

Minutes

Steering Committee Meeting

8 – 9 December 2021

Sanitation and Water for All Steering Committee meeting – 8 & 9 December 2021

Minutes

Participants

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

Governments

Eastern and Southern Africa

- Mr. Makhosini Khoza, Eswatini
- Mr. Khalid Massa, Tanzania

East Asia and the Pacific

- Mr. Oak Rabun, Cambodia
- Mr. Sok Saravuth, Cambodia - *alternate*

Latin American and Caribbean

- Ms. Maria Bethania Tellechea López (MBT), Paraguay - *alternate*

Middle East and North Africa

- Ms. Majeda Alawneh, State of Palestine

South Asia

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

West and Central Africa

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

Central and Eastern Europe and the Commonwealth of Independent States

- Ms. Diana Carlos, Portugal

Civil Society Organizations

- Ms. Barbara Schreiner, Water Integrity Network
- Ms. Kimberly Lemme, Water for People – *alternate*
- Mr. Mohammed Zobair Hasan, Development Organisation of the Rural Poor (DORP) - *alternate*
- Ms. Nathalie Seguin Tovar, Freshwater Action Network Mexico (FANMex)
- Ms. Sareen Malik, ANEW
- Mr. Seetharam M.R., VILD foundation

External Support Agencies

- Ms. Kelly Ann Naylor, UNICEF
- Ms. Lisa Schechtman, US Agency for International Development (USAID)
- Mr. Nazim Khizar, UNICEF (DFAM)
- Mr. Paul Deverill, Foreign, Commonwealth & Development Office (FCDO)
- Ms. Rekiya Adamu Atta, UNICEF (FSO)

Private Sector

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

Research and Learning

- Ms. Anna Virginia Machado, LabGea
- Ms. Sarah Dickin, Stockholm Environment Institute (SEI)

Observers

- Ms. Leanne Burney, UN-Water
- Mr. Bruce Gordon, WHO
- Mr. Kitchinme Bawa, AMCOW

Guests

- Mr. Chreay Pom, Cambodia
- Ms. Christina-Anne Kyosti, Chief Strategy and Operations Officer, Moving Brands Agency

Secretariat

- Ms. Alexandra Reis, Communications
- Ms. Angie Saleh, Governance and Partnerships
- Mr. Christophe Pasquier, Resource Mobilization
- Ms. Lucinda O'Hanlon, Policy and Strategy
- Ms. Ludovica Bartoli, Governance and Partnerships
- Mr. Muyatwa Sitali, Country Engagement

SC Members and Observers who did not attend:

- Mr. Dhoba Lovemore, Zimbabwe (member)
- Mr. Dominic O'Neill, Sanitation & Hygiene Fund (SHF) (member)
- Mr. Oscar Izquierdo Sandí, Costa Rica (member)
- Mr. Parameswaran Iyer, World Bank (observer)

Summary of Decisions

Decision 1: Agenda

The Steering Committee approves the agenda for the meeting.

Decision 2: Minutes

The Steering Committee approves the minutes of the June 2021 meeting.

Decision 3: Budget and Workplan

The Steering Committee approves the 2022 budget and workplan and asks the Secretariat to start implementing it as necessary.



Minutes Steering Committee Meeting 8 – 9 December 2021

Decision 4: Planning and Budgeting Process

The Steering Committee asks the Secretariat, for all future planning cycles, to ensure that the schedule of meetings of governance bodies, is well communicated early every year. In particular, Sub-Committee and working group members should be made aware of the key dates relevant for an efficient and coordinated planning process.

Decision 5: Governance Document

The Steering Committee approves the draft Governance Document and all the changes suggested by the Governance and Finance Sub-committee (GFSC) and asks the Secretariat to take the necessary actions to publish the new version on the website and share it with the Steering Committee members as soon as it's available.

Decision 6: Steering Committee Elections

- The SC approves the proposal by the Secretariat to organize elections according to the approach and timeline presented in the proposal for 2022 elections.
- The SC appoints Ms. Ludovica Bartoli as the elections officer for the 2022 SC elections.

Decision 7: Communications Campaign

The Steering Committee requests the Program and Strategy Sub-committee (PSSC) to lead on support to the Secretariat in the development of the Communications Campaign. This includes, giving input and advice on the manifestos, engagement of the partnership, and the roll out of the campaign.

