism has without a doubt contributed to realizing Paraguay's vision for the water, sanitation and hygiene sector. It has engaged and empowered other actors and is helping us measure our progress – together.

”

Ruiz Hugo

Director of the Water and Sanitation Directorate, Ministry of Public Works and Communication (DAPSAN-MOPC)

The revision of the National Drinking Water and Sanitation Plans is an example of how multi-stakeholder dialogues have delivered tangible improvements to the sector. “The Mutual Accountability Mechanism provided a clarity that has made it easier to involve and consult other actors as part of the process”, explained Mr Hugo of DAPSAN. Such consultations have strengthened the sector's ability to develop increasingly multi-faceted national strategies; the updated national plan will tackle urgent, interconnected issues such as climate change and gender inequality, and aims to provide services to vulnerable groups and hard-to-reach communities.

Ultimately, Paraguay's Mutual Accountability Mechanism commitments are perceived as a clear way to outline priorities to achieve SDG 6. The existence of shared goals has provided focus, a visible structure and increased political visibility for the sector. The clearer sense of priorities and strategy has helped DAPSAN, CEAMSO, UNICEF and other actors to build what Claudia Zapattini of CEAMSO describes as a “working synergy” to coalesce around. The experience of Paraguay shows how the Mutual Accountability Mechanism can provide a structure, increased visibility and most importantly, a sense of shared purpose, consistency, and clear responsibilities to the sector.

HONDURAS

More inclusive national plans

In Honduras, the Mutual Accountability Mechanism has played a key role in bringing the sector together to work on improving water, sanitation and hygiene. For example, a key objective of the Government is to update their National Drinking Water and Sanitation Plan (*Plan Nacional de Agua y Saneamiento*, or PLANASA), in order to give it the best chance of achieving the ambitions of the SDGs.

The Mutual Accountability Mechanism has provided an opportunity for the Government to increase joint work on that plan, enriching it with the perspectives of a wider variety of stakeholders.

The insights of civil society organizations, for example, have added their experience and expertise in areas such as reaching rural and other vulnerable communities. Such inputs have been invaluable to the Government. The Mutual Accountability Mechanism has contributed by bringing additional depth to the National Plan, while also improving stakeholders' understanding of sector priorities, and how they can contribute to achieving them.



STATE OF PALESTINE

The potential for long-term multi-stakeholder planning and action

One of the strengths of the Mutual Accountability Mechanism is that it can be adapted to fit even the most complex contexts. While the mechanism is not yet an established element of State of Palestine's sector, its defining principles can help stakeholders picture how the sector might progress beyond a purely humanitarian response. These principles – in particular those of setting out clear sector priorities and defining multi-stakeholder responsibilities – are the key.

The water, sanitation and hygiene sector in Palestine is currently coordinated, as it is in many other SWA partner countries, by the humanitarian Water, Sanitation and Hygiene (WASH) Cluster. The WASH Cluster is led by UNICEF and focuses on the urgent humanitarian needs of people in Palestine, as opposed to the Mutual Accountability Mechanism's typical government-led, longer-term development focus. Still, the WASH Cluster model shares characteristics with the mechanism, such as convening a wide range of stakeholders to identify common challenges, plans and priorities. The Mutual Accountability Mechanism can build on these shared characteristics, since it is designed to help setting a focus on the longer-term development goals, which is something that can help ensure continuity of service provision beyond the phases of an emergency response.

The Mutual Accountability Mechanism can help to establish a formal focus on the longer-term development goals of water, sanitation and hygiene sector, to ensure continuity of service provision beyond the phases of an emergency response.

In Palestine, the Government's commitments tabled under the Mutual Accountability Mechanism are seen as a potential way to frame a longer-term development conversation for the sector. Led by the Government through the Palestinian Water Authority, such conversations could build on existing work and begin to include, for example, wider stakeholders, such as local non-governmental organizations. This could help maintain focus beyond the immediate humanitarian emergency and, ultimately, work towards the achievement of SDG 6. Viewed in this

way, the mechanism can be seen as a useful tool that could help promote the nexus between development and humanitarian approaches in unstable contexts, in the face of political upheaval or protracted conflict. The Palestinian Water Authority also suggests that an effective mechanism focused on accountability can help deliver on some crucial principles of aid effectiveness and coordination. Namely, country ownership over programmes; alignment between donor funding and country priorities; harmonization of donor activities to avoid duplication and fragmentation of efforts; transparency and accountability; and

providing predictable, long-term funding.

In any context, actors can use the Mutual Accountability Mechanism to provide a clearer sense of direction for the sector and help to clarify their role in delivering that vision with improved efficiency and less overlap. The mechanism is a flexible tool, and in humanitarian contexts, it can help ensure there is a balance between being focused on the immediate, life-saving needs of the people and also looking ahead at how the system can be improved to be more resilient to such shocks and crises.



Thirteen-year-old Israa (centre) carries a bucket near a public water point in Khan Younis, Gaza Strip, State of Palestine, Monday 22 May 2017. © UNICEF / Eyad El Baba

“

We highly value the principles of the Mutual Accountability Mechanism. They have the potential to help the sector develop and maintain focus on its longer-term priorities in an incredibly challenging context.

”

Majeda Alawneh

National WASH Director, Palestinian Water Authority

MALI

Increasing sector stability by improving strategic dialogue

Mali is a particularly engaged SWA partner country and, as a 'pioneer country', helped SWA 'test' the Mutual Accountability Mechanism. This is set against backdrop of a challenging political context and much upheaval in the past decade. Despite this, the sector has progressively strengthened its foundations, with much of this built around the SWA Framework and the Mutual Accountability Mechanism process. This has helped sector actors to create stable spaces and structures for dialogue, even in the midst of uncertainty.

