

Minutes

Steering Committee Meeting

21-22 December 2022

Sanitation and Water for All Steering Committee meeting – 6 & 7 December 2022

Minutes

Participants

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

Governments

Eastern and Southern Africa

- Dhoba Lovemore, Zimbabwe
- Makhosini Khoza, Eswatini
- Abiy Girma Woledeselessie, Ethiopia

East Asia and the Pacific

- H.E. Mr. Oak Rabun, Cambodia

Latin American and Caribbean

- Carlos Cueto, Dominican Republic
- Alba Heredia Sena, Dominican Republic

South Asia

- Meena Shrestha, Nepal

West and Central Africa

- Djoouro Bocoum, Mali
- Oluyemisi Akpa, Nigeria
- Bragori Adjoua Helene Epse Yocolly, Côte d'Ivoire

Central and Eastern Europe and the Commonwealth of Independent States

-

Civil Society Organizations

- Binayak Das, Water Integrity Network
- Sareen Malik, ANEW
- Seetharam M.R., VILD foundation
- Mohammed Zobair Hasan, Development Organisation of the Rural Poor (DORP)

Private Sector

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

External Support Agencies

- Aidan Cronin, UNICEF
- Jorge Alvarez Sala, UNICEF
- Joke Baak, Ministry of Foreign Affairs, Netherlands
- Rekiya Adamu, UNICEF (FSO)
- Paul Deverill, Foreign, Commonwealth & Development Office (FCDO)

Research and Learning

- Russel Chidya, Mzuzu University

Utilities and Regulators

- Oscar Pintos - ADERASA

Observers

-

Secretariat

- Alexandra Reis, Communications
- Christophe Pasquier, Resource Mobilization
- Lucia Vidal, Administrative Support
- Ludovica Bartoli, Governance and Partnerships
- Marissa Streyle, Policy and Strategy
- Muyatwa Sitali, Country Engagement

SC Members and Observers who did not attend:

- Majeda Alawneh, Palestine
- Oscar Izquierdo Sandí, Costa Rica
- Diana Carlos, Portugal
- Dominic O'Neil, Sanitation and Hygiene Fund (SHF)
- Madeleine Fodge, Stockholm Environment Institute (SEI)
- Nathalie Seguin, FANMEX
- Bruce Gordon, WHO
- Comfort Kansho, AMCOW
- Federico Properzi, UN-Water

Summary of Decisions

Decision 1: Agenda

The Steering Committee (SC) approves the agenda for the meeting.

Decision 2: 2023 Budget and Workplan

The Steering Committee approves the 2023 budget and workplan and asks the Secretariat to start implementing it as necessary, taking into consideration the need to secure funding for the full budget and cover the indicated gap.

Decision 3: Risk Matrix

The Steering Committee approves the SWA Risk Matrix and asks the Secretariat to review it and present such revisions on a bi-annual basis to the Steering Committee.

Minutes

Steering Committee Meeting

21-22 December 2022

The Steering Committee also asks the Governance and Finance Sub-Committee to review risks on a quarterly basis and include such reviews in their updates to the Steering Committee.

Decision 4: Grant Review Committee Report and Workplan

The Steering Committee approves the 2023 Grant Review Committee Report and Workplan.

Decision 5: 2023 and 2024 High-level Meetings

Further to ongoing discussions with the World Bank, the Steering Committee endorses the proposal by the Secretariat to adjust the cycle of High-Level Meetings to include:

- a) Co-organizing with the World Bank two regional Africa meetings on finance during 2023. The Secretariat will also reach out to other regional institutions in Africa and will promote the involvement and participation of some West and Central African countries in the meetings.
- b) Initiation of conversations with regional development banks (including in Asia and the Americas) to co-organize two further regional Ministerial Meetings on Finance in the second half of 2023 and in the course of 2024. The World Bank will also be invited to co-convene such meetings.

These activities will be subject to the availability of resources and capacity by the Secretariat.

Decision 6: New Partners

After undertaking due diligence and having received further information, the Steering Committee accepts the following pending new partner applications:

A. CSO Constituency:

- Women's Assistance for Development (WAD-SL)
- Groupe d'Action pour la Paix et le Développement Intégré « GAPDI »
- Saher Arts for Peace & Sustainable Development (SAPSD)
- Welthungerhilfe (WHH) - Zimbabwe (existing international partner, national organisation wishes to join because of decentralised structure)
- Instituto Água e Saneamento (IAS)
- Matabeleland Institute for Human Rights
- Centre for Advocacy and Research (CFAR)
- Habitat para la Humanidad Paraguay (existing international partner, national organisation wishes to join because of decentralised structure)
- International American Relief Society (IARS)
- Fundación Gaia Pacha
- Association International Helping for the Young
- FONDATION ISHIABWE KITHOKO ANDRE, FONDIKA RDC
- Soulbent project
- Centre for Sustainable Development Society-CSDS
- Toilets for All
- Nepal Water for Health (NEWAH)
- Eagles Youth Development Initiative (EYDI)

B. Private Sector constituency:

- 1001 Fontaines
- Hitbay Sanitation Solutions
- Water Cleaning and Sanitations (WACSA)
- WES Management