Decision 8: New Partners

- The Steering Committee approves the suggested recommendations to accept new partners under the Civil Society Organizations, Private Sector, Research and Learning and Utilities and Regulators constituencies according to what was presented in *Document #7.2 - Note on New Partner Applications*¹. The Steering Committee asks the Secretariat to take the necessary steps to welcome these applicants to the partnership and to add them as partners to the website.
- The Steering Committee asks the Secretariat to request more information from the CSO, ESA and Private Sector applicants that did not comply with all the admission criteria.

Decision 9: 2022 Steering Committee Meetings

The Steering Committee has decided on the following dates for the 2022 Steering Committee meetings:

- 29 March Virtual Steering Committee Meeting
- 21 – 22 June Virtual Steering Committee Meeting
- 6 – 7 December in person Steering Committee Meeting

Minutes

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

8 December 2021

Session 1: Introductions and Overview

Mr. Moriarty welcomed the Steering Committee (SC) members. He gave an overview of the agenda, and proposed small adjustments, which were approved. The SC also approved the minutes of the June 2021 SC Meeting.

Mr. Moriarty then presented his report on the Executive Oversight Committee (EOC) giving a short summary of the EOC, its mandate, its frequency of meetings, the standing agenda items it discusses, and the other main issues it has debated during 2021. He also presented a list of all the decisions the EOC made, which regarded time sensitive matters that required action. He explained that the majority of the EOC discussions served to support the Chief Executive Officer (CEO) make strategic decisions on issues related to the management of the Secretariat and the partnership. He then explained the

¹ A full list of new partners is in Annex 1.

Minutes

Steering Committee Meeting

8 – 9 December 2021

foreseen changes to the EOC authorities that would be discussed in more detail in the context of the Governance Document Review.

Ms. de Albuquerque guided the SC members through the list of pending actions from the previous SC meeting with the corresponding progress and status. There were no pending decisions. All the pending actions were on track.

Ms. de Albuquerque then presented the results of the SC feedback forms and explained that only 10 responses from SC members were received compared to 12 responses received in June. She encouraged SC members to fill them in and welcomed updates on the SWA-related work of SC members all year round. She also emphasized the support that SC could provide in supporting the secretariat in approaching donors, recalling that this is one of the functions of the SC in their support to the CEO.

Decision 1: Agenda

The Steering Committee approves the agenda for the meeting.

Decision 2: Minutes

The Steering Committee approves the minutes of the June 2021 meeting.

Session 2: Workplan and Budget Update

Updates on Workplan

Ms. de Albuquerque offered an overview of activities and results achieved since the beginning of the year with a focus on those achieved since the June update to the SC.

Ms. de Albuquerque's presentation included information on:

- 1- **The Global Leadership Council (GLC)** which was launched earlier in 2021. She appreciated that all of the seven eminent members have been generous with their time and networks, seizing opportunities to advocate on behalf of SWA, and water, sanitation and hygiene as fundamental human rights.
She explained how they have paired up with other global influencers, in order to amplify the reach of SWA.
- 2- **Country Engagement**, where a new approach was tested in 2021 through identifying priority countries. Ms. de Albuquerque explained that this does not mean leaving anyone behind, but rather giving more targeted and focused support on each objective to several countries, while still providing regular support to the rest. She explained how the Secretariat works with Governments and other constituency partners in these priority countries to identify partners and platforms who can play a role in pursuing SWA's objectives.

For Objective one, taking account of the focus on climate action in 2021, she mentioned that the Secretariat facilitated work sessions on climate and water, sanitation, and hygiene with around 20 countries. She then gave the example of the Republic of the Congo, where targeted support was provided to integrate water, sanitation and hygiene into the Nationally Determined Contribution (NDC), and as a result water, sanitation and hygiene is second in the nine priority areas.

For Objective two, the Secretariat focused on two groups of countries: those without multi-stakeholder platforms; and those with existing platforms but requiring support to improve their effectiveness. Ms. de Albuquerque explained that there has been progress in at least 6 countries out of the ten which were prioritized. She then gave the experience in Nepal as a noteworthy example where SWA has been supporting work towards a national joint sector



Minutes Steering Committee Meeting 8 – 9 December 2021

review in 2022, and where the engagement of the SWA Private Sector Constituency has been very strong.

For Objective three, she explained how the Partnership continues to take forward the discussions that took place at the Finance Ministers' Meetings last year. She also mentioned that through the Systems and Finance Working Group (SFWG), advocacy is coordinated around i) the lack of good governance and a systems approach to financing water, sanitation and hygiene services and poor data and ii) an inadequate finance architecture. The SFWG has facilitated at least nine bilateral conversations, aimed at linking up water, sanitation, and hygiene sector ministries with finance ministries.

