



# **FOR DEVELOPMENT IT'S THE BIG ISSUE**

Sustainable development  
starts with people's health  
and dignity.



**WATER SUPPLY AND SANITATION COLLABORATIVE COUNCIL  
STRATEGY FOR 2006-2015**



## VALUES / PRINCIPLES / RELATIONSHIPS

### Mission

The Council<sup>1</sup> seeks to:

*Accelerate the achievement of sustainable sanitation, hygiene and water services to all people, with special attention to the unserved poor, by enhancing collaboration and coordination of all sector stakeholders, nationally and internationally.*

The Council aspires to achieve this mission through:

*advocacy and awareness raising campaigns, and facilitating concerted action programmes focused at improved sanitation and hygiene service delivery, to be carried out through the Council's extensive membership and network of partners and collaborators.*

### UN Status

The Council was established in 1990 through a UN General Assembly resolution<sup>2</sup> to continue the unfinished business of the International Decade for Water Supply and Sanitation.

The Council works in a special relationship with WHO.

### Priorities to 2015

As 2015 approaches, the Council seeks to contribute towards the attainment of Millennium Development Goal 7 in particular through a combination of actions directed at influencing policy at the national level and effecting behavioral change at the grassroots level. Indirectly these efforts will also support several of the other MDGs for which improved water supply and sanitation is a prerequisite. The overall approach of the Council is to create a coalition mechanism between policy makers and other main stakeholders including grassroots, with WASH advocacy at the center of three main activities: demand creation and behavioral change, capacity building and implementation to reach 15 million through sanitation by 2015 or 15/15 project and people centered monitoring and evaluation. The Dakar Statement and Roadmap will help to guide and monitor that process. The Council will also be guided by its previously published core-documents – Vision 21, Iguacu Action Programme and the 2004 external evaluation (Annex 1.3).

---

<sup>1</sup> At its 6<sup>th</sup> and 7<sup>th</sup> Meetings, the Steering Committee of the Council decided to change the name of the Council from Water and Supply Collaborative Council (WSSCC) into the Water Supply, Sanitation and Hygiene Collaborative Council (WASH Collaborative Council) at an appropriate time. In the interim, the name *Council* is being used instead of either one.

<sup>2</sup> The Council's mandate, established by the UN General Assembly resolution number A/RES/45/181 of 21 December 1990, was: "To accelerate the achievement of sustainable water, sanitation and waste management services to all people, with special attention to the unserved poor, by enhancing collaboration among developing countries and external support agencies and through concerted action programmes."



## Thematic Focus

Besides the main components mentioned above, the Council will give special attention to certain themes and subjects - especially at national level - these themes include:

- *Monitoring*, The Council will continue to support the concept of an independent platform where all monitoring issues can be raised, not only to help improve the data collected by the WHO / UNICEF Joint Monitoring Program, but also to develop local capacity and people's participation for water and sanitation sector's own monitoring. The monitoring will form the base for the focussed advocacy to influence policies at country level.
- *Gender equality*, with special focus on empowering women to take leadership roles and assume management positions. The Council will also continue cooperation with global and regional networks while encouraging in-country multi-stakeholders to initiate and continue work towards gender equality.
- *Household-centred, environmentally-closed systems* for hygiene, sanitation, waste disposal, and safe water. The Council will continue its work with UN agencies like WHO, UNICEF and with research institutions and other international networks.
- *School Sanitation and Hygiene Education* by linking with global rainwater harvesting campaigns, WHO preventive health campaigns, UNICEF-led WASH in School programme and bringing in school children in the WASH knowledge portal, games, WASH kits and movements for cleanliness and hygiene.
- *Integrated water resources management (IWRM)*. The Council will promote community-managed IWRM towards a right based approach to water management, water quality issues, to preserve and protect regional, national and local water for a sustainable development. Such promotion will be related to the water environment and include integration of environmentally-friendly sanitation and disposal of wastes into IWRM strategies and action plans.
- *Appropriate technologies and service delivery*. The Council will continue to promote the use, review and development of appropriate, affordable, user-friendly technologies for safe water and sanitation services such as rain water harvesting, domestic water quality improvement like SODIS and UNICEF promoted water filters in places where Arsenic and Fluorosis is predominant, appropriate technologies for liquid and solid waste management, Ecological Sanitation and recycling, especially by small scale entrepreneurs or farmers.
- *Water Quality issues*: The Council will follow up on *water quality* issues related to arsenic and fluoride working through established networks and partners. In particular, the Council will launch campaigns with relevant UN agencies and NGOs concerning water quality problem areas.
- *Social Marketing of Sanitation and Hygiene* : The Council will follow up the theme of “Sanitation is a business” both in terms of developing public private partnership particularly involving small private entrepreneurship as well as by promoting hygiene education for demand creation. Social Marketing will be a major theme.
- *Youth partnership*: The Council will encourage the development of WASH councils and networks as well as action-oriented fraternity in campus (both in developed as well as developing countries). Youth organisations will be partner to the Council's projects on ground. Partnering with regional organizations like SEAMEO for the development of educational package for activities in educational institutions on WASH will be given special attention.