The Mali water, sanitation and hygiene sector has a reasonably strong Joint Sector Review (JSR) process, but it is often very much viewed and used as a reporting forum. Progress is reviewed, but as in many countries, the dialogue during the JSR often remained at a high, strategic level, with few specific actions agreed on. Mali's sector has responded by introducing an annual *cadre de concertation EAH* (or 'water, sanitation and hygiene consultation framework'), which successfully fills this gap. The activity of the *cadre* has been structured around SWA principles for several years, with the Mutual Accountability Mechanism providing the central focus since 2019. The annual meeting focuses on a shared vision for the sector, and how each actor can contribute to achieving it. The *cadre de concertation* is attended by representatives from across the sector, including actors from all the SWA constituencies, and has strong ministerial support.

The commitments made under the Mutual Accountability Mechanism are at the centre of the Malian sector's consciousness. The culture of mutual accountability that SWA and the mechanism has helped to nurture is embraced very strongly across the sector.

Mali has also put an 'SWA Committee' in place comprising key sector actors, which has kept a consistent focus on the Mutual Accountability Mechanism commitments. It has also driven and supported other strategic dialogues, for example on sector financing and the climate crisis. The committee has been a stabilizing influence for the sector, helping to absorb shocks and uncertainties related to the

challenging political situation in the country. This has kept commitments at the centre of the sector's consciousness. The culture of mutual accountability that these spaces have helped to nurture is warmly embraced across the sector.

Multi-constituency engagement in the country is one of strongest in the SWA partnership: Mali has focal points for all constituencies, and each constituency has made their own commitments in support of the overarching commitments made by the Government. These commitments have identified strategic priorities and offered a way of engaging with actors to address them. The mechanism has given a sense of urgency and focus to the sector, for example on the updating of national strategies and plans.



Fatoumata Barry with Maimouna Barry, and a water and hygiene kit which includes soap, buckets, jerrycans of water, water purification tablets, a defecation pot for younger children, a mat and a mosquito net. © UNICEF / Seyba Keita

Mali's Ministry of Finance, for example, had indicated that increased funding was only likely with a clearer, harmonized sectoral strategy. The Mutual Accountability Mechanism provided the space to develop that strategy, formalizing actors' commitments and focus so that sector plans were developed much earlier than would otherwise have happened.

The core Mutual Accountability Mechanism commitments have now led to the creation of sector plans and programmes developed through multi-stakeholder engagement and articulating a shared vision for the sector. Most notably they are enshrined in the *Cadre Stratégique pour la Relance Economique et le Développement Durable*, or 'CREDD' – Mali's strategic framework for economic recovery and sustainable development.

Even in contexts where sector structures are considered to be strong, the Malian experience shows how the Mutual Accountability Mechanism can help them to evolve. It has provided the basis to lift the strategic conversations and translate them into action and shared responsibilities, ultimately making the sector stronger and more resilient to political upheaval, financial uncertainty and other shocks in the future.

“

The Mutual Accountability Mechanism has played a key role in improving strategic, multi-party dialogue for the sector in Mali. This strong, strategic vision for the sector has helped secure increases in budgetary resources, to ensure the most vulnerable have access to vital services.

”

Djoouro Bocoum
National Director of Water Supply,
Government of Mali

THE CENTRAL AFRICAN REPUBLIC

Sector progress in instability

In the Central African Republic, the Mutual Accountability Mechanism has helped stakeholders to position and keep the water, sanitation and hygiene sector as a high government priority, and to mobilize resources. In 2019, the Government developed its Mutual Accountability Mechanism commitments to align with national objectives outlined in the *Plan du Relèvement et la Consolidation de la Paix* ('Plan for Recovery and Peacebuilding'). They commit the Government to: providing access to services for an additional 500,000 people; creating a dedicated budget line for sanitation and hygiene; and revising national plans for the sector to better align them with the SDGs. With such clear priorities set, UNICEF, for example, has been better able to offer specific support to the Government to help realize its ambitions, and monitor progress on commitments made.

Significant progress has been made on these national commitments, which is even more impressive given the instability arising from the political situation. By October 2020, a new national water policy had been drafted and technically validated; an additional 516,000 persons had access to services (191,000 to drinking water and 325,000 to basic sanitation); and details of dedicated budget lines for sanitation and hygiene had been drafted.



Water station in the Doloko / Cattin area in the 3rd district Bangui district. © UNICEF / Tchameni Zigoto Tchaya

Commitments and progress reports

THE MUTUAL ACCOUNTABILITY MECHANISM IN NUMBERS

There has been a steady rise in the number of commitments made under the Mutual Accountability Mechanism in its first three years. By July 2021, 346 commitments had been tabled by over 140 partners across all constituencies, from every region across the globe, including by 50 national governments.

Number of commitments tabled until October 2021



As SWA encourages government-led processes, it is positive that the majority of commitments have been tabled by governments. This is an excellent starting point for other constituencies to rally behind and make commitments to support national priorities.

Civil society organizations have made 80 commitments. This reflects the importance of the Mutual Accountability Mechanism to them, especially in terms of the participation, advocacy and visibility that arise from this engagement, as well as reflecting that civil society organizations and networks are well-represented in the partnership.

External support agencies have tabled 53 commitments, with the majority having been made at the global level. As the number of commitments also suggest, research and learning institutions and private sector organizations are under-represented in SWA, in particular at the national level, and these partners have made a limited number of commitments.

The Mutual Accountability Mechanism is designed to be multi-stakeholder and ideally, all constituencies working within a country will make commitments. As can be seen in the case studies presented, although this is beginning to happen, most countries still only have commitments made by the government and civil society organizations. So far, only 13% of SWA partner countries have commitments which were tabled by three or more constituencies.