Catalytic Funds – In 2021, catalytic funds were provided in relation to CSO proposals, as well as projects focused on strengthening multistakeholder platforms, in order to increase engagement with the Mutual Accountability Mechanism. Reports from partners receiving such funds already demonstrate interesting results, particularly in terms of increasing meaningful partner engagement.

Ms. de Albuquerque then reflected on some of the **main lessons learned** from the 2021 country prioritization process and she summarized the top three actions for the future as: start sooner, plan for longer, and be flexible.

- 3- **Climate Action** which is the partnership's priority focus area for 2021. Ms. de Albuquerque summarized some of the achievements accomplished on climate action as follows:
 - The partnership has had a direct impact on getting water, sanitation and hygiene into NDCs in certain countries.
 - SWA has actively contributed to major initiatives such as the Marrakech Partnership, the WaterAid Water Climate Finance Initiative, and the Green Climate Fund guidelines on water.
 - Bringing the voice of the partnership to global events such as the Climate Adaptation Summit, the Petersberg Dialogue, World Water Week, and for the first time, COP in Glasgow; as one of the core partners organizing the first ever water pavilion.
 - Our champions came to COP for SWA and brought the messages of the partnership to wider audiences – Kumi Naidoo and Nicki Becker.
 - SWA used its communications expertise to enable the partnership to speak with one voice, including through the climate task team where common messages were agreed and disseminated.
- 4- **Gender Equality** – the SWA campaign on gender this year reached about 5 million people where the benefits of meaningful participation by women across the whole water, sanitation and hygiene value-chain was highlighted. Throughout the year, important gender issues such as period poverty, the integration of a gender perspective in the preparation of national budgets for water, sanitation and hygiene and the role of women in developing sustainable solutions for adapting to and mitigating climate change were key.
- 5- **Human Rights**. Ms. de Albuquerque stressed that the human rights to water and sanitation are a cornerstone of SWA's work. Building from the focus of World Water Day on Valuing Water, a human rights campaign focused on affordability was launched, which included videos and testimonials reaching an estimated 3 million people. She added that in July, SWA also launched a web version of the Handbook for Realizing the Human Rights to Water and Sanitation, with the objective of bringing it to new audiences, making it more accessible and updated.



Minutes Steering Committee Meeting 8 – 9 December 2021

- 6- **The Mutual Accountability Mechanism (MAM)** remains one of SWA's signature initiatives, which in 2021 included continued support to partners, a Global report, and thought-provoking research. Ms. de Albuquerque explained how in 2021, partners continued to engage with the MAM as a tool to support collective action towards common objectives. She said that there were 34 new commitments and 48 new progress reports and stressed that these numbers need to grow. The SMM will provide important momentum in this regard.
- 7- **The work on and with youth** increased substantially in 2021. Ms. de Albuquerque highlighted two main activities that really pushed this work forward in 2021:
 - a. An SWA Youth Strategy, approved by the SC in June, will be officially and externally launched in January 2022.
 - b. SWA's Youth Champion - Nicole Becker, a climate and feminist activist from Argentina – was a great advocate for water and sanitation throughout 2021.
- 8- **Repositioning WASH & Communications Campaign** – Ms. de Albuquerque referred to how SWA is working on changing the way it communicates to “go back to basics” and frame the water and sanitation sector as the undisputed foundation from which to tackle the world's needs. She stressed that the point is to better explain water, sanitation, and hygiene's positive contribution to global development, to make sure that messages not only resonate with external audiences, but that they make these external audiences our champions.
- 9- **Working for Results** – Ms. de Albuquerque then presented on how SWA has been performing against the Results Framework for the first year of its implementation – focusing on two levels of assessment for this round: 1) Secretariat activities and outputs – this is measured through Activity Monitoring System which requires reporting twice a year; and (2) Intermediate outcome benchmark indicators, which are assessed by partners at country level. Concerning the intermediate outcomes, in 2021, 34 monitoring champions were identified, 15 were trained and 7 completed country self-assessments. She stressed that in 2022, SWA must accelerate progress in ensuring wider uptake of the results framework across the partnership – guaranteeing that at least half of all partner countries undertake the country self-assessment, and then continue to use it each year, so that progress can be tracked.

Ms. de Albuquerque received positive feedback from the members of the SC on the work being done. There was a positive discussion around the use of priority countries to focus our work. There was confirmation from the Secretariat that peer-to-peer exchanges are one of the most effective ways for sharing experiences. The SWA Impact Booklet is one example of how positive experiences are disseminated for the benefit of the whole partnership.