## Geographical focus

The Council will give special priority to **Africa** and **Asia** - Africa being the continent with greatest expressed need and longest way to go, and Asia being the continent with the highest number of people currently without access to safe water, sanitation and hygiene.

The Council will continue WASH campaigns and action programmes in other regions and strengthen its activities especially in **Latin America**, where the rural area is still being neglected and urban slums need attention, while also implementing hardware-oriented actions. The other important areas of action are Eastern Europe and Central Asia, and Small Island Developing States, with priority-setting and disbursement of resources based on (1) regional priorities, needs, and plans and budgets for WASH assistance, and (2) emerging opportunities for action and strategic impact.

## Five operational components

In order to operationalise its vision over the next few years, the Council will group its activities into five components:

- I. Continued Focus on WASH Advocacy
- II. National and regional advocacy, coalition building and implementation
- III. Global and Regional Strategic Partnerships
- IV. Improved Communications and Information Sharing
- V. Action research and thematic activities

## Component I

### Continued focus on WASH advocacy

Over the past few years, the Council has successfully created, branded and used the advocacy campaign *WASH – Water, Sanitation and Hygiene for All*. WASH has become widely recognised and promoted by sector stakeholders. The WASH Campaign has enjoyed a number of successes and global recognition, including contributing significantly to the placing of sanitation on the global agenda as an additional development goal.

The WASH Campaign will continue its vigorous advocacy towards achievement of the water and sanitation MDGs using people-centred approaches that focus especially on the unserved poor, women, children and youth.

Thematically, the WASH Campaign will place strong emphases on hygiene, sanitation and total waste management in the immediate environment. Advocacy on the water supply side will be directed towards the important role of water in ensuring improved health and poverty alleviation, rights-based approaches to water management, domestic level water quality improvement and the key position of water in the water-sanitation-hygiene trinity.



The WASH campaign will evolve into *a series of concerted advocacy campaigns*, shorter in length, in partnership with key organizations.

Particular interventions that can be identified now:

Objective: To use the profile of women leaders to advocate for WASH issues with a particular focus on gender equality and the situation of women and girls

The Council will actively support the actions on women and sanitation, hygiene issues through the global advocacy campaign called "*Women Leaders for WASH*", initiated in Dakar during the Global Forum and co convened by Hon Maria Mutagamba of Uganda, Former Minister Hilde Johnson of Norway and Ms. Ann Veneman, Executive Director, UNICEF.

Objective: To raise the issues of sanitation and hygiene as important components of WASH

Starting in 2006, the Council will promote the launch and observation of a *Sanitation and Hygiene Week* to highlight sanitation and hygiene issues leading up to World Water Day. The week will start on 15 March and end on World Water Day, 22 March.