GAMBIA

COMMITMENT: Increase the proportion of population in The Gambia with access to safe drinking water from 89.6% to 100% by 2021. **LEAD BODY:** Ministry of Fisheries and Water Resources (government)



COMMON THEMES OF COMMITMENTS

SWA does not prescribe what areas or issues should be addressed by commitments made under the Mutual Accountability Mechanism. Nevertheless, analysis shows that partners are often guided by the SWA Strategy when implementing the mechanism, with a view towards reflecting the priorities set at country level. Overall, 83% are related to improving sector coordination, including the development of new national plans and strategies, monitoring and evaluation, and financing-related targets and 17% of commitments made in the first three years of the Mutual Accountability Mechanism are focused on outputs (for example, increasing access to water and sanitation for certain groups).

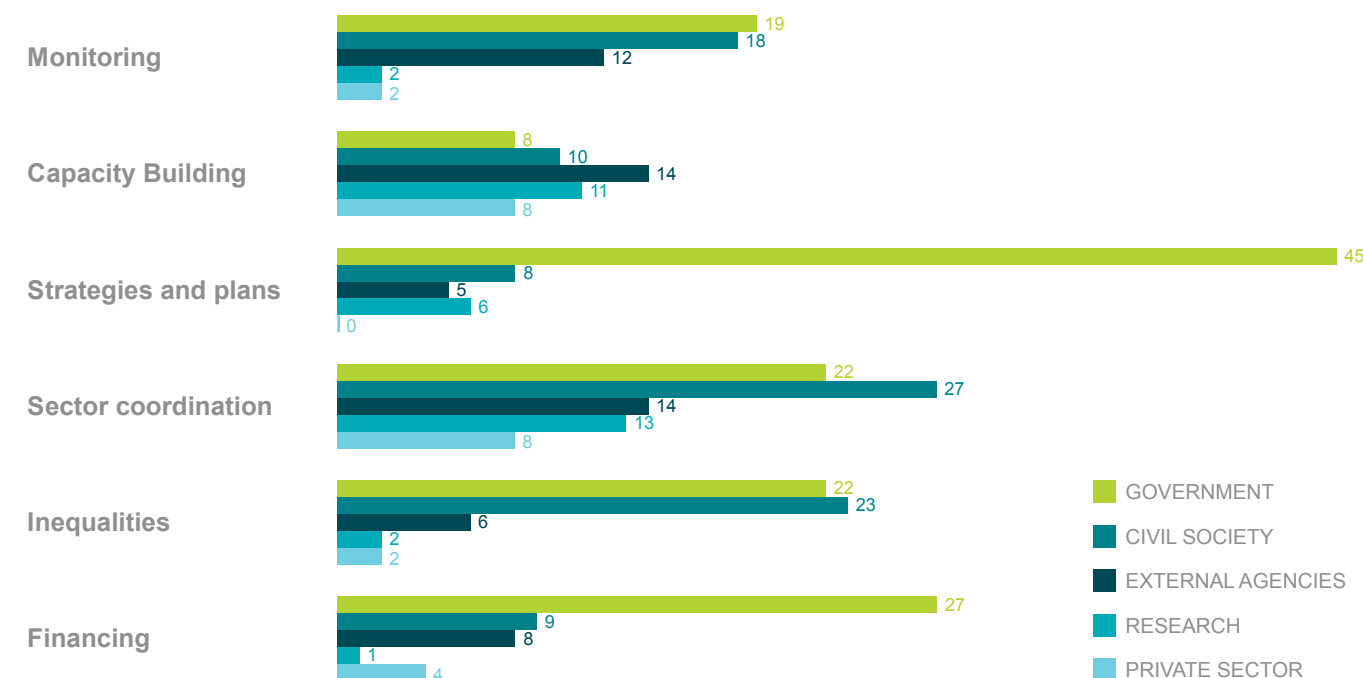
The graph below shows the thematic areas that Mutual Accountability Mechanism commitments have primarily focused on.

The most common themes reflected in the commitments closely align with the different aspects of the SWA Framework, such as sector coordination, capacity building, a focus on inequalities and sector finance. These are key elements of a well-functioning water, sanitation and hygiene sector, outlined in the Guiding Principles, Building Blocks and Collaborative Behaviours of the SWA Framework.

Other objectives widely represented in commitments relate to the SWA Strategy, vision and mission to improve access to water and sanitation, and particularly the aim to eliminate open defecation. This is often grounded in plans to reduce inequalities and improve access to services for vulnerable and marginalized groups. These themes are an indication of the value that SWA high-level discussions can bring in terms of helping to elevate the political prioritization of water, sanitation and hygiene and to embed the goal to 'leave no-one behind' within national agendas.

The different constituencies have different priorities, but for all of them, improving sector coordination is clearly a significant priority. Governments have made more commitments relating to strategies and plans and financing, and CSOs have made more commitments relating to coordination, monitoring, and addressing inequalities. Both the private sector and research and learning institutions made more commitments related to sector coordination and capacity building, while external support agencies' commitments focus on monitoring and coordination.

Most common commitments' themes per constituency



Improving sector finance through accountability

Many of SWA's partners highlight inadequate financing as a major bottleneck to achieving SDG 6 and eliminating inequalities. This is explored in the SWA publication *How to Make Public Investment Work: A Handbook for Finance Ministers*, which also considers the related challenge of an over-reliance on aid from external donors. Many countries also underscore the lack of accountability in investments as a major challenge. There are further challenges in utilizing existing funding and tracking whether resources are properly spent.