C. Research and Learning constituency:

- Universidad Centroamericana
- Observatorio de Servicios Sanitarios – Universidad Nacional del Litoral (OSS-UNL)
- Universidad Autónoma Metropolitana (UAM)
- Fundación para la conservación de agua de la Región Metropolitana de Guatemala (FUNCAGUA)
- Universidad de Guadalajara (UDG)

D. Utilities and Regulators constituency:

- Water Sector Regulatory Council-Palestine (WSRC)
- Utilities and Performance Monitoring Unit, Ministry of Water and Irrigation, Jordan
- Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS)

After reviewing the applications against the due diligence criteria, the Steering Committee requests for additional information from the following CSO applicants:

- Expert Asian Development Foundation
- TUSHIRIKI
- Kenge Content Hive Organization

Minutes

Steering Committee Meeting

21-22 December 2022

- Rural Development Organization RDO Kpk
- Pamo Volunteers Ltd
- New Restoration Plan-Malawi
- Divine Act Charitable Trust (DACT)

Decision 7: 2023 Steering Committee Meetings

The Steering Committee has decided on the following dates for the 2023 Steering Committee meetings:

- 20-21 March - Hybrid Steering Committee Meeting with in-person portion in New York City.
- 20-21 June - Virtual Steering Committee Meeting
- 5-6 December - The Steering Committee will decide during its June meeting, if this will be a virtual or in-person Steering Committee Meeting, subject to resource availability and other criteria including secretariat capacity,

Minutes

Steering Committee Meeting

21-22 December 2022

Minutes (Note: decisions were discussed and agreed during the executive session, but are displayed in the minutes according to the relevant session for ease of reference)

Day One

Session 1: Introductions and Overview

Patrick Moriarty welcomed the Steering Committee (SC) members. He presented an overview of the agenda of the meeting for the two days and asked the SC members for their approval or comments. He then proceeded to give an update on the activities of the Executive Oversight Committee (EOC) during the months of July to November. He mentioned the main items that were discussed in each of the monthly meetings. There was a brief discussion on the mechanisms that SWA follows to get feedback and support from UNICEF as host on the various topics that relate to hosting arrangements that get discussed during EOC meetings. It was clarified that UNICEF Funds Support Office (FSO) does not normally attend EOC meetings (although there is an open invitation to do so), but that there are indeed open channels of communication ongoing whenever there is a need for consultation.

Patrick Moriarty then gave the floor to Catarina de Albuquerque to update the SC about the status of implementation of SC decisions and actions. Catarina de Albuquerque gave a quick update on the June 2022 decision regarding the risk matrix and on a pending action from the March 2022 meeting relating to regional workplans development. She clarified that the risk matrix is scheduled for discussion during this meeting and that during the executive session it will be before the SC for consideration and hopefully adoption. She also explained that the work around regional workplans is now integrated into the Multi-stakeholder Collaboration Working Group (MSCWG) activities.

Catarina de Albuquerque then guided the SC members through the feedback received from SC members on their activities during the past 6 months. She noted that the Secretariat has received 13 Feedback Forms representing 50% of the voting members of the SC. She referred to the reported time dedicated by SC members to SWA, and the ways in which SC members reported their contributions to each of the three strategic objectives, with most members reporting activities relating to speaking about SWA in national or global events, as well as promoting the partnership through their social media platforms. There was a discussion on ways to encourage SC members to reply to the feedback forms due to their importance. It was agreed that if anyone has not answered yet, they are encouraged to do so on the day of the SC meeting and an update could be shared. The CEO also asked SC members to better establish the contribution and relation of the reported activities with SWA's mission and vision.

Session Two: Budget and Workplan Updates

Catarina de Albuquerque gave an overview of the implementation of the 2022 workplan and the 2023 planned activities. She mentioned that the presentation has been integrated with some Mentimeter exercises to engage the SC members. She also mentioned that she is taking a new approach in presenting the 2022 report and 2023 workplan – that is through using the Activity Monitoring System (AMS) and presenting the areas of work where SWA scored “exceeded expectations” (signalled by a star), as well as those where SWA is “off track” (signalled by a red dot), then linking these activities to what is planned for 2023.

On Objective One – the first activity Catarina de Albuquerque presented was the Sector Ministers' Meeting (SMM) which received a star in almost all areas. She also mentioned that on the downside, the number of panels composed of at least 50% women during the Meeting was below ambitions. For 2023, she mentioned a plan to overcome the challenges faced during the 2022 SMM, especially relating to logistics. A red dot reported was on engagement with Heads of State/Governments (HoS/HoG) and the Global Leaders' Council (GLC). The CEO explained the challenges the Secretariat faced and what is planned to overcome those in 2023 including in terms of the planned HoS Compacts. Other stars reported were on engagement with Parliamentarians, communications and the “Justice Begins Here Campaign”, and activities on climate action. The CEO reported some examples of related activities planned for 2023 which include working on raising awareness around how to use the Parliamentarians' Handbook, continued work around the Justice Begins Here Campaign, continued

Minutes Steering Committee Meeting 21-22 December 2022

work on Climate Action especially relating to supporting non-government partners to support governments on climate action. At the end of this section, Catarina de Albuquerque asked a Mentimeter question on whether the SMM had supported SC members' governments or organizations in reaching their objectives and how. All the answers were positive and included examples of how the Meeting energized ministers, broke silos, and put presidential compacts on the map.