Objective: To highlight and convey grassroots realities

In collaboration with International Environmental Journalist's association, special encouragement will be given to promote an outlet for young journalists towards WASH issues through a periodic news letter called "Listening". Published earlier, Listening will be produced again in 2007 and new issues will be printed periodically every two years. The Listening project will be the monitoring voice of the people on MDG.

Objective: To highlight specific WASH related issues and themes through immersion campaigns

The Council will develop 'Mini-WASH campaigns' - a series of concerted advocacy campaigns, shorter in length, and focusing on specific issues, in partnership with key organisations. Priority subjects for the campaigns include: school sanitation, health and hygiene, HIV-AIDS, solid and liquid waste management at community level, institutional issues, monitoring and indicators, youth and WASH, entrepreneurial activities in WASH. The Council will select at least 2 subjects for each year, and in partnership with other organisations, the Council will develop basic advocacy materials, and organise / facilitate specific advocacy activities at the international level and in selected countries, within a limited time period of 6 to 8 weeks.

Objective: To provide a platform for WASH related multi-stakeholder, multi-level learning and sharing

The Council will organise Global WASH Forum every five years (2010 and 2015) for review of global progress as well as for global advocacy for WASH.

Objective: To convey the WASH message through high-profile personae

WASH ambassador programme will be revived and will be further developed into a campaign to be led by Honorary WASH Patron and Ambassador Sir Richard Jolly

Objective: To reach the general public through use of informed international and national media

The Council will use the media as one of the channels for stimulating greater engagement of the general public in advocating for the Water, Sanitation and Hygiene for All. The WASH media awards



established in 2002 rewards journalist for their contribution in raising awareness about water, sanitation and hygiene to the general public in their countries and regions and aim to encourage more coverage on the subject. The Council will also make use of their presence in international, regional and local events to reach the general public through international, regional and local media with human interest stories that go beyond the statistics.

## **Component II**

### **National and regional advocacy, coalition building and implementation**

Leveraging on the momentum of the Global WASH campaign, the Council will shift focus to regional and national level advocacy for increased action and political will and will make more resources available for these activities. The country-level advocacy will be directed at, and involve, ministers, officials of local governments and authorities, heads of water supply and sanitation departments, NGOs, faith-based organisations, the private sector, national and local public media, and others.

Particular interventions that can be identified now:

Objective: To elevate WASH issues on the African political agenda by mobilising African ministers

*AMIWASH* (African Ministers' Initiative on WASH) was initiated at the Global WASH Forum in Dakar by the President of AMCOW (African Ministers' Conference on Water) and will be a platform for WASH advocacy at the highest political level in Africa. The Council will support the initiative in its advocacy efforts with strategic guidance, linkages to other partners and advocacy material.

Objective: To contribute to regional collaboration through participation

During 2006, the Council will work through other partners in *SACOSAN* (South Asian Ministerial Conference on Sanitation), towards a South Asian WASH Campaign for action.

A follow-up of the *AFRICASAN* will be done in 2006/07, possibly through partnership with UNICEF and WSP.

The Council will develop contact and partnerships with the regional bodies like NEPAD, SAARC, ASEAN and LAC, with a view to putting Sanitation and Hygiene in the centre of the agenda for action.

The Council will look at corresponding solutions for mobilisation of finance at local and national levels and recommend people-centred institutional models and designs for finance mobilisation

Objective: To add momentum to advocacy through actions in order to enhance sector performance

The Council has slowly and steadily started shifting to implementation or action-oriented advocacy since Iguacu. With the success of the global advocacy, it was evident that unless the Council proves on the ground what it preached, the advocacy cycle would not be complete. The WASH advocacy is at the heart and centre of the Council's action and work plan with strong support coming from the three pillars of implementation: research and communications for behavioral change and social marketing based advocacy, and monitoring / evaluation. Action based advocacy will influence the policies and actions at the national level. Any implementation in the Councils' work must lead to an action at the policy level and that would be the litmus test for the Council and its members on the ground. The role of the Secretariat would be to develop the capacity for that purpose, create tools and platforms for the same and support through linkages with the global advocacy.



