



**SANITATION  
AND WATER  
FOR ALL**



SWA Partnership Strategy 2020-2030

**REGIONAL ROADMAPS**  
**2021-2025**

# REGIONAL ROADMAPS

COVER PHOTO

Two small children wash their hands with soap at a hand-washing station at the Sayariy Warmi early childhood development (ECD) centre in Sucre, Bolivia. @UNICEF/Pirozzi

## OVERVIEW

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

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

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

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





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

## IMPLEMENTATION

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

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

## OPPORTUNITIES FOR STRENGTHENING REGIONAL ENGAGEMENT

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

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

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

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

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

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

exchanges.

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

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

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

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# LATIN AMERICA AND THE CARIBBEAN REGION



Children wash their hands in Bolivia. © UNICEF/UNI189328/GILBERTSON V

## CHALLENGES AND OPPORTUNITIES

Despite significant efforts to promote initiatives to generate better living conditions for the entire population, there is an increase of economic and social gaps in the region, with Latin America and the Caribbean being the region with the greatest inequality in the world, according to ECLAC. Most governments have national plans for drinking water and sanitation, and in some cases, they recognize the human right to water and sanitation in their constitutions or laws. However, the region faces numerous challenges both to eliminate the levels of inequality in the access to drinking water, sanitation and hygiene services for all people, and in guaranteeing quality in the services that provide water (in terms of water quality and frequency of water supply, transparency of information or efficient use of the budget) or sanitation (due to big delays or a misunderstanding of what sanitation implies). Both factors are necessary for the achievement of the global SWA targets. The results of the regional questionnaire conducted as a base input for the development of this Roadmap conclude that the four (4) major challenges in the sector in the region are:

- social inequalities, including gender, race, ethnicity, geography, economic inequality, land tenure, disability, and migration.
- lack of information generation and monitoring, and gaps in the financial, technical or social capacity of WASH actors at the local level
- the impact of climate change in the region, degradation of water quality, lack of water resource availability, and poor water resource management
- the lack of articulation, inclusion, collaboration and alignment of key actors.

The following specific challenges have shaped the Strategic Lines of Action presented below in the region's Roadmap:

- Promote the benefits of generating and monitoring adequate and up-to-date information, to plan the use of resources and decision-making based on disaggregated data and empirical evidence for reducing the inequality gap in access to services.
- Increase the environmental, social and economic quality and sustainability of service delivery in the region by improving articulation and coordination between government agencies and their partners.
- Support the development of technical, social and financial competencies of decision-makers at both national and municipal levels.
- Recognize the work that community systems have done and advocate for the strengthening of their community systems and technical,

social and financial capacities to improve and complement the services they already provide to communities.

- Strengthen existing multi-stakeholder platforms for coordination, decision-making, and building mutual accountability.
- Strengthen the competencies of focal points and other actors in each stakeholder group for informed participation in multi-stakeholder platforms, and advocate for their participation in these platforms.
- Strengthen and promote CSO participation in multi-stakeholder platforms to ensure prioritization of actions focused on serving the most vulnerable communities and reducing existing inequalities in the region.
- Raise the prioritization of water, sanitation and hygiene in public investment in infrastructure, as well as in the institutional capacities needed for the sustainability of water and sanitation services, by helping countries to identify innovative sources of financing.
- Raise the prioritization of public investment in WASH in national budgets, promote its recognition as a strategic sector for health and social development, and promote action by multilateral organisations in the region.
- Strengthen the institutional capacities needed to improve the identification of priorities and use of existing resources to target them to close inequality gaps, as well as to improve the quality of services in terms of transparency and accountability to identify new and innovative sources of financing.