In the first three years of the Mutual Accountability Mechanism, 24 governments, 9 civil society organizations, 8 external support agencies, 1 research and learning institution and 1 private sector organization made 49 financing-related commitments. Budget advocacy represents 28% of these commitments – including commitments focused on advocating for budget increases, for increased budget accountability and transparency, and for the participation of civil society organizations, women and excluded groups in budget processes. In addition, 19% of commitments are from governments themselves, pledging budget increases for the sector. Most of the commitments do not indicate specifically which sub-sector (water, sanitation or hygiene) would require budget increases. Close to a third of finance-related commitments (28%) focus on developing finance strategies and modalities, referring to 'diversifying financing modalities' or 'exploring cost recovery mechanisms'. Finally, 9% of commitments refer to the creation of a specific national budget line for water and sanitation, and 7% commit to implementing costing tools and plans.

ZIMBABWE

COMMITMENT:

"Strengthen sustainable public finance-led funding of the sector over the two next National Development Strategy cycles."

LEAD BODY:

Sector Ministries with support from the Ministry of Finance, Development Partners and Local Authorities (Joint)

PROGRESS:



MALAWI:

implementing a financing commitment

COMMITMENT:

"Develop financing mechanisms and strategy on leave no-one-behind by November 2019."

LEAD BODY:

Ministry of Forestry and Natural Resources

PROGRESS:



To fulfil the commitment, three non-governmental organizations (NGOs) – Water for People, Hygiene Village Project and Participatory Development Initiative – worked with UNICEF to develop a scalable sanitation financing model for low-income residents in peri-urban and rural areas to help them access finances for construction of better sanitation facilities.

UNICEF provided funds for the NGOs to set up a revolving scheme to use the funds as seed money for the loans. This was followed by meetings with district and community authorities, mapping of sanitation options in targeted areas and trainings for hardware shops and masons.

To date, over 8,548 latrines have been constructed. In order to complete the commitment by 2022, the partners now need to promote the approach in other districts.

TANZANIA

COMMITMENT:

"Monitor the financing priorities and identify disparities existing and share results with government for improvement."

LEAD BODY:

TAWASNET (Civil Society)

PROGRESS:



Commitments made around the world

The world map of commitments below shows which countries have made commitments as well as which constituencies have made commitments in those countries. The map provides a good snapshot and reflect the composition of the partnership as a whole. In both Sub-Saharan Africa and Asia regions, 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 Latin America and the Caribbean, as well as in the Middle East and North of Africa, and in the Pacific Islands, the partnership is more nascent, limited to a smaller group of countries and few active non-state partners.

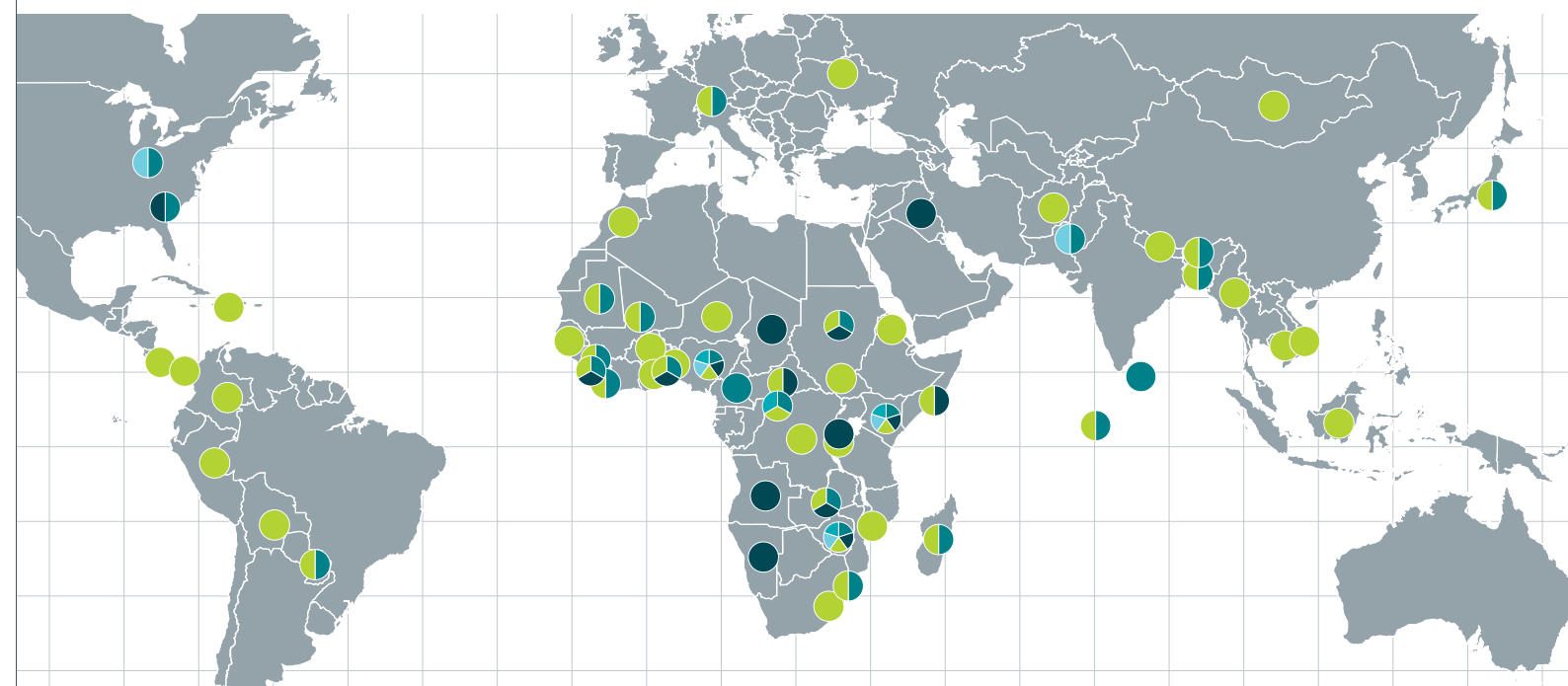
With the majority of SWA partners located in Africa, it is unsurprising that the Mutual Accountability Mechanism

is more active in this continent, with the majority of commitments made together with governments and civil society organizations. This could reflect the continent's history of collaboration between governments and international and national non-governmental organizations, with such collaboration often being utilized in the execution of projects and the delivery of services in areas where States struggle to reach.