Under Objective Two – The first star under this Objective related to new partners, Catarina de Albuquerque explaining how important they are to building and strengthening national Multi-Stakeholder Platforms (MSPs). Another star was on regional mobilization which exceeded expectations whereas a red dot was reported relating to the number of technical visits undertaken to support MSPs. It was explained that these countries still received support remotely and for 2023 there are more technical visits planned. The Mutual Accountability Mechanism (MAM) also got both a star and red dot: the star for all the success achieved around the SMM with a greater number of aligned, multi-stakeholder commitments tabled under government leadership, and the red dot for the number of Joint Sector Review (JSR) events SWA supported. The CEO mentioned further plans for the MAM in 2023 including a planned side event during the 2023 Conference, the attribution of catalytic grants, and supporting partners to table 35 new MAM commitments. At the end of this section, Catarina de Albuquerque posed another question via the Mentimeter on the biggest challenges facing the expansion of the MAM. The results were quite variable and included for example: limited funds and capacity, legitimacy of the MAM, and country readiness and commitment.

There was a short discussion on whether SC members could support country engagement whenever they travel to any country. The CEO offered to share the list of the 2023 priority countries and, in case an SC member is travelling to any of those, the type of support that could be provided, can be discussed and agreed with the Secretariat.

Under Objective three – a star was awarded to all the different ways of engaging with partners on systems and finance including through peer-to-peer exchanges, supporting countries with developing financing strategies, and the documentation of new case studies to be added to the Finance Ministers' Handbook. The CEO mentioned that SWA has not been extremely ambitious on objective three due to lack of capacity, yet through the different ways of engaging we had the highest increase in the number of MAM commitments on finance (22) since the start of the MAM. She also mentioned plans for 2023 including meetings with ministers of finance and support to countries and partners not only in increasing financial resources but understand how these can be used to eliminate inequalities, focusing on accountability and human rights to strengthen governance and promote integrity. Catarina de Albuquerque then asked another Mentimeter question on the kind of topics SC members would like to see discussed in SWA's high-level activities throughout 2023 including the Ministerial Meetings on Finance (MMF). The answers included climate resilient WASH, climate adaptation, financing the WASH gap during conflicts, financing strategies for presidential compacts, among others.

On Governance and Operations - Catarina de Albuquerque started by presenting the 2022 budget performance. She explained that the total budget approved by the SC in December 2021 was almost \$6.2 million, 92% of this budget is expected to have been spent by the end of the year. The CEO also reported on the efforts for resource mobilization including the two new grants from Hilton Foundation and the Spanish Cooperation Agency (AECID). She also mentioned that the Swiss Development Cooperation Agency (SDC) has decided not to renew funding for SWA due to human resources constraints on their side. She also mentioned the new strategy of cost-sharing that started with the SMM and will continue for the future. The CEO then recapped the ongoing efforts and discussions with new potential donors. She also mentioned plans for next year including establishing a sector-wide WASH Donors Coordination Group to increase donor coordination, develop annual briefs on donor trends, and more. Catarina de Albuquerque then presented the funding outlook for the coming years until 2025. She mentioned that several donors have provided advance payments for 2022 to help cover the cost of the SMM including DGIS and the Bill and Melinda Gates Foundation - this has allowed the Secretariat to increase the carry forward from 2022 to 2023. She also mentioned that USAID had provided a top up of \$400,000 to their funding in 2022, and that FCDO has provided a cost extension in 2022 which will also be reflected in the 2023 and 2024 budgets. The CEO then mentioned that the

Minutes

Steering Committee Meeting

21-22 December 2022

objective for 2023 is to sign follow on funding agreements with existing donors such as FCDO, Gates and Hilton, reestablish partnerships with past donors like Sida, SDC, DFAT, and to attract new donors and diversify funding. She then also urged the SC members to continue support.

Catarina de Albuquerque then presented the 2023 budget. She mentioned that this year the Secretariat is presenting a slightly lower budget than last year (\$6M as opposed to \$6.2M). She mentioned that UNICEF fees have increased by 30%. She also presented the budget by objective explaining that Objective One will be allocated 38% of the budget, Objective Two 17%, Objective Three 24%, the remaining 24% being dedicated to Governance and Operations. Regarding Objective One, she mentioned that there is still uncertainty relating to a Finance Ministers' Meeting, but that the Secretariat has budgeted for an in-person ministerial meeting in 2023 for which the Secretariat would need to purchase 100 air tickets and pay DSA. She also elucidated that SWA's budget is heavy on people since most of SWA's work relates to coordination, advocacy, support, and technical assistance. She then proceeded to present the available funding and the funding pipeline. She mentioned that SWA has close to \$5.2 M secured for 2023 – this value is comprised of the confirmed funding that will come in 2023, as well as \$1.2M carry forward from 2022. In addition, she mentioned that SWA is very confident that we will secure an additional \$850K from the European Commission, MAEC and AECID in the coming few months. Donors raised concerns and questions about the increased UNICEF fees, which now amount to \$500,000. UNICEF Funds Support Office (FSO) stated that last year UNICEF clarified its costing methodology and presented it to all the hosted funds. This amount represents SWA's share of the total UNICEF cost for administrative support provided from all the four hosted funds. It was also mentioned that this only represents the direct costs and that the recent audit suggested that UNICEF also starts calculating indirect costs which it does not charge the partnerships for. This raised a comment from some SC members who mentioned that if UNICEF charges for such indirect costs, then maybe their organizations too should calculate such costs, including the time they spend engaging with SWA and contributing to its activities. A SC member underlined that this contribution to SWA's activities is at the essence of a partnership. It was also mentioned that there are three main reasons for the cost increase namely:

1. For 2023, SWA's share of the overall UNICEF workload was high in some key areas i.e., Travel and IT, resulting in higher share of the costs since costs are calculated based on transactions.
2. The total combined annual budget for all hosted secretariats increased by 9.1% thereby resulting in an increase in costs for all secretariats.
3. UNICEF's standard costs increased between 2022 and 2023.

Decision 1: Agenda

The Steering Committee approves the agenda for the meeting.

Decision 2: Updated Budget and Workplan

The Steering Committee approves the 2023 budget and workplan and asks the Secretariat to start implementing it as necessary, taking into consideration the need to secure funding for the full budget and cover the indicated gap.

Action 1: Priority Countries and SC visits

The Secretariat to share with the SC the full list of priority countries to flag if any of them is planning travel and discuss potential support during their trip.

Session Three: The SWA Youth Strategy

Alexandra Reis started her presentation by mentioning that the objective of the SWA Youth Strategy is to guide the SWA youth partners in using SWA processes and activities. She mentioned the various ways SWA has been supporting youth since the launch of the strategy including during the SMM, in different regions, and via launching an Instagram account to engage younger audiences. She then proceeded to speak about the SWA Youth Champion role and how it evolved from being a youth reporter to a more established Champion who is from outside the sector and has an established "name"



Minutes Steering Committee Meeting 21-22 December 2022

and a reasonable number of followers on different social media platforms. Alexandra Reis mentioned that this position of Youth Champion has become something significant and therefore a more participatory track was followed this time around to select a new one now that Nicki's two-year term is coming to an end. She mentioned that there was a multi-stakeholder search committee responsible for it. The group set criteria, looked at different profiles, and agreed on the approach. Alexandra Reis then updated the SC that currently the search committee has finalized a short list of candidates and that the first person on this list has been approached. She concluded by saying that youth engagement is expanding in SWA as partners demand more of it.

Session Four: Lessons Learned and Looking Forward: The SWA Secretariat

Patrick Moriarty introduced the session saying that since the SC approved the new organigram of the Secretariat two years ago, now is a good time to reflect on how it has been working so far and helping the partnership deliver on its Strategic Framework. He mentioned that the Secretariat has improved its methods of work, put in place documents and tools to make the partnership more fit for purpose. He also added that it's important to look at this journey in light of external assessments such as the FDCO Due Diligence Assessment (DDA) and the UNICEF Audit to assess if there are further improvements to be made.

Catarina de Albuquerque agreed with Patrick Moriarty on the importance of reflection at this specific time and on updating the SC on how the Secretariat has evolved so far. She mentioned that the new organigram has allowed or even forced the Secretariat to work more efficiently. This is mainly because there are currently four teams, and each of them has a leader that reports to the CEO; which allows the CEO to focus on high level and more political and external facing tasks. The CEO mentioned that the four team leaders together with herself form the Senior Management Team, that meets regularly to consult on key issues and to ensure coordination across the different teams. The CEO stressed that this allows for reflection and better implementation and decision making. It also provides a framework and allows the Secretariat to adapt and be flexible.

In terms of challenges, the CEO mentioned that it has not been easy to have some staff hosted by partners outside UNICEF as it has been complicated and time consuming, but this approach allows for better value for money, more efficiency, and greater partner engagement. She referred to inequalities created because of the different hosts and their rules and mentioned that to mitigate this, there is an ongoing plan to work with all hosts to address these issues and make sure conditions are more even based on an internal comparative analysis, as well as recommendations the Secretariat leadership has made. In addition, she also mentioned that there will be an evaluation of all hosts during 2023 .

In terms of learnings, in particular with how SWA works with its government partners, Catarina de Albuquerque gave an update on the priority countries approach that allows the Secretariat to give targeted support on specific issues to a selected group of countries in every region. The issues they get support on include: climate action, HoS/HoG engagement, strengthening existing MSPs, mutual accountability, as well as systems strengthening and finance. She explained that some priority countries continue for more than one year and others not. She then focused on four lessons that helped the Secretariat modify its approach:

1. Supporting processes at country level is susceptible to national political changes.
2. Some of the focus areas where the Secretariat gives targeted support to priority countries required the identification of new resources. For example, Heads of State or Government engagement required additional resources to better analyze political opportunities.
3. Mobilizing constituency partners for country level action requires a combination of national, regional, and global level engagement

To build on those lessons learned, the CEO explained that for 2023, the Secretariat has focused on fewer countries, 25 instead of 30 and has also planned to continue with most of the countries that were already priorities in 2022 and not introduce new countries. She added that the Secretariat got additional



Minutes Steering Committee Meeting 21-22 December 2022

support at a relatively senior level for HoS/HoG engagement and is making sure to at least partially align on the countries that are likely to be the focus of the FMM.