Budget Update

Ms. de Albuquerque then introduced Mr. Christophe Pasquier who joined the Secretariat last June as the Resource Mobilization and Programme Manager. Mr. Pasquier first presented an update of the 2021 budget. A 6.5 million USD budget was approved by the SC in January for the current year. Then, after the SMM was postponed, the SC approved a revised budget of 5.3 million USD. He mentioned that as of November 30, 2021, 81% of the budget was utilized and that by the end of the year, it is expected that around 86% of the budget will have been spent.



Minutes Steering Committee Meeting 8 – 9 December 2021

2022 Work Plan

Ms. de Albuquerque then presented the highlights of the 2022 Work Plan across the three objectives: **Under Objective 1**, she said that SWA's main activity will be the Sector Ministers' Meeting (SMM). GLC engagement and reaching out across sectors will also continue to be priorities. She mentioned that we anticipate continuing to prioritize climate, gender and human rights; while laying the groundwork to work on other types of crisis, and integrity.

Under Objective 2, she mentioned that through the priority countries, SWA will continue to support the engagement through multi-stakeholder platforms. On the MAM, we hope to have an accountability moment at the SMM, which will be one way that we try to generate momentum for more countries to make, and review, commitments.

Under Objective 3, she stressed that a consultancy in the Secretariat was recently advertised dedicated to this work, and the important work of the Systems and Finance Work Group will continue, including support to countries. She also mentioned that we will need to already begin preparing for the next FMM.

2022 Budget

Mr. Pasquier then presented the budget for 2022. He said that it was prepared based on a couple of assumptions:

- a. There will be a full in person SMM in May 2022 in Indonesia
- b. We will manage to fill the funding gap during 2022

Mr. Pasquier said that the proposed budget for 2022 is: \$6.18M. A slight decrease compared with the 2021 initial budget of \$6.5M (that also included a SMM). He then mentioned that it is based on a funding outlook of \$4.8M and that in the event that this gap cannot be covered, an overall reduction on programmatic budget lines will be applied to stay within the limits of available funding. He confirmed that the prioritization of activities has already been carried out, which will allow for swift budget decisions if required.

He then explained that the budget is in line with the workplan, following the same structure: 3 objectives and governance & operations, in line with the strategic framework; with staff and consultant costs allocated to each objective in proportion of each staff level of work.

Mr. Pasquier then informed the SC that the proposed budget has a funding gap of 1.4 million. He confirmed that the Secretariat is actively fundraising and also in active discussions with partners about possible cost-sharing arrangements in relation to the SMM. He stressed that we are also grateful to SC members for their advice, and support, to help in resource mobilization.

Ms. de Albuquerque then explained the Resource Mobilization efforts undertaken during 2021, as well as the Resource Mobilization Action Plan for 2022.

She explained that in 2021 SWA has:

- expanded its market analysis efforts to try to **identify more potential donors** and that this resulted in the creation of a "heatmap" (69 potential donors identified to date) for which each donor is thoroughly analysed to confirm its potential fit with SWA and SWA's chances of securing funding.
- increased its efforts in **reaching out to new donors** by sharing key SWA information and by targeting its communication based on donors' interest. At the time of the SC meeting, SWA has already had more than 15 donor meetings.

She then explained that the Action Plan for 2022 is twofold:

Minutes

Steering Committee Meeting

8 – 9 December 2021

- 1) **Securing existing and past donors** through ensuring that our existing donors continue funding us in the coming years, increasing funding from existing donors, and reconquering past donors; and
- 2) **Securing new funding through** a) exploration: market analysis; b) identification: multiply introductory meetings with potential donors, c) cultivation: strengthen relationships with potential donors, and d) solicitation: submitting powerful proposals and securing funding.

Ms. de Albuquerque ended by stating that the Secretariat takes SWA's vision and mission very seriously. She mentioned that we have key milestones between now and 2030 to help keep our momentum. She stressed that the 2022 SMM will be a golden opportunity to inject more urgency into our actions to reach the acceleration we need to meet our objectives.

The Steering Committee congratulated Ms. de Albuquerque on all the efforts being done on Resource Mobilization. Ms. de Albuquerque confirmed she is optimistic about Resource Mobilization and reiterated that support by SC members is most appreciated -- to open doors with new donors; keep current donors, increase contributions and to bring back donors we have lost. The newly revived Fundraising Work Group will facilitate some of these connections with donors.

A point was made that the Programme and Strategy Sub-Committee (PSSC) could play a role in the planning process so that programmatic priorities coming from work groups are included in the budget and work plan. It was consequently agreed to add a new decision that guarantees meetings with all Sub-Committees and dates are communicated early on for more inclusion.