In the Asia and Pacific region, SWA's presence and the engagement with the mechanism is increasing. In some countries, the Mutual Accountability Mechanism is led by the civil society constituency as an advocacy tool, for example in Bangladesh and the Maldives, where non-governmental organizations are pushing for more government commitment to water, sanitation and hygiene and mutual accountability.

Commitments map: commitments per constituency around the world

● CIVIL SOCIETY ● EXTERNAL SUPPORT AGENCIES ● GOVERNMENT ● PRIVATE SECTOR ● RESEARCH AND LEARNING



Naturally, the Mutual Accountability Mechanism works best where the SWA partnership is well-established; engagement with the mechanism is closely related to the level of activity of the partnership more broadly. In Latin America, Paraguay is one of the examples where the Mutual Accountability Mechanism is providing an important avenue for collaboration between the

Government, civil society, and research and learning constituencies. In different contexts, similar dialogues are gaining traction in Colombia, Honduras, Nicaragua and Peru. In the Middle East and North of African region, SWA's engagement is limited to just five countries in the region, and almost exclusively to government actors.

BHUTAN

COMMITMENT: *Develop an inclusive national road map for sanitation and hygiene.*

LEAD BODY: Ministry of Works and Human Settlement (government)

PROGRESS:  25%

The role of global partners and global commitments

One of the strengths of the Mutual Accountability Mechanism is that it offers the opportunity to link global and national discussions and processes. Nevertheless, while 80% of SWA's partner countries have made national commitments, so far only 20% of SWA's multi-national partners have tabled global commitments – and even fewer have engaged with existing multi-stakeholder platforms to submit national-level commitments through their constituency in the countries where they have a presence.

Over half of the existing 53 global commitments are focused on the organization's pre-existing mission and targets, e.g., committing to progressively realize the human rights to water and sanitation or to help 'x' million people gain access to water and sanitation. Going forward, in addition to making progress on these commitments, global partners could consider making commitments to work with the SWA Framework in ways that add value to the partnership, such as through support to multi-stakeholder platforms.

In these first three years, much of the engagement with the Mutual Accountability Mechanism has been maintained through government and civil society partners at the national level, which has enabled a strong understanding of the process and how it can support national level work to achieve the SDGs. At the global and regional levels, however, the role that international and regional civil society organizations, donors, financing bodies and multi-lateral agencies can play in promoting mutual accountability must be deepened. In addition, strategies to increase the engagement of multi-national research and learning organizations and the private sector could provide much-needed links to the evidence base required to reach SDG targets and support integrating the human rights to water and sanitation in services provision.

In the next three years, SWA will work closely with external support agencies and other global organizations to investigate how to increase engagement with the Mutual Accountability Mechanism at the global and national levels.

Contribution to mutual accountability through a global commitment

In November 2018, the Water Supply and Sanitation Collaborative Council (WSSCC) tabled the very first global commitment: *'To support sanitation and hygiene systems strengthening activities and to develop country engagement plans using the SWA Framework by the end of 2020'.*

Through this initiative, WSSCC committed to and successfully provided financial and technical support to four national CSO networks (Kenya, Malawi, Tanzania, and Nigeria) and two regional networks (ANEW in Africa and FANSA in Asia) to strengthen multi-stakeholder processes at the country level and implement the commitments made by these organizations under the Mutual Accountability Mechanism. Support was also provided to Pakistan, Cambodia and Nepal.

GLOBAL

COMMITMENT: *'To support sanitation and hygiene systems strengthening activities and to develop country engagement plans using the SWA Framework by the end of 2020'*

LEAD BODY: Water Supply and Sanitation Collaborative Council (WSSCC);

PROGRESS:

 100%

Reviewing commitments and reporting progress

Approximately one year after they made their first commitments, partners from Sudan, Zambia, Mali, Liberia, Madagascar and the Maldives had already reviewed them and submitted the first progress reports to the partnership. Further partners reviewed their progress as part of the preparatory process for SWA's Finance Ministers' Meetings in 2020 and, in the second quarter of 2021, more progress reports were submitted ahead of the publication of this Global Report.

As of October 2021, 88 commitments had been reported on. The civil society constituency is leading this step of the Mutual Accountability Mechanism process, having submitted 43 reports – confirming the usefulness of the Mutual Accountability Mechanism as a lobbying and

advocacy tool. The governments of Bhutan, Democratic Republic of Congo, the Gambia, Malawi, Mali, Nigeria, Paraguay, Sudan, Zambia and Zimbabwe have reported their progress on 31 commitments. At the global level, progress against 20 commitments was reported on by two civil society organizations (Simavi and Freshwater Action Network South Asia); two external support agencies (UNICEF and World Health Organization); three research and learning institutions (Stockholm International Water Institute, University of North Carolina and WaterAid-Malawi); and the private sector (AquaFed and commitments made across the whole constituency).



Kimberly walks with the aid of crutches to a portable latrine where her mother, Rosemonde, is holding open the door, in a makeshift settlement for people displaced by the earthquake, in the Champs-de-Mars Plaza in Port-au-Prince, the capital. © UNICEF / Shehzad Noorani

A challenge to be overcome: increased engagement in review and reporting

The number of progress reports received has not met the high expectations held at the launch of the Mutual Accountability Mechanism in 2018: as of September 2021, only a quarter of all the commitments made had been reported on. The reasons for this must be analyzed and understood in order to build greater momentum in the coming years.