As for external evaluations, Catarina de Albuquerque referred to both the FCDO DDA and the UNICEF Audit. She mentioned how the follow-up on the recommendations of the DDA for instance has urged the Secretariat to make changes to address those recommendations. The DDA recommendations included:

- Ensuring that lessons from the 2022 SMM are documented to inform the design of the 2024 SMM and other high-level meetings, and that in-country follow-up should capture the extent that the 2022 SMM has influenced decisions made by ministers. SWA has therefore developed SOPs for future High-Level Meetings (HLMs) based on lessons learned from the previous HLMs;
- Clarifying how responsibilities for financial oversight and staff management will be undertaken once the new Secretariat structure is in place including revising the existing Table of Authority to help identify how the new arrangement will function in practice. SWA has therefore reviewed the Table of Authority according to the new organigramme in April 2021 and it was approved by UNICEF.
- Jointly reviewing the SWA Code of Conduct by the Secretariat and UNICEF to ensure it reflects best practice (extending to bullying and harassment), and is compliant with (i) UNICEF policies, rules and regulations (ii) related paragraphs of the SCA, and (iii) incident reporting principles agreed between UNICEF and Trust Fund donors. SWA has consequently taken several steps to improve its code of conduct. E.g., Complaints received through the complaints email are forwarded to the Chair of the Governance and Finance Sub-committee. SWA has also appointed one of its staff as the safeguarding officer for the secretariat.

Catarina de Albuquerque also stressed that the UNICEF audit was a very useful exercise. She confirmed that the overall rating was very good although not the highest rating mainly because there were three main concerns the audit mentioned pertaining to the lack of a risk framework and oversight, the modalities followed for grantee management, and the content and nature of the SWA Results Framework. The CEO mentioned how SWA plans to address these three concerns in the management response. She said that even though the process was lengthy and costly, the Secretariat would like to recommend that the partnership undergoes more periodic external evaluations because their value is quite important in assessing how the partnership is performing.

During the discussion, there was a question regarding the changes in the organigram, and how some positions are not yet filled at the approved level. Catarina de Albuquerque explained that this is not done yet due to budgetary restrictions and that if there are additional resources in 2023, the level of the said positions can be adjusted, and a budget revision proposed. She stressed that it is important for SWA's competitiveness and for the organization to be able to attract and retain the right people, to have Secretariat members performing their jobs at the appropriate level.

There was also a discussion on working with priority countries and how it contributes to better results. Muyatwa Sitali mentioned that it was initially thought that one year would be enough to have a specific country with priority status, but then experience demonstrated that a longer period is needed to achieve targets. Hence now the period was extended to two to three years. Some SC members expressed how much they appreciate the support, and also asked questions on the choice of specific countries. The methodology of choosing countries was therefore explained.

As for the UNICEF Audit, there was a question on whether the Audit together with the management response should be discussed at a later date by the SC and on the timeline for submission of the management response. The CEO explained that she was preparing a letter to go to the auditors from Patrick Moriarty as SC Chair, proposing to the auditors that the management response is sent in January and asking if the said response will be published on UNICEF's website together with the audit. She explained that SWA was not given a deadline for preparing a management response and that this

Minutes Steering Committee Meeting 21-22 December 2022

management response was not even asked for. However, the Secretariat deems it important to share one with UNICEF and the Secretariat already has several elements from the multiple exchanges that took place with the auditors throughout a full year. She mentioned that her intention was to consult with the Governance and Finance Sub-Committee rather than the whole SC on the management response. She would be happy to also exchange with any SC members who would like to be consulted.

Action 2: SWA's Management Response to the UNICEF Audit

The CEO to consult with the Governance and Finance Sub-Committee on the management response to the audit, in addition to any SC members that express their interest to be consulted.

Day Two

Patrick Moriarty welcomed back SC members for the second day of the meeting. He introduced the day's agenda and asked if anyone had follow-ups from the day before. There was a comment about the collaboration between SWA and the Water Integrity Network on integrity and climate financing. It was mentioned how useful partners found this including the Green Climate Fund. There was another comment mentioning that SWA could be a good platform for focusing on access to WASH in slums and informal settlements which is an issue that is often ignored.

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

Patrick Moriarty started the session by stressing the important role that Sub-Committees play and the importance of SC members being engaged through them. He also encouraged members to make sure they attend those meetings once they have committed to be Sub-Committee members.

In Barbara Schreiner's absence, Paul Deverill presented **the 2022 report on the GFSC activities**. He mentioned that on all its six work areas: review of the Governance Document, risk matrix, financial reporting, managing the SC elections, evaluating functioning of governance structures, resource mobilization, and the UNICEF audit follow-up -- the GFSC has reported good progress.

Paul Deverill then presented the main **activities planned for 2023** including the continuation of risk monitoring using the new risk matrix as a tool, and implementing some changes to the Governance Document, ongoing financial oversight, evaluating governance structures including reviewing Working Group membership to ensure the members are active, multi-stakeholder and represent a balance between global and country-based partners. He also added that for 2023, there will be a review of all hosting organizations and arrangements which does not necessarily mean change, but a matter of increasing efficiency and value for money.