The Council's action based advocacy will be implemented through a project that seeks to *enable* 15 million people to have basic sanitation by 2015. This project is referred to as 15/15 project in short. Its scope will include provision and maintenance of sanitation services and hygiene promotion to poor and unserved people in rural and peri-urban areas of developing countries, backed up by a wide range of appropriate supporting activities. During 2006-2010, the first phase of 15/15, it is expected that 2.5 million people in the following 8 countries will be served: India, Nepal, Pakistan and Sri Lanka; and Burkina Faso, Madagascar, Senegal and Uganda. The experiences developed in this programme will be used to improve advocacy and other support materials and will be widely shared.

Objective: To strategise and plan for national action programmes

The Council will increase its support for National Coordinators and national WASH coalitions to carry out activities aimed at providing better insight in the sanitation situation and enhancement of sector performance through improved coordination and collaboration, advocacy for policy change and awareness raising. In order to strengthen the capacity of the NCs and WASH coalitions to conceptualise and implement strong national action programmes, the Council will provide training and capacity building programmes - coverage will include monitoring, fund raising, micro credits and coalition building. Meeting annually, National Coordinators and Regional Representatives will jointly plan and strategise, building on shared experiences and lessons learnt.

### **Component III**

#### **Global and Regional Strategic Partnerships**

Objective: To stimulate new ideas, expand outreach and develop joint action programmes

The existing partnerships with organisations like WHO, UNICEF, UN-HABITAT, WSP, GWP, GRWHC Norwegian Church Aid, WaterAid, IRC, etc. will be further strengthened through development of clear action plans and Memoranda of Understanding with these agencies at national and regional level. Common advocacy programmes and national level activities will be developed wherever possible.

### **Component IV**

#### **Improved Communications and Information Sharing**

Objective: To provide an inter-active platform for sharing and learning among all sector stakeholders, especially the development community and beneficiaries

To further enhance information being used for advocacy and methods development purposes, including lessons learned and successes from the field activities it supports, the Council will prioritise the exchange of knowledge and information between its members and partners. Strong emphasis will be put on web-based communications with the wider public, the membership, and representatives and partners, through the website, and the exploration of Intranet and Extranet options. The strategy includes using a shared Internet space for collaborative work on documents, discussions and support.

Objective: To expand and strengthen an active community of the Council members

The membership of the Council is the foundation on which the organization acts as a coordinating body for sector professionals and organisations all over the world. A large, diverse and actively engaged membership gives the Council the opportunity and credibility required to achieve its purpose, vision and mission.



During 2005, the Council will revise its membership strategy with the objective to improve membership services and communications in decentralised fashion through the coordinators, encouraging their active participation and discussion on global as well as local issues through internet. That will also involve a membership drive to further strengthen the membership base especially at country and regional level. Ultimately it is the Council's fervent hope to provide best-possible service and support to a growing number of the Council members and partners in everybody's important work for the benefit of people. For this reason, strengthening of human resources and capacity building will be necessary in the Secretariat.

The membership drive, internet linkages with the members and development of a continuous dialogue platform in the web will be the top most priority for the Council in 2006-2007. This will lead to development of decentralised membership drive in countries and at regional levels which in turn will strengthen the global movement as well as decentralised WASH networks.

Objective: To create a new institutional visual identity in line with the expanded mandate and name change of the Council

The inclusion of hardware-oriented implementation activities and the change in name from Water Supply and Sanitation Collaborative Council (WSSCC) to Water Supply, Sanitation and Hygiene Collaborative Council (WASH Collaborative Council ) are strategic decisions that will be reflected in its corporate image. At an appropriate time, the Council will draw on the expertise of communication agencies/professionals to research, develop and produce relevant materials (logo, business card, letterheads etc) and to develop and execute an implementation strategy under the supervision of the Council's Advocacy, Communications and Media Manager.