The commissioned research on mutual accountability can help to understand some potential reasons for lower-than-expected numbers of progress reports. The six case studies in the research showed that while some kind of multi-stakeholder platform existed in each country, in many instances they are functioning poorly, in the face of numerous constraints. Empirical evidence shows that this is the reality in many SWA partner countries. Examples of constraints include the absence of participation from key stakeholders (both governmental and non-governmental), lack of funding and insufficient overall coordination. Furthermore, existing platforms are typically focused on information exchange, and less on enabling collaborative efforts and fostering accountability.

In this respect, the research's main recommendation is that SWA partners should put more emphasis on building and strengthening the work of multi-

stakeholder platforms for water, sanitation and hygiene at the national level. Acting on this key finding and building on other efforts already in progress, the SWA Secretariat opened a call for proposals in August 2021, to provide catalytic support to seven countries. Tandem proposals were submitted by national-level civil society organizations and research and learning institutions. The proposals considered specific ways to strengthen multi-stakeholder platforms and, consequently, their engagement with the Mutual Accountability Mechanism, whilst investigating the enabling factors required for sector collaboration.

Besides the need to strengthen multi-stakeholder platforms, partners have also indicated that the need to respond to the COVID-19 pandemic shifted their priorities and the allocation of resources, and has consequently impacted their ability to convene face-to-face meetings to review commitments in 2020 and 2021 – the mechanism's second and third years.

The pandemic also disrupted SWA's cycle of High-level Meetings, with the postponement of the Finance Ministers' Meeting that should have taken place face-to-face in April 2020, and the Sector Ministers' Meeting that was planned for October 2021. These high-level events would have been key milestones in the first three years of the Mutual Accountability Mechanism's calendar. They serve an important practical purpose, providing a timeframe with global and national preparatory processes, generating momentum and creating opportunities for the multi-stakeholder dialogue that is required for commitments to be made, reviewed and reported on. Mobilizing partners in the absence of these highly valued meetings has been significantly more challenging.

While there are clear reasons for reviews and progress reporting to be slower than expected, particularly over the last two years, SWA is committed to ensuring that these reasons do not allow the Mutual Accountability Mechanism's processes to stall. The partnership will focus on increasing the visibility of the review and progress reporting process over the next three years, as well as the understanding that these steps are just as important as making commitments as part of the accountability cycle. More concretely, this will include, for example, ensuring opportunities for specific 'accountability moments', as part of SWA's High-level Meetings and other types of high-level engagement.



Women and children fetch water from a gravity-flow stand pipe at Mirambi, in Bundibugyo district. © UNICEF / Jimmy Adriko

Achieving progress

National-level commitments that were fully achieved include:

MALI

GOVERNMENT

Ministère des Mines de l'Énergie et de l'Eau & Ministère de l'Environnement, de l'Assainissement et du Développement Durable

"Facilitate a dialogue on sector financing as part of the 2020 Consultation Framework";

"Accelerate the rate of access to drinking water for the population by 2% (or 800,000 people) per year".

CIVIL SOCIETY

Coalition Nationale de la Campagne Internationale pour l'Eau Potable et l'Assainissement Mali – CN-CIEPA/WASH

"Advocate for the government to create a WASH sub-priority in the Strategic Framework for Economic Recovery and Sustainable Development (CREDD) for 2019-2023."

EXTERNAL SUPPORT AGENCY

Enabel

"Align the intervention of the technical and financial partners with the Government's priorities on the basis of a roadmap resulting from the consultation framework of the sector's actors from the 2019 edition".

TANZANIA

CIVIL SOCIETY (TAWASNET):

"Identify approaches that will improve access to safe water in both urban and rural poorly served and remote areas by 2020".

DEMOCRATIC REPUBLIC OF CONGO

GOVERNMENT

Ministère du Plan:

"Develop the water sector road map by August 2020"

GLOBAL COMMITMENTS

THE WATER INSTITUTE

at the University of North Carolina Chapel Hill (UNC):

"Commitments relate to their engagement and support to the research and learning constituency."

STOCKHOLM INTERNATIONAL WATER INSTITUTE (SIWI):

"SIWI will support governance mechanisms for universal and sustainable water and sanitation services in countries where we work, directly, or with other partners. These might include among others, capacity development, development of new guidance/tools, support for new policies, national or local plans, coordination mechanisms, regulation and accountability."

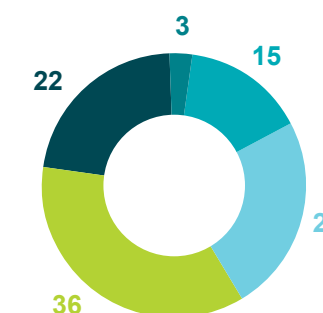
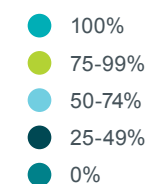
FRESHWATER ACTION NETWORK SOUTH ASIA (FANSA):

"Actively engage the members of FANSA in the process of developing and implementing the SWA new strategy in the next years."

The progress reports submitted so far also indicate that another 25% of commitments are close to being fully achieved and that 37% have seen at least some progress made.

Three out of the 88 progress reports submitted inform that no progress towards the achievement of the commitments was made. Reasons given relate to the impacts of the COVID-19 pandemic difficulties in raising funds.

Progress achieved:



4.

LOOKING AHEAD: AMBITIONS FOR THE NEXT THREE YEARS

4.

LOOKING AHEAD: AMBITIONS FOR THE NEXT THREE YEARS

ZAMBIA

COMMITMENT: *Achieve universal coverage by pioneering water and sanitation interventions that are targeted and customized at the hard to reach and vulnerable groups by 2025.*

LEAD BODY: Zambia NGO WASH Forum (Civil Society)

PROGRESS:  50%

Since its launch three years ago, the Mutual Accountability Mechanism has pushed SWA into new territory. Establishing an innovative mechanism and getting it up and running has been an important learning process, with foundations being laid for its expansion to new countries, constituencies and areas of work for the next three years. The response from partners has been overwhelmingly positive from the outset, with the Mutual Accountability Mechanism already counting nearly 350 commitments – and increasingly they are being made through collaborative multi-stakeholder processes.