CEPAL (2019). Panorama Social de América Latina. Consultado 1ero de junio 2020 en: [https://repositorio.cepal.org/bitstream/handle/11362/44969/5/S1901133\\_es.pdf](https://repositorio.cepal.org/bitstream/handle/11362/44969/5/S1901133_es.pdf)

## STRATEGIC LINES OF ACTION 2021-2025

### SWA STRATEGIC OBJECTIVE 1:

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

1. **Engage national and regional political leaders and key actors**, improving and coordinating advocacy work especially with ministers and parliamentarians, involving them in FMM and SMM, as well as improving coordination with key regional platforms and processes.
2. **Strengthen the commitment and advocacy capacities of SWA Focal Points**, ensuring their appointment across all constituencies, and providing them with training opportunities.
3. **Leave no one behind**, promoting the generation and use of disaggregated data for decision-making that prioritises the most vulnerable groups, and strengthening the necessary capacities.

### SWA STRATEGIC OBJECTIVE 2:

Champion multi-stakeholder approaches for achieving universal access to services

1. **Strengthen national WASH multi-stakeholder platforms**, through stakeholder training and cross-country exchange, and by supporting the creation of new national platforms where necessary.

### SWA STRATEGIC OBJECTIVE 3:

Rally stakeholders to strengthen system performance and attract new investments

1. **Strengthen systems to attract new investments** by supporting and promoting capacity building and fostering technological innovation.
2. **Promote national efforts to increase investment to reduce inequalities** by supporting technical training on the generation and use of data, advocating with data on the persistence of inequalities, promoting innovative financing models, and promoting recognition of community management systems.

FIGURE 1

## ROADMAP FOR THE LATIN AMERICA AND THE CARIBBEAN REGION 2021-2025

STRATEGIC LINE OF ACTION	ACTIVITIES	PURPOSE
<b>S01: BUILD &amp; SUSTAIN POLITICAL WILL TO ELIMINATE INEQUALITIES IN WATER, SANITATION &amp; HYGIENE</b>		
<b>1.1 Engaging national and regional political leaders and key actors</b>	Implement a high-level Advocacy Strategy for each partner country, with a strong focus on parliamentarians and ministers within and outside the sector	<ol style="list-style-type: none"> <li>1. Support focal points to engage parliamentarians and ministers and organise awareness-raising events on the benefits of investing in WASH and the importance of closing inequality gaps for the country's development</li> <li>2. Support the declaration of access to safe water and sanitation as a human right in countries that do not have it and ensure that it is enshrined in national laws and plans for its implementation</li> <li>3. Promote investment in systems for measuring and monitoring up-to-date and disaggregated information for planning investments in drinking water, sanitation and hygiene</li> <li>4. Promote the importance of access to information, transparency and accountability for better investments in the sector</li> </ol>
	Strengthen the coordination of advocacy actions at regional and country level	<ol style="list-style-type: none"> <li>1. Focus advocacy actions at the country level on the prioritisation of actions for the most vulnerable populations in order to reduce inequality gaps</li> <li>2. Promote advocacy training on issues related to reducing inequality in access to water, sanitation and hygiene and how this contributes to environmental sustainability, health promotion and development, and gender equality</li> <li>3. Recognise the role of CSOs in helping to identify and link with the most vulnerable populations and promote their participation in decision-making and advocacy spaces of SWA's partners</li> </ol>
	Supporting the organisation of the MMS and the MMF	<ol style="list-style-type: none"> <li>1. Engage Ministers in the SWA, MMS and MMF high-level policy dialogues</li> <li>2. Identify the benefits of making national commitments in the SWA framework for promotion among SWA partners in the region</li> <li>3. Support countries in establishing and implementing their national commitments</li> <li>4. Highlight the contribution of SWA in strengthening governance processes and reducing inequality at the national level</li> <li>5. Promote the region-specific benefits of the SWA framework and its adoption by the countries of the region</li> </ol>
	Implement Harmonisation Plans with intergovernmental and other Regional Platforms and Processes (PHPRs)	<ol style="list-style-type: none"> <li>1. Improve coordination with other regional bodies: <ul style="list-style-type: none"> <li>- Avoid duplication of projects and processes</li> <li>- Coordinate schedules and processes</li> <li>- Support the training activities of regional organisations</li> <li>- Identify opportunities for advocacy, especially on cross-cutting issues such as Climate Change, Gender, or Inequality</li> </ul> </li> </ol>
<b>1.2 Strengthen the commitment and advocacy capacities of SWA focal points</b>	Identify and name the missing focal points for each constituency	<ol style="list-style-type: none"> <li>1. Achieve country-wide articulation and coordination between focal points</li> </ol>
	Offer competence development opportunities to SWA focal points	<ol style="list-style-type: none"> <li>1. Develop and implement a capacity building plan that supports the realisation of SWA objectives at global, regional and national levels, based on capacity needs mapping of focal points</li> <li>2. Ensure capacities and knowledge to exercise the focal point role</li> </ol>
<b>1.3 Ensure No One is Left Behind</b>	Promoting the use of disaggregated data in decision making	<ol style="list-style-type: none"> <li>1. Promote the benefits of adequate and up-to-date information for decision making in regional and national intergovernmental platforms</li> <li>2. Share successful disaggregated data generation and monitoring systems between countries</li> <li>3. Have adequate and up to date information to guide interventions</li> </ol>
	Strengthen partners' capacity for advocacy and decision-making that prioritises the most vulnerable groups	<ol style="list-style-type: none"> <li>1. Identify with disaggregated data the groups with the least access to safe drinking water, safely managed sanitation in order to target investment and capacity building programmes and plans to these groups and localities</li> <li>2. Use the results of the analysis to inform advocacy and capacity building activities of SWA and its partners</li> </ol>