## **Component V**

### **Action Research and Thematic Activities**

Objective: To better monitor for improved impact at international, national and local level

Continuous monitoring of performance and impact as well as a responsive feedback mechanism that will allow corrective actions to be taken in a timely manner is necessary. Towards this end, the Council will improve its monitoring system. This will entail refining of progress- and impact indicators, the development of a systematic monitoring system, and regular data collection and analysis. This monitoring system will entail both Secretariat activities as well as country and regional level activities carried out through the National Coordinators and Regional Representatives.

Objective: To support the development of thematic outputs in order to provide a basis for advocacy and contribute to improved sector performance

As a main pillar of the Council's advocacy effort, thematic research activities and output development will be supported in specific thematic focus areas where others are not very active or where the Council has a clear contribution to make. In collaboration with existing or new partners, activities will be carried out (ranging from workshops, events, research, development of guidelines, methodologies and resource documents) covering the main IAP themes as well as the themes mentioned above in the section on thematic focus.

## **Component VI**

### **Resource Mobilization**

The Council seeks to expand its donor base through a donor conference that will gather both the long standing donors of the Council as well as prospective new donors. A donor's forum will be used to





showcase the Council's campaign programmes and contribution towards the MDG7, and the resources required by the Council to support its activities on the reduction of water and sanitation-related diseases. Active participation of the Council's entire structure - ie, regional and national network, ambassadors/conveners, Steering Committee, current donors and beneficiaries is envisaged. Follow-on discussions with potential donors are to be maintained in 2007-2010.

The Council Secretariat is small and operationally dependent on external donor funding, which means it operates with relative uncertainty of funding and cash flow. The Council will seek to build up and maintain a buffer to smoothen the cash flow fluctuations that the Council has repeatedly experienced.

## **Supporting the Strategy with Institution, Resources and Systems**

Strategic goals will need improved capabilities within the Council partners and indeed in the Council itself. This will require extending and innovating systems for better data collection, a strong emphasis on monitoring performance (both quantitative and qualitative), and improved management of sector knowledge.

### **Institutional Arrangement**

With a view to establishing the optimal administrative arrangement that will best respond and meet the needs in relation to the Council's move to complement its advocacy campaigns with implementation of sanitation and hygiene projects, the Council has mandated an Eminent Expert Working Group to conduct a study and present its recommendations by August 2006.

In making its recommendations, the Working Group will choose the option that will provide mutual benefits and synergies to the Council and its host agency and will open the possibility to build on the following opportunities:

- Partnership towards the MDGs
- A concrete step towards the MDG with people in the centre
- More funding mobilization from non traditional sources
- Stronger advocacy
- Flexible operation, mutually helping both the organizations
- A major step towards poverty eradication through improvements in health
- WASH coalition at the country level
- A major role by both in water and sanitation and hygiene
- scaling up of the School Sanitation and Hygiene Education (SSHE)
- opportunity to encourage and partner with the small local entrepreneurs for delivery of sanitation and water

### **Indicators**

The Council seeks a system of indicators, monitoring and reporting that will as closely as possible reflect the work it does, while recognising that it is not always easy to objectively monitor performance and impact in a sector where so many actors and stakeholders are involved at any given time. Detailed indicators will be included in annual work plans. See Annex 6 for potential indicators for measuring the Council's work for the main components of its strategic framework for 2006-2010.



## **Evaluation and reporting**

The Council will report to its steering committee on an annual basis on programmatic progress and financial situation while progress reports will be sent out to donors according to individual arrangements. A formal evaluation of the Council was performed in 2004 at the initiative of the donor partners (DFID, DGIS and SDC). Such an evaluation is recommended to be performed every 5 years. All internal administrative oversight procedures of the Council's host are applicable to the Council.