In the next three years, as more partners embrace the mechanism, it is expected that promoting

mutual accountability will become second nature, and increasingly embedded in the way stakeholders interact with each other at the national and global levels. If ingrained as a common framework that offers all stakeholders a seat at the table, the Mutual Accountability Mechanism can function as a tool to catalyse a culture of accountability and collective action to achieve the water- and sanitation-related SDGs targets.

In order to overcome the challenges identified in this report and help partners take advantage of the full potential of the Mutual Accountability Mechanism, the SWA partnership should use these suggested actions over the next three years to guide its work:

ACTION 1: Strengthen multi-stakeholder platforms

Mutual accountability for action towards the achievement of the SDGs hinges on inclusive multi-stakeholder platforms, and this is a condition that has not yet been realized in all partner countries. Establishing and/or strengthening multi-stakeholder platforms requires political will, financial resources, and influence to get the constituencies that are absent from the discussions involved, as well as commitment from national and global partners.

Over the next three years, the partnership will put increasing emphasis on supporting the establishment and/or strengthening of multi-stakeholder platforms in partner countries. Governments will be encouraged to ensure: that the right participants and institutions are at the table; that platforms meet periodically; that they are well-resourced; and that they have a mandate to discuss national legislation, plans and budgets, as well as the power to commit to action. In this government-led process, all partners have a role to play – the ‘mutual’ aspect of the Mutual Accountability Mechanism can only be accomplished if all relevant actors are involved.

SWA would like to see stakeholders embrace this ambition as a pathway towards achieving the SDGs by 2030. This will entail:

- Governmental and non-governmental partners championing multi-stakeholder processes and investing in the required coordination, financial and human resources wherever they can.
- External support agencies and other multi-national partners playing a key role through committing and supporting multi-stakeholder platforms both globally and in the countries where they operate.
- All partners actively inviting new organizations from constituencies that are currently under-represented within the partnership (i.e., from research and learning, private sector and utilities and regulators constituencies) to join SWA and multi-stakeholder processes.
- Governments and multi-national partners promoting more initiatives such as the catalytic support initiative offered by SWA in 2021 to financially support countries in strengthening their multi-stakeholder platforms and, consequently, their engagement with the Mutual Accountability Mechanism.
- All partners promoting collaboration and mutual accountability, including, if necessary, working to activate the Mutual Accountability Mechanism in their country or countries where they operate.

ACTION 2: Improve global commitments and engagement

Increasingly, partners are using the mechanism to promote mutual accountability and catalyse action: in the last three years, 80 percent of partner countries have already made commitments. However, this figure drops to only around 20 percent of SWA's global partners (such as donors, development agencies and international organizations) having tabled commitments – and even fewer have committed at the national level through their constituencies in the countries where they have a presence.

The potential of the Mutual Accountability Mechanism to help achieve the SDGs can be further realized when commitments made at the national level are combined and amplified by commitments from international and regional organizations, donors, financing bodies and multi-lateral agencies. In the first three years of the Mutual Accountability Mechanism, most of the work has been focused on helping national partners to make, review and report on commitments. In the next three years, there will be an increasing focus on the engagement of global and regional partners so that the transformative potential of bringing together commitments from across all stakeholders and levels can be unlocked.

Realizing this ambition requires global partners to consider the unique opportunities that increased accountability offers them. Mutual accountability has the potential to

add transparency, help defuse power, generate trust, and increase collaboration and efficiency as part of the essential, challenging work being undertaken by global partners around the world.

Recommended actions include supporting partners to ensure that:

- All global and regional partners that have not yet made global commitments under the Mutual Accountability Mechanism, do so.
- Global partners that have already tabled commitments revisit those commitments, ensuring that they are specific, measurable, achievable, relevant and time-bound (SMART) and that they add value to the partnership.
- Existing commitments are periodically reviewed and reported on. In the case of global commitments, SWA will promote peer-review and exchange in future High-level Meetings.
- Global and regional partners with a national presence engage in and commit to national ongoing processes, actively supporting their country offices to be involved in – or drive, if necessary – the making of commitments through their constituency in the countries where they operate.

ACTION 3: Create 'accountability moments'

Maintaining a national-level focus on mutual accountability is critical. Engagement in accountability discussions at the global level have the potential to strengthen and add legitimacy to national-level processes. To support this, sessions dedicated to the discussion of national and global commitments made under the Mutual Accountability Mechanism will be organized during future high-level engagements, including Sector Ministers' Meetings and Finance Ministers' Meetings.

It is hoped that the momentum generated around these events and their preparatory and follow-up processes will offer opportunities for all partners to meet and hold each other to account. SWA will support this process by actively promoting peer-to-peer exchange, with challenges and progress being shared on the global stage and learned from.

These 'accountability moments' will promote a culture of mutual accountability if:

- Governments and other stakeholders come together at the national level to make, review, and report on commitments, and develop joint action plans for course correction prior to these meetings, as well as in their follow-up.

- External support agencies recognize their critical importance and are willing, for example, to contribute financial support for meetings at the national level, where needed.
- All partners, global, regional and national, are engaged in accountability dialogues and hold each other to account – at both the national level and the global level.
- These 'accountability moments' are periodically held in national and regional contexts, ideally embedded in ongoing processes such as Joint Sector Reviews, WASH Clusters, national councils or task force meetings, or regional water and sanitation conferences, such as Africa Water Week, SacoSan, AfricaSan and LatinoSan.