Paul Deverill then gave the floor to Alexandra Reis to present the new **risk matrix** which was shared with the SC. Alexandra Reis explained that the matrix is basically a visual tool that lists the potential risks affecting SWA. Based on two intersecting factors: the *likelihood* that the risk event will occur, and the *potential impact* that the risk event will have, the risk matrix is a tool that helps visualize the probability vs. the severity of a potential risk. She added that for this specific matrix, the consequences of the risk and the measures put in place to prevent the risk have also been included. Alexandra Reis explained that the matrix is composed of 7 categories: mission & strategy, communications, governance & accountability, fundraising, safeguarding, fraud & theft, staff & management, operations (finance, procurement, legal, IT). She also underlined that because of the voluntary nature of partner engagement, its biggest risks revolve around lack of partner commitment, as for example SWA not being able to generate "enough momentum and inspiration around SDG6" or not being able to "trigger collective action and collaboration". She then explained how mitigation for such risks works according to the matrix and the roles of different bodies in this mitigation exercise including that of the SC.

Alexandra Reis concluded by saying that moving forward, this matrix will be a live document. A "Risk Officer" responsible to continuously monitor SWA's activities vis-à-vis this matrix has been appointed

Minutes Steering Committee Meeting 21-22 December 2022

within the Secretariat, and part of the Secretariat work plan to make sure that prevention and detection measures are really implemented.

During the discussion, there was a question on whether there is thinking on having a budget line specifically for mitigating risks. Alexandra Reis explained that for this year most mitigation measures have been budgeted for and included in the budget and for the future the same approach will be followed to make sure any potential risk mitigation is included in the budget. Catarina de Albuquerque added that there is a commitment to update the matrix twice a year and present it to the SC during budget approval and revision sessions.

It was also noted that the Secretariat being small, this work should not overload it. Other questions raised were about fund-raising and value for money as well as potential corruption in different partner organizations as potential risks. Alexandra Reis explained how this is all accounted for in the matrix and have mitigation measures in it. In the end, Paul Deverill also added that it is important for SC members to assume some responsibilities in monitoring and mitigating risks and stressed the importance of working with the Sub-Committees and Working Groups in doing so.

Paul Deverill then gave the floor to Gonzalo Meschengieser the Chair of the **Grants Review Committee (GRC)** to give the update on its activities as well as present its 2023 work plan. Gonzalo Meschengieser started by giving due credits for the support the newly established GRC has been receiving from the Secretariat. He explained the process the GRC underwent to recommend the SWA CSO advisor position host. He also explained the process for recommending the CSOs to receive catalytic grants and those who were recommended for the SC. The other task the GRC had for this year, was considering the recommendations for Objective three technical assistance, and on that he reported that the GRC will have a discussion on this in the coming weeks.

For 2023 activities, Gonzalo Meschengieser explained that the GRC will undertake another review of CSO catalytic grants and also objective three technical assistance. He also explained that another item planned is to review the reporting from 2023 grantees (CSOs + Objective 2 + Objective 3 technical assistance), as well as meeting to discuss any funding opportunities which arise when and if necessary.

There was a question on how many CSOs will be considered for the catalytic grants, and how the GRC intends to manage this. Catarina de Albuquerque thanked Gonzalo Meschengieser and all the GRC members for allocating their free time to help SWA choose the best applicants for those grants. Muyatwa Sitali then explained that for 2023 the selection had already been made by the GRC, and that in 2023 another process will be in place to recommend new applicants. Addressing a comment about the nature of SWA's technical assistance, the Secretariat clarified that this is for governments that are receiving assistance on finance and those are mostly priority countries. There was another question relating to whether there are enough funds to support the CSOs as planned and whether the Secretariat could consider increasing the amount of \$10,000 as it is becoming depreciated due to inflation. Catarina de Albuquerque confirmed that the grants are included in the workplan and included in the activities for which SWA is soliciting in-kind contributions from donors. She mentioned that those grants are a very concrete support with tangible results. She also mentioned that the grant amounts can be reviewed given the inflation – yet she stressed that while being small amounts, they go a long way.

Minutes

Steering Committee Meeting

21-22 December 2022

Decision 3: Risk Matrix

The Steering Committee approves the SWA Risk Matrix and asks the Secretariat to review it and present such revisions on a bi-annual basis to the Steering Committee.

The Steering Committee also asks the Governance and Finance Sub-Committee (GFSC) to review risks on a quarterly basis and include such reviews in their updates to the Steering Committee.

Decision 4: Grant Review Committee Report and Workplan

The Steering Committee approves the 2023 Grant Review Committee Report and Workplan.

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

Nicholas Igwe presented the **results achieved by the PSSC during 2022**. He also explained the structure of the PSSC and its Working Groups. He mentioned that most activities have achieved good progress. There were two activities which are progressing slowly including working with the High-level Political Dialogue Working Group (HLPDWG) on High-level Meetings to maintain linkages and address partnership priorities, as well as working with the Country Processes Working Group (MSCWG) to ensure regional workplans link global, regional, and national work. He stressed that meetings with Working Group Chairs have been ongoing to make sure the chairs are consulted, and their work is integrated properly.