The strategy itself will be reviewed in 2007/ 2008 and 2011/ 2012, coinciding with the CSD reviews.

## **ANNEXES**

- 1 Current Situation of the Sector
- 2 Background of the WASH Collaborative Council
- 3 External Review of the Council
- 4 Lessons Learned 2001-2004
- 5 Performance Monitoring
- 6 Supporting the Strategy with Institution, Resources and Systems



## Annex 1.1 Current Situation of the Sector

Though the proportion of the world's population with access to improved drinking water sources rose from 77 to 83 percent between 1990 and 2002, and the proportion of people with access to basic sanitation rose from 49 to 58 percent during the same period, there remains a pressing urgency for action. Some key concerns today:

- There are only 10 years left to meet the MDGs for water and sanitation and yet many leading countries do not have a clear sanitation and hygiene policy and action plan.
- While the world as a whole is generally on-track to achieve the drinking water MDG, Sub-Saharan Africa lags behind.
- The sanitation target will remain unmet for a half billion people unless there is a sharp acceleration in rate of progress.
- The Joint Monitoring Programme (JMP) estimates the number of people without access to basic sanitation in 2004 to be 2.6 billion - up from the figure of 2.4 billion in 2001.
- Many approaches discussed at global level lead to top-down supply approaches and hardware-oriented systems that do not properly take into account the needs of unserved poor people.
- Despite lessons learned in 1981-1990 International Decade for Water Supply and Sanitation (IDWSS), there is still over-emphasis on initiatives of external institutions and imported solutions, and under-emphasis on local-level capacity-building.
- The issue is not just one of access to safe water and basic sanitation. There must be proper, sustained use of facilities over the long-term if health and other social and economic benefits are to accrue.
- Increased involvement of the private sector in the sector is needed.
- Despite being a major cause of death of children, malnutrition due to poor hygiene, poor sanitation and waterborne diseases remains the silent emergency the world has not yet paid sufficient attention to.
- Governments did not yet change their role from a mere provider to a facilitator, leader, regulator and promoter. This paradigm shift is essential for reaching the MDG.

The current situation is characterised by:

- Pressing need to keep sanitation on global and national agendas.
- Pressing need to add hygiene prominently to global and national water and sanitation agendas.
- Recognised need to look at the whole picture of water, sanitation and environment together – not each element separately - since each is connected to and impacts upon the other two.
- Recognised need to look beyond the water and sanitation sector, and collaborate with others to ensure that the longer-term “ultimate” goals of poverty alleviation, sustainable human development, and human dignity can be achieved.
- not to look at the goals for the government only to achieve through supply of services but to create an enabling environment for people to take lead in equal partnership with the government, private sector and others.



## Annex 1.2 Background of the Council

The Council was established in 1990, at the end of the International Decade for Water Supply and Sanitation (IDWSS). It was an anxious birth, preceded by an ESA Collaborative Council brought together by external support agencies including UNDP and other UN agencies, and other bilateral donors. Despite significant achievement, global effort during the Decade failed to reach safe water and sanitation to every citizen by 1990. The UN General Assembly resolution number A/RES/45/181 of 21 December 1990, which established the Council's mandate, reflected this experience and concern: *"To accelerate the achievement of sustainable water, sanitation and waste management services to all people, with special attention to the unserved poor, by enhancing collaboration among developing countries and external support agencies and through concerted action programmes."*

The Council's structure and operation is unique in its providing a global neutral platform and space where all stakeholders can raise issues, share opinions and influence the agenda. It has created a flexible organisation that can pick up issues and changes in the sector and turn them into actions swiftly. As stated by the external evaluation of the Council *"It (the WSSCC) has developed an extremely effective platform for engagement between the international and local players in the sector".....and ... it is a value for money invested in it.* One of the goals for the next years is to further strengthen this platform with improved communications to and between its members and sector professionals.