Decision 3: Budget and Workplan

The Steering Committee approves the budget and workplan and asks the Secretariat to start implementing it as necessary.

Decision 4: Planning and Budgeting Process

The Steering Committee asks the Secretariat, for all future planning cycles, to ensure that the schedule of meetings of governance bodies, is well communicated early every year. In particular, Sub-Committee and working group members should be made aware of the key dates relevant for an efficient and coordinated planning process.

Session 3: The Mutual Accountability Mechanism (MAM)

Ms. Mariana Dias Simpson, Coordinator of the Mutual Accountability Mechanism, presented the Global MAM Report, released on 18 November 2021 which has enabled a reflection on achievements since the MAM was launched at the end of 2018.

Ms. Dias Simpson also presented some of the key examples featured in the report and the most common themes of commitments, namely the development of national plans and strategies, financing, sector coordination, targeting inequalities and monitoring. There has been a steady rise in the number of commitments and there are currently 346 commitments tabled by over 140 partners across all constituencies, from every region around the globe, including by 50 national governments. The report lays out key actions for the next three years including: Strengthen multi-stakeholder platforms; Improve global commitments and engagement; and Create 'accountability moments'.

There was a rich discussion around the multi-stakeholder nature of commitments and how there is a need to strengthen this aspect. Steering Committee members confirmed that the MAM is essential for the success of SWA and its mission. More efforts are needed to engage those constituencies which have yet to utilize the MAM in a meaningful way. At the same time, attention is needed to the quality of the commitments made, rather than only increasing in quantity.

In terms of types of commitments, SC members discussed the value of commitments that are made in support of government commitments by other constituency actors in the country.



Minutes Steering Committee Meeting 8 – 9 December 2021

The importance of linking commitments to the outcome that they yield was also emphasized, as well as the importance of progress reports that would track implementation of commitments.

During the discussion, the upcoming SMM was highlighted as an opportunity for building momentum around commitments, offering a clear deadline and framework for mobilization. It was also pointed out that following COP26, countries now have a task to revisit their mitigation and adaptation plans, with more funding promised for adaptation, and that the SMM can serve as a milestone to include water and sanitation in the National Adaptation Plans (NAPs) within a multi-stakeholder process. The Secretariat confirmed that it is exploring ways to feature commitments at the SMM through various creative formats.

Session 4: Updates from the Programme and Strategy Sub-Committee (PSSC)

2021 Progress Update

Ms. Lisa Schechtman presented a progress update, including on the development of work modalities, such as the establishment of a governance webpage. She confirmed that the work groups are now aligned to the Strategic Objectives – three work groups each covering one Objective. The High Level Political Dialogue Work Group (HLPDWG) and Systems and Finance Work Group (SFWG) are making good progress overall.

She explained that the Country Processes Work Group, is being reconstituted as the “Multi-Stakeholder Collaboration Working Group – MSCWG”. This WG will cover Objective Two and include work on regional engagement – i.e., the regional roadmaps and regional work plans. Ms. Schechtman stressed what an important step this was and encouraged everyone to gather support from country and regional levels for this work group which will aim to draw its membership particularly from those levels.

Regional Work Plans

Mr. Muyatwa Sitali, Head of Country Engagement, gave a quick update on the process for developing regional work plans, mentioning the Secretariat prepared a template for regional workplans that are now tailored towards specific actions that correspond to Strategic Lines of Action contained in each regional workplan. Partners in all the constituencies have been approached with the request to indicate which of the regions and Strategic Lines of Action they are interested to work on with others. A few partners have responded to this request already.

2022 Work Plan

Ms. Schechtman then presented the highlights of the 2022 PSSC work plan. She stressed that the PSSC believes that it has a responsibility towards the partnership and the Steering Committee to contribute to the thinking and the strategic direction behind programming. It was therefore agreed that for 2022, two new areas of work will be added to the work of the PSSC:

- 1- a standing item on the agenda of each meeting on supporting SWA’s outreach including campaigns and how can we engage our partners in those campaigns both globally and at country level,
- 2- ensuring that there is continuity between the different high-level meetings, and that they build upon and complement one another.

Ms. Schechtman then also gave a quick overview of the highlights of the workplans for both the HLPDWG, and the SFWG.

Sector Ministers’ Meeting (SMM) Update

Mr. Paul Deverill gave an update on the SMM, noting that SWA’s Secretariat has been engaging in regular planning discussions internally as well as with the Government of Indonesia (including a conversation between the CEO and the Indonesian Minister of National Development Planning) and



Minutes Steering Committee Meeting 8 – 9 December 2021

UNICEF. Mr. Deverill confirmed that the Government of Indonesia is keen to host the SMM in person on 18-19 May 2022.