As for **2023 activities**, he mentioned that they are not too different from those of 2022. He explained that most activities are ongoing and evolving. He then gave an **overview of each of the three Working Groups' performance during 2022, and their plans for 2023** – stressing the importance of linking the activities and integrating them into SWA results.

During the discussion, there was a question on the role of multi-stakeholder platforms (MSPs) in countries as well as the work that SWA is doing at the regional level through the MSCWG. Catarina de Albuquerque explained how MSPs are important for having other stakeholders around the table under Government leadership – opening spaces for participation and civic engagement which enhances accountability. SWA supports some priority countries to build and/or strengthen such platforms to have meaningful participation in policy making and supporting the government. As for regional organizations, Catarina de Albuquerque referred to the work being done with important partners such as AMCOW, the Asian Development Bank, the Inter-American Development Bank, and others. Muyatwa Sitali then added that it's also important to have the right expertise around the table which is another goal for MSPs to act efficiently. He gave some examples of how those MSPs can be key to reaching out to ministers and decision makers as well as their role in mutual accountability and commitments making.

It was also mentioned that for the Systems and Finance Working Group (SFWG) there are three candidates for the position of Chair and the selection process is ongoing to be concluded in the coming weeks.

Catarina de Albuquerque then updated the Steering Committee on progress towards planning for **2023 ministerial meetings on finance**. She gave a brief background on past FMMs and their evolution from meetings co-convened with the World Bank during its spring meetings, towards virtual regional meetings during the COVID pandemic where SWA partnered with the World Bank and other regional development banks to organise them. She stressed the value added of such meetings but referred also to the challenges accompanying them in terms of their length (since they have historically only been 90-minute-long meetings) as well as the level of attendance depending on the format (as they were usually poorly attended when held in person and better attended as virtual meetings). Catarina de Albuquerque mentioned that so far, she has met in person with the World Bank four times since August. She summarized the Bank's current position where it has prioritized Southern and Eastern African countries both for political and technical reasons. Based on this prioritization the Bank has suggested to partner with SWA on organizing:

- 1- A meeting on the side-lines of the UN 2023 Water Conference with what they refer to as the "big nine" countries with the purpose of encouraging Sector Ministers to announce and commit

Minutes Steering Committee Meeting 21-22 December 2022

to implementing national financing plans. Those plans will be a product of national MSPs at country level. Then the World Bank would provide some in-kind support to hire consultants to assist with this process and SWA is asked to work together with government focal points to convene such MSP meetings with the aim of producing finance plans.

- 2- A meeting with ministers of finance of the same big nine countries during the World Bank Spring Meetings to ensure their buy in on the national financing plans
- 3- Scaling up this initiative to the global level during the World Water Forum scheduled to be held in Bali during March 2024.

Catarina de Albuquerque then explained that the above meetings would be complemented by other regional meetings that SWA would then organize during the second half of 2023 and 2024, to engage Asia and Latin America. She presented a draft decision for SC consideration.

Some SC members suggested that the suggested meeting with the World Bank also integrates Western and Central Africa countries, while others questioned whether SWA had the resources and capacity to undertake this set of Finance Ministers' Meetings. A member suggested that SWA signs a Memorandum of Understanding (MoU) with the World Bank. Catarina de Albuquerque explained that the Secretariat had budgeted for an in-person meeting with 100 participants. The suggested meetings by the World Bank seem to have a different size and format, relying on participants who will already be in NYC or DC, which would enable SWA to keep the costs low. As for other regional meetings suggested she stressed that there will be a need to negotiate cost sharing and in-kind contributions from partners and co-conveners. As for capacity, she mentioned that the Secretariat foresees a big workload related to the two Africa meetings planned for 2023 especially on the Country Engagement Team, as well as on the Events Manager. Catarina de Albuquerque agreed that clarity and division of tasks between WB and SWA should be guaranteed.

Paul Deverill then presented **SWA's engagement during the UN 2023 Water Conference** and explained it has a specific Task Team dedicated to follow this engagement. He explained that this Task Team has already contributed to the themes of the five Interactive Dialogues of the Conference. He also mentioned the CEO efforts during her mission to New York where she met with multiple Heads of Permanent Missions to the UN, as well as the President of the UN General Assembly. He explained that the CEO stressed the need to integrate human rights into all Dialogues, as well as the importance of political leadership, accountability, and follow-up to the Conference.

Paul Deverill then mentioned the efforts undergone by the Task Team to input on the Concept Notes for the Interactive Dialogues, as well as in developing key messages. He mentioned that SWA is encouraging partners to submit proposals for strong side events and planning its own event on the Mutual Accountability Mechanism. SWA also suggested panellists and speakers from its Global Leaderships Council as well as its CEO.

During the discussion it was clarified that SWA is not applying to host a side event but rather preparing an event on the MAM, and that is supporting partners to submit aligned proposals for side events. It was also clarified that all constituencies are represented in both the HLPDWG and the 2023

Minutes

Steering Committee Meeting

21-22 December 2022

Conference Task Team and that in the coming weeks there will be room to lobby Member States that will Co-Chair the Dialogues to include all constituencies in the Dialogues.