As accountability cycles become more regular, making, implementing and reporting on commitments should become second nature, as they add a tangible element that adds value to multi-stakeholder discussions. SWA will continue to support these processes where possible, and work to 'name and fame' examples of collaboration and accountability efforts to inspire more partners to follow suit.

Interaction with other accountability mechanisms

SWA has initiated interaction with other sectors' multi-stakeholder partnerships, the UN Human Rights Council's Universal Periodic Review and the annual meetings of the UN's High-Level Political Forum to collaborate with their accountability processes.

The first step of this interaction was to learn valuable insights of how other partnerships have used accountability, such as those considered by the mutual accountability research. For example, the Open Government Partnership (OGP), Scaling Up Nutrition Movement (SUN), the Partnership for Maternal, Newborn and Child Health and UN Human Rights Council's Universal Periodic Review. Over the next three years, there will be an increased focus on the SWA partnership's interaction with these and other mechanisms. The aim will be to create greater impetus for mutually reinforcing commitments, with a view to understanding and deepening the critical links between water, sanitation, hygiene and other SDGs.

SWA and the Mutual Accountability Mechanism are also well-placed to support and contribute to other accountability processes, such as the Universal Periodic Review (UPR) of the United Nations Human Rights Council, the *eThekweni Declaration* from the African Ministers Council on Water (AMCOW), and the Nationally Determined Commitments (NDCs) and National Adaptation Plans (NAPs) of the Paris Agreement on Climate Action.

SWA will continue to explore opportunities of working with other global and regional organizations and networks on accountability to ensure that accountability mechanisms are aligned and complement each other, as broader learning on mutual accountability across sectors will help SWA's Mutual Accountability Mechanism to evolve.

Aligning NDCs, NAPs and SWA's commitments

Climate action is an SWA thematic focus for 2021 and 2022, including for the next Sector Ministers' Meeting. The Mutual Accountability Mechanism can work as a vehicle for aligning climate strategies, water and sanitation adaptation and mitigation priorities, as well as climate financing through the submission of climate-related commitments under the mechanism. The governments of Malawi and Ethiopia, as well as WaterAid-Ethiopia and the research & learning constituency in Mali have already tabled climate-related commitments, and it is expected that more commitments will be made in response to SWA's ongoing political and capacity-building efforts, along with many partners that are working in this critical area.

In the context of the 26th Conference of the Parties (COP26) to the United Nations Framework Convention

on Climate Change (UNFCCC) and the 2022 Sector Ministers' Meeting, countries such as Burundi, Chad, Congo, Eswatini, Fiji, Honduras, Nigeria, Togo and Zimbabwe have made significant progress towards the inclusion of drinking water, sanitation and hygiene in the revised versions of their Nationally Determined Contributions (NDCs). The political commitments presented in the context of COP26, and the sector priorities that form part of National Adaptation Plans (NAPs), have strong potential to be developed as Mutual Accountability Mechanism commitments in the near future, facilitating intersectoral, multi-stakeholder collaboration and monitoring. This would be a significant accomplishment for climate action and sustainable development, and for achieving the water- and sanitation-related targets of the SDGs – as well as contributing to SWA's mission, vision and strategic objectives.

CONCLUDING REMARKS

This Global Report shows that many partners are embracing the Mutual Accountability Mechanism and provides useful insights into the value it can bring to the water, sanitation and hygiene sector in practice.

The mechanism is still in the early days of its implementation – early days which have been dominated for nearly two of its first three years by the world’s pressing need to respond to the COVID-19 pandemic. Despite this, the partnership’s experiences so far have, by and large, shown that the mechanism can act as a strategic tool in a number of ways, and the examples in this report provide inspiration as to its potential in the coming years.

To really achieve mutual accountability, the next stage of the mechanism’s evolution will be critical – to expand uptake, include more stakeholders, make meaningful commitments and establish more systematic review and reporting processes and, overall, embed mutual accountability in the way stakeholders interact with each other at national, regional and global levels.

The lessons learned in the first three years of implementation positions the partnership well to capitalize on the Mutual Accountability Mechanism’s full potential. For this potential to be realized, however, the SWA partnership will need to work together to deliver on all three of the actions identified in this report: strengthening multi-stakeholder platforms, increasing and improving global engagement and generating momentum through the creation of specific ‘accountability moments’.

The next Global Report will be published in 2024, six years before the 2030 Agenda for Sustainable Development draws to a close. By the time of that report, it is expected that the partnership will have demonstrated deeper engagement with the Mutual Accountability Mechanism, and that it will have benefitted from the impact that this has had: increased multi-stakeholder engagement, more effective co-ordination, a stronger sense of shared responsibilities, accountability and solid, sustainable progress towards achieving the SDGs.



A displaced girl collects water at a UNICEF supported borehole in Doonyaale IDP camp, Galkayo, Puntland, Somalia.
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ACKNOWLEDGMENTS

SWA would like to thank the following contributors:

Boureima Tabalaba,
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Claudia Zapattini,
Environment and Social Research Center
(CEAMSO), Paraguay

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WaterAid, Bangladesh

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Kenya

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Palestinian Water Authority, Palestine

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Bangladesh

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ABOUT

THE MUTUAL ACCOUNTABILITY MECHANISM GLOBAL REPORT

Every three years, the Sanitation and Water for All partnership produces a global report to analyse and discuss how partners are working towards a culture of mutual accountability for ensuring universal access to water, sanitation and hygiene for all, always and everywhere. This inaugural report, covering the first three years of the SWA Mutual Accountability Mechanism – the multi-stakeholder cycle of defining priorities, making commitments, monitoring progress, and renewing collaborative action – presents the mechanism as a pathway towards delivering on SWA's strategic objectives, and ultimately, achieving the water- and sanitation-related targets of the Sustainable Development Goals and realizing the human rights to water and sanitation.

More information is available at:
www.sanitationandwaterforall.org



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