Mr. Deverill then mentioned that the HLPDWG has internally consulted on the number of representatives per constituency expected to attend the SMM – guided by the numbers from the last one. A Task Team to work with the Secretariat to prepare the SMM is scheduled to be established at the December meeting of the HLPDWG.

The Secretariat is starting to send out Save the Date Letters, and the CEO has been engaging in active conversations on cost sharing and in-kind contributions with many partners.

Mr. Deverill then mentioned that the preparatory process started in October 2021 with kick off webinar as well as a post COP26 webinar in December 2021. The preparatory process includes:

- regular government-led dialogues, and country-by-country discussions;
- multi-sectoral involvement (including representatives of climate, economy and health ministries, besides the water and sanitation ministries);
- multi-stakeholder participation across different constituencies, and
- definition of priority actions and commitments through the Mutual Accountability Mechanism

Mr. Deverill also highlighted the opportunity for influencing National Adaptation Plans in the lead up to the SMM. There was also considerable interest of SC members to assist the HLPDWG, and especially the SMM Task Team.

9 December 2021

Session 5: Updates from the Governance and Finance Sub-Committee (GFSC)

2021 Progress Update

Ms. Barbara Schreiner reported on progress against the GFSC workplan, citing generally good progress on all items. She mentioned that the GFSC has four standing result areas in its work plan:

- 1- **Governance and reputational risks are managed responsibly** - this includes issues such as governance, accountability, complaints mechanisms and managing risks. This year some progress has been achieved on this workstream.
- 2- **Adequate financial and performance oversight of the secretariat.** Through the Finance and Performance Work Group, Ms. Schreiner mentioned that this activity is on track in terms of the review of the budget, funding, and workplan.
- 3- **Enhanced planning processes and governance structures.** A review of the Governance Document has been conducted this year, which will be discussed later in the meeting. A Governance website is under development. The Table of Authorities has been approved. The Grants Oversight Task Team was put in place temporarily for this year and has done its job very well to oversee the CSO catalytic grants.
- 4- **Financial stability of the SWA Partnership secured for four years.** Ms. Schreiner explained that this is a function of the CEO that the GFSC, the SC, and the Fundraising WG are supposed to support.

2022 Work Plan

Ms. Schreiner then presented the 2022 work plan for the GFSC. She explained that the GFSC will maintain the same four key result areas and add two more: (1) renewed SC composition as there will be elections for some places, including for leadership positions; (2) the ongoing UNICEF audit of all hosted funds and recommended follow-up actions that result.

Minutes

Steering Committee Meeting

8 – 9 December 2021

Mr. Pasquier provided an update on the audit, mentioning that so far SWA has submitted all the required documents and that he and the CEO were interviewed by the auditors. At the time of the meeting, no further requests or questions had been received.

Governance Document Review

Concerning the Governance Document, Ms. Schreiner began by noting the process followed for reviewing the Governance Document. Following an initial meeting at the GFSC, a Task Team (TT) was formed to lead the review. The members of the TT were: Barbara Schreiner, Patrick Moriarty, Paul Deverill, Kelly Ann Naylor and Rekiya Adamu. She mentioned that this TT read the Governance Document, discussed proposed changes, proposed further changes (over the period of almost 3 months), and in the final TT meeting, conducted a full read through of all pending issues and resolved them.

She thanked the Secretariat for the work done and presented a summary of the most significant changes introduced to the document, according to three categories of changes, namely:

1. **Proposals for a substantive change –including on** the role of the Executive Oversight Committee (EOC); the new UNICEF Standard Operating Practices (SOPs); the SC Structure; SC Operations; responsibilities and authorities of sub-committees and work groups, and Work group Chairs' term of office
2. **Proposals to add expanded sections – including on** delegation of authority to the EOC. (Section 2.5); Task Teams. (Section 2.8); the Grants Review Committee. (Section 2.9).
3. **Proposals to streamline and polish text**

Decision 5: Governance Document

The Steering Committee approves the draft Governance Document and all the changes suggested by the GFSC and asks the Secretariat to take the necessary actions to publish the new version on the website and share it with the Steering Committee members as soon as it's available.

Steering Committee Elections

Ms. Schreiner presented the Steering Committee Elections proposal. She recalled that the SC decided in June to extend, by an additional six months, the term of those who had started their mandate in December 2018, until June 2022 to guarantee a staggered rotation of the elections.