FIGURE 1

## ROADMAP FOR THE LATIN AMERICA AND THE CARIBBEAN REGION 2021-2025

STRATEGIC LINE OF ACTION	ACTIVITIES	PURPOSE
<b>S02: CHAMPION MULTI-STAKEHOLDER APPROACHES TOWARDS ACHIEVING UNIVERSAL ACCESS TO SERVICES</b>		
<b>2.1 Strengthening national WASH multi-stakeholder platforms</b>	Design and implement a learning exchange plan between partner country platforms, based on needs mapping	<ol style="list-style-type: none"> <li>1. Mapping information and knowledge needs</li> <li>2. Design a learning exchange plan between different actors at country level</li> <li>3. Generate regional synergies for strengthening common themes (i.e. transparency and accountability, information-based decision making, sustainability and climate change, gender equity, all in relation to water, sanitation and hygiene)</li> <li>4. Support partner countries to share their experience and knowledge through South-South and triangular exchanges</li> </ol>
	Organise technical trainings for existing platforms on the Mutual Accountability Mechanism and its benefits, and the other SWA tools	<ol style="list-style-type: none"> <li>1. Incorporate SWA principles, collaborative behaviours, core structures and the Mutual Accountability Mechanism into existing national level coordination processes and platforms</li> </ol>
	<p>Supporting the creation of national multi-stakeholder WASH platforms where they do not exist</p> <p>Strengthen existing multi-stakeholder WASH platforms</p>	<ol style="list-style-type: none"> <li>1. Ensure that all partner countries have a multi-stakeholder (or cross-sectoral) WASH platform that includes WASH</li> <li>2. Ensure that multi-stakeholder platforms are deliberative bodies that can trigger processes or actions</li> <li>3. Encourage platforms to include the participation of Ministers of Finance</li> </ol>
<b>S03: RALLY STAKEHOLDERS TO STRENGTHEN SYSTEM PERFORMANCE AND ATTRACT NEW INVESTMENTS</b>		
<b>3.1 Strengthening systems in order to attract new investments</b>	Support technical training events on the generation and use of data for budgeting that responds to needs and reduces gaps, particularly for M&E and Finance staff	<ol style="list-style-type: none"> <li>1. Improve data production</li> <li>2. Demonstrate the impact of low transparency, poor accountability and inequalities on existing revenue and budget collection and on the performance of water sector systems</li> </ol>
	Promote investment in training of human talent in the public and community sector to improve services	<ol style="list-style-type: none"> <li>1. Advocate for investment in training of service providers (public and community) in technical, social, economic and environmental WASH-related issues (e.g. HRSD, transparency, climate change impact and health, among others) in order to strengthen systems, improve services and attract greater investment</li> </ol>
	Encourage investment in the development of innovative technologies suitable for the region through greater linkages between academia, CSOs and government	<ol style="list-style-type: none"> <li>1. Promote knowledge management by enhancing the dissemination of the studies and tools developed in the region</li> <li>2. Foster linkages between the community of academia, CSOs and governments for the development of new technologies</li> </ol>
<b>3.2 Foster national efforts to increase investment in reducing inequalities</b>	Advocate for SWA's partner governments and regional partners to strengthen investment monitoring, and support the development of new funding instruments	<ol style="list-style-type: none"> <li>1. Identify and support training events on innovative models of monitoring and financing</li> <li>2. Encourage and promote data sharing between departments, ministries and other actors</li> <li>3. Promote accountability for gaps and inequalities</li> <li>4. Support governments and other SWA partners to identify new sources and instruments of funding</li> <li>5. Highlight the persistence of inequalities in the region at the highest national and international political level</li> </ol>
	Promote the recognition and strengthening of community water and sanitation management systems	<ol style="list-style-type: none"> <li>1. Advocate for an inventory, by country, of the existing capacity of community water supply (and to a lesser extent sanitation) systems, and identify their needs in terms of both capacity and investment to improve the performance of their systems</li> <li>2. Based on the inventory and needs, advocate for the development of a capacity building plan for community management systems, respecting their community decision-making structures</li> <li>3. Based on the inventory, disseminate good practices and knowledge about successful community management systems</li> <li>4. Advocate at the highest national and international political levels for community management systems to be recognised and supported</li> </ol>