Decision 5: 2023 and 2024 High-level Meetings

Further to ongoing discussions with the World Bank, the Steering Committee endorses the proposal by the Secretariat to adjust the cycle of High-Level Meetings to include:

- a) Co-organizing with the World Bank two regional Africa meetings on finance during 2023. The Secretariat will also reach out to other regional institutions in Africa and will promote the involvement and participation of some West and Central African countries in the meetings.
- b) Initiation of conversations with regional development banks (including in Asia and the Americas) to co-organize two further regional Ministerial Meetings on Finance in the second half of 2023 and in the course of 2024. The World Bank will also be invited to co-convene such meetings.

These activities will be subject to the availability of resources and capacity by the Secretariat.

Action 3: Coordinating 2023 Conference Side Events

The Steering Committee asks the Secretariat to continue supporting the 2023 Conference Task Team and contact all partners to request information about any side event submissions they are preparing, to guarantee no duplication and strong multi-stakeholder submissions.

Session Seven – Decisions (Executive Session)

After confirming quorum and asking the SC members to declare any conflicts of interest, Patrick Moriarty guided the SC members through the seven draft decisions. On the second decision, there was a suggestion to indicate that the budget was not yet fully funded. On decision number three, there was a proposal for the text to be adjusted and ask the Governance and Finance Sub-Committee (GFSC) to review risks on a quarterly basis. There was another suggestion to tweak the language of decision five to clarify that the discussions with the World Bank were ongoing and there was still a process happening to elaborate on details, define roles and responsibilities, and to mention that such meetings were subject to availability of resources and capacity in the Secretariat. The suggestions were taken into consideration and the decision was amended.

On decision number seven, there was a suggestion to have the December SC meeting in an in-person or hybrid format due to its importance and to the fact that the budget and workplan is approved in that meeting. It was mentioned that such an in-person meeting was not budgeted for and that it is important to limit SWA's carbon footprint. Finally, a proposal was made to reconsider this proposal at the June SC meeting.

Decision 6: New Partners

After undertaking due diligence and having received further information, the Steering Committee accepts the following pending

- a) CSO constituency:
 - Women's Assistance for Development (WAD-SL)
 - Groupe d'Action pour la Paix et le Développement Intégré « GAPDI »
 - Saher Arts for Peace & Sustainable Development (SAPSD)
 - Welthungerhilfe (WHH) - Zimbabwe (existing international partner, national organisation wishes to join because of decentralised structure)
 - Instituto Água e Saneamento (IAS)
 - Matabeleland Institute for Human Rights
 - Centre for Advocacy and Research (CFAR)
 - Habitat para la Humanidad Paraguay (existing international partner, national organisation wishes to join because of decentralised structure)

Minutes

Steering Committee Meeting

21-22 December 2022

- International American Relief Society (IARS)
- Fundación Gaia Pacha
- Association International Helping for the Young
- FONDATION ISHIABWE KITHOKO ANDRE, FONDIKA RDC
- Soulbent project
- Centre for Sustainable Development Society-CSDS
- Toilets for All
- Nepal Water for Health (NEWAH)
- Eagles Youth Development Initiative (EYDI)
- b) Private Sector constituency:
 - 1001 Fontaines
 - Hitbay Sanitation Solutions
 - Water Cleaning and Sanitations (WACSA)
 - WES Management
- c) Research and Learning constituency:
 - Universidad Centroamericana
 - Observatorio de Servicios Sanitarios – Universidad Nacional del Litoral (OSS-UNL)
 - Universidad Autónoma Metropolitana (UAM)
 - Fundación para la conservación de agua de la Región Metropolitana de Guatemala (FUNCAGUA)
 - Universidad de Guadalajara (UDG)
- d) Utilities and Regulators constituency:
 - Water Sector Regulatory Council-Palestine (WSRC)
 - Utilities and Performance Monitoring Unit, Ministry of Water and Irrigation, Jordan
 - Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS)

After reviewing the applications against the due diligence criteria, the Steering Committee requests for additional information from the following CSO applicants:

- Expert Asian Development Foundation
- TUSHIRIKI
- Kenge Content Hive Organization
- Rural Development Orginzation RDO Kpk
- Pamo Volunteers Ltd
- New Restoration Plan-Malawi
- Divine Act Charitable Trust (DACT)

Decision 7: 2023 Steering Committee Meetings

The Steering Committee has decided on the following dates for the 2023 Steering Committee meetings:

- 20-21 March - Hybrid Steering Committee Meeting with in-person portion in New York City.
- 20-21 June - Virtual Steering Committee Meeting
- 5-6 December -The Steering Committee will decide during its June meeting, if this will be a virtual or in-person Steering Committee Meeting, subject to resource availability and other criteria including Secretariat capacity.



Minutes Steering Committee Meeting 21-22 December 2022

Action 4: New Partners' Countries

The Secretariat to include names of countries where new partner applicants are based, especially highlighting those based in priority countries.

Ending

Patrick Moriarty explained that since there were no changes in the SC, Secretariat and CEO evaluations when compared with last year, and due to lack of time, he proposed to share a report on these evaluations with the SC. He then thanked SC members and the Secretariat and closed the meeting.

Action 5: SC, Secretariat, and CEO evaluation

The SC Chair to prepare a report on the SC, CEO, and Secretariat evaluation and share it with the SC members to be discussed during the March SC meeting.