She mentioned that the seats up for election are as follows:

- 5 Governments (Tanzania, Eswatini, Portugal, Paraguay, Mali)
- 1 External Support Agency (USAID)
- 2 Civil Society Organizations (Africa and North Representatives)
- 1 Private Sector (Zenith Water projects)
- 1 Research and Learning (LabGea)
- 1 Utilities and Regulators (new seat)

Ms. Schreiner then presented the proposed election timeline which will commence on 25 January 2022. The election results will be announced on 1 April 2022, and the newly elected members will be inducted ahead of the June 2022 SC meeting.

There were no objections to this proposal.

Minutes

Steering Committee Meeting

8 – 9 December 2021

Decision 6: Steering Committee Elections

- The SC approves the proposal by the Secretariat to organize elections according to the approach and timeline presented in the proposal for 2022 elections.
- The SC appoints Ms. Ludovica Bartoli as the elections officer for the 2022 SC elections.

Session 6: Realizing the Potential of the Partnership

This session was divided into two parts. The first was led by Ms. de Albuquerque and focused on an inward reflection toward mobilizing the partnership. The second part was led by a guest speaker, Ms. Christina Kyosti, Chief Strategy and Operations Officer of Moving Brands Agency who is working on SWA's communications campaign.

In the first part of the session, Ms. de Albuquerque started the discussion by saying that mobilizing the partnership has been a top priority in 2021, but that we have not yet fully capitalized on our full potential. She stressed that the more we can find ways to deepen engagement and improve the quality of engagement, the more results we will see – as SWA and as a Sector.

In 2021 the Secretariat tried to support partner engagement, namely through: the identification of priority countries, provision of catalytic grants, and support on thematic issues like climate or finance. Areas where more engagement of partners would be desirable include participation in governance bodies, implementation of the results framework, support to resource mobilization, and further engagement with the MAM. Ideas for overcoming these challenges in 2022 include: periodic health checks with governments and other constituencies; an accountability moment at the SMM and reviving the Fundraising Work Group. In the discussion, the opportunity for more regular dialogue between Governments and the Secretariat was welcomed. The importance of peer-to-peer exchanges was also highlighted. The value of multi-stakeholder exchanges and participation was particularly emphasized. The MAM was highlighted as a valuable tool to accomplish this and to bring more constituencies and actors to actively engage. Another aspect that clearly came out was the importance of reaching out to other sectors.

In the second half of the discussion, Ms. Kyosti presented a quick overview of the campaign, including its objectives, target audiences, its main elements (such as the manifesto messages), and then an overview of next steps. Ms. Kyosti stressed that the main objectives of the campaign are to boost awareness, commitment, and funding to safe water, sanitation, and hygiene; and that the strategy is therefore based on the elevation of the message and reaching beyond the sector. She spoke of two target audiences – youth and the Elders – and the target messages for both (bottom up, and top down – respectively). Ms. Kyosti then presented some of the campaign ideas and examples of messages and tools that would be used with different audiences on different platforms and how to engage them. She mentioned that the campaign is a system that is easy to customize and make your own which is what makes it different.

Ms. Kyosti spoke about the concept of “justice delayed is justice denied” as a component of the Manifesto. In the discussion, some SC members supported this framing, while others cautioned that it has very specific connotations in certain contexts and could backfire. Another important point raised was how to break out of the sector and not use language that is too internal including the acronym “WASH”.

Decision 7: Communications Campaign

The Steering Committee requests the PSSC to lead on the support to the Secretariat in the development of the Communications Campaign. This includes, giving input and advice into the manifestos, engagement of the partnership, and the roll out of the campaign.

Minutes

Steering Committee Meeting

8 – 9 December 2021

At the end of the session, there was a short intervention by the AMCOW Executive Secretary Dr. Rashid Mbaziira, who was attending the SC meeting for the first time in his new capacity. Mr. Kitch Bawa from AMCOW also made an intervention with an update on the African Heads of State Summit planned for 20 March, linked to the World Water Forum. It will be jointly organized by AMCOW and the African Union. AMCOW confirmed that SWA Global Leader, Senegal's former Prime Minister, Ms. Aminata Touré could attend the Summit.

Session 7: Decisions (Executive Session)

Mr. Moriarty reminded SC members that there is only one vote per seat. He established that there was quorum necessary for the executive session. He also asked anyone with a potential conflict of interest to come forward. No conflict was raised. SC members approved all proposed decisions, including 8 and 9 that had not been previously discussed.