FIGURE 2

## PRINCIPAL ACTIVITIES AND ANNUAL TARGETS IN THE LATIN AMERICA AND THE CARIBBEAN REGION

SWA STRATEGIC OBJECTIVES	1: BUILD & SUSTAIN POLITICAL WILL TO ELIMINATE INEQUALITIES IN WATER, SANITATION & HYGIENE	2: CHAMPION MULTI-STAKEHOLDER APPROACHES TOWARDS ACHIEVING UNIVERSAL ACCESS TO SERVICES	3: RALLY STAKEHOLDERS TO STRENGTHEN SYSTEM PERFORMANCE AND ATTRACT NEW INVESTMENTS
PRINCIPAL ACTIVITIES <b>Latin America and the Caribbean</b>	Implement a <b>High-Level Awareness and Advocacy Strategy</b> for each country	Design and implement a <b>learning exchange plan between the platforms</b>	Supporting <b>training events on the generation and use of data</b> for budgeting
	Strengthening the <b>coordination of advocacy actions</b>	<b>Technical training on the Mutual Accountability Mechanism</b> , and other SWA tools	Promote <b>investment in human talent training</b>
	Supporting the organization of <b>SMM</b> and <b>FMM</b>	Supporting the <b>creation of new multiple national WASH platforms</b> and strengthening the existing ones	Encouraging investment in <b>technological innovation</b>
	Implementing <b>Harmonization Plans with Regional Platforms and Processes</b>		Promote <b>better monitoring of investments</b> , and support the <b>creation of financing instruments</b>
	<b>Identify and name the missing focal points</b> for each constituency and <b>provide training</b>		Promote the <b>recognition and strengthening</b> of community <b>management systems</b>
	Promote use of <b>disaggregated data</b> in decision making		
	Strengthen the <b>capacities</b> of partners for <b>decision-making</b> that prioritizes the <b>most vulnerable groups</b>		



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