Decision 8: New Partners

- The Steering Committee approves the suggested recommendations to accept new partners under the Civil Society Organizations, Private Sector, Research and Learning and Utilities and Regulators constituencies according to what was presented in Document #7.2 - Note on New Partner Applications.
The Steering Committee asks the Secretariat to take the necessary steps to welcome these applicants to the partnership and to add them as partners to the website.
- The Steering Committee asks the Secretariat to request more information from the CSO, ESA and Private Sector applicants that did not comply with all the admission criteria.

Decision 9: 2022 Steering Committee Meetings

The Steering Committee has decided on the following dates for the 2022 Steering Committee meetings:

- 29 March Virtual Steering Committee Meeting
- 21 – 22 June Virtual Steering Committee Meeting
- 6 – 7 December in person Steering Committee Meeting

2021 SC, Secretariat and CEO Survey

Following the adoption of decisions, Mr. Moriarty made a short presentation on the results of the SC, Secretariat and CEO survey for 2021. 37 responses were received: 16 from SC members and 21 from Secretariat members. Survey participation increased considerably when compared with 2020. Mr. Moriarty also cited improvements in most categories compared to 2020 with overall, medium to high levels of satisfaction with all three elements of the evaluation. He also noted how remarkable it is that there is alignment in how each side evaluates the other which shows a good degree of understanding of functions and performance.

Mr. Moriarty added that whoever has not responded and would still like to respond to the survey can do so until the following Monday. Following this, he will write and circulate a short report on the results of the survey.

Mr. Moriarty also stressed that he would urge any SC member to become part of one of the Sub-Committees.

Ms. de Albuquerque thanked the Steering Committee members for the evaluation saying that the Secretariat is very pleased with the results and that we take the recommendations very seriously and will use it as a basis from which to find ways to improve. There was general agreement with the positive sentiment and most SC members joined in thanking the Chair and the CEO and Secretariat for the hard work and congratulated them on a year of success.

Minutes Steering Committee Meeting 8 – 9 December 2021

Action 1:

Any SC members who have not responded to the survey can do so until Monday 13 December 2021.

Action 2

The SC Chair will write an updated report on the survey results to be circulated to the SC.

AOB

Mr. Moriarty raised an AOB regarding the empty alternate seat of the LAC CSO to replace Mr. Jorge Mora Portuguese. FANCA ran a selection process and decided to nominate a FANCA member for the alternate seat, FUNDEMABV from Guatemala.

Ending

Mr. Moriarty thanked SC members and the Secretariat and closed the meeting.



Minutes Steering Committee Meeting 8 – 9 December 2021

Annex 1 – New Partners approved during the December Steering Committee Meeting

I. Applicants that provided an update of their pending status from the June 2020 and June 2021 Steering Committee Meetings

A. Civil Society Organizations

- Humanitarian Relief and Development Council (HRDC), Puntland, Somalia
- Programme d'Appui à la Lutte contre la Pauvreté pour l'Emergence et la Restauration d'un développement durable
- Rights for Disability Development Foundation, Uganda
- Integrated Social Development Effort (ISDE)

II. Applications received between July and November 2021

A. CSO constituency:

- Action de Solidarite Communautaire (ASCO)
- Coalition Nationale d'Action et de Plaidoyer pour l'Eau (CNAPE)
- Conseil de Concertation pour l'Eau et l'Assainissement de Base au Togo (CCEABT)
- Grenier pour le Développement Intégré au Bushi (GDI)
- Jejaring Air Minum dan Penyehatan Lingkungan Indonesia (Indonesia Water and Sanitation Network)
- Nazarene Compassionate Ministry-Eswatini (NCM-E)
- Pionniers en Action pour le Développement Intégré à l'Environnement (PADIE)
- Somali Community Concern (SCC)
- Vusumnotfo

B. Private Sector constituency:

- Container Based Sanitation Alliance
- INNORET

C. Research and Learning constituency:

- Departement de Gestion d'Eau et de l'Environnement, Ecole Superieure des Techniques Biologiques et Alimentaires, Universite de Lomé
- Ecole Nationale d'Ingénieurs Abderhamane Baba Touré (ENI-ABT)
- Institut National de Recherche en Sciences Exactes et Naturelles (IRSEN)
- Mzuzu University - Department of Water and Sanitation (DWAS)
- Nepal Philosophical Research Centre
- Université Abdou Moumouni

D. Utilities and Regulators constituency:

- Asociación De Entes Reguladores De Agua Potable Y Saneamiento De Las Américas (ADERASA)
- Companhia de Água e Esgoto do Estado do Ceará (CAGECE)
- Agua y Saneamientos Argentinos (AySA)
- Corporación del Acueducto y Alcantarillado de Santiago (CORAASAN)