In 2001, the Council launched the Water Sanitation and Hygiene for All (WASH) Campaign. The recently published UN task Force Report on water and sanitation recognised that *"This Campaign has been extremely successful in putting sanitation on the international political agenda."* It has been identified and credited by various sources as one of the key factors to the inclusion of sanitation in the Millennium Development Goals at the Summit of Sustainable Development in Johannesburg in September 2002. The Secretary General of the United Nations recognised the role of the Council many times in his messages as well as in his reports to the CSD and ECOSOC. The recently held CSD 13 preparatory meeting in the UN in New York recognised the roadmap as developed in the Dakar Global Forum as a model for the member states to follow to measure their progress towards sanitation MDG and recommended WASH Campaign and Programme as a vehicle to reach the goal of sanitation. The question will remain as how effectively the Council is able to help that journey towards the MDG goal of sanitation which was the result of its successful advocacy.

The answers are rooted in the principles of Vision 21, which constitute the core of Council advocacy. The recommendations, which emerged five years ago from the Council's analysis of past achievements and failures, were regarded then as revolutionary and controversial. Today, the call for setting the water and sanitation (and hygiene) or WASH agenda from below and putting people in the centre of the entire process --- starting from perceptions and needs of households and communities rather than with projects passed down from the top --- is accepted as policy by many countries. Yet, as the Strategy points out, encouraging transformations around the world continue to be inhibited by attitudes entrenched within dominating systems that continue with top-down, capital-intensive approaches that are often unsustainable. In addition, rapid urbanization, threats to water quality, and depleted water resources have accelerated the urgency of finding sustainable solutions --- solutions that demand inter-disciplinary and inter-sectoral collaboration on an unprecedented scale. A top down government delivery approach is unsustainable.

Over the past three years through the voluntary work of the Council's dedicated National and Regional Coordinators, the WASH Campaign has moved from the global to the national and regional level, and several national WASH campaigns have been launched in Africa, Asia, Latin America and the Caribbean and Central and Eastern Europe and Central Asia. In several countries, national level WASH coalition has been developed with the objective to advocate for political will and actions at



national and local level and to facilitate the development of a collective approach towards the achievement of the MDG.

### **From Oslo to Iguacu**

Since its establishment, the Council has simultaneously grown and undergone distinct phases of development responding to sector demand. Council members have met every two-three years at global fora – in Oslo (1991), Rabat (1993), Barbados (1995), Manila (1997), Iguacu (2000) and Dakar (2004) - to assess direction, approaches and appropriate responses to sector needs. Major external evaluations of the Council have been held in 1998 and 2003-2004.

Highlights of the Council's evolution over time are presented below:

- In its initial formative years from 1988 to 1990, the Council's prime rationale was donor coordination and synergy of effort.
- With expansion and wide inclusion of multi-stakeholders during the 10-year period from 1990 to 2000, the Council's focus was directed towards applied research and knowledge networking, and providing practitioners with practical tools and guidelines.
- During the period 1997-2000, the Council carried out a major international and participatory visioning exercise, which was compiled in the publication "Vision 21: the People's Route to Water, Sanitation and Hygiene for All". Vision 21 was launched at the Second World Water Forum in The Hague in March 2000.
- From 2000 to present, the Council's work has been defined and guided by the Iguacu Action Programme (IAP) that emerged from the Council's Fifth Global Forum. IAP is based on Vision 21 principles, and emphasises a demand-based, integrated approach to water and sanitation as opposed to one based on top-down delivery of water. IAP identified four sector priorities:
  1. Hygiene promotion,
  2. Environmental sanitation,
  3. Institutional and management reform, and
  4. Community-based approaches

and specified the mandate and programme of action for the Council during the period 2000-2005 to be:

- advocacy and mobilisation,
- monitoring by people themselves,
- networking (national, regional and thematic),
- dissemination of knowledge and best practice, and
- working with partners.

IAP's longer-term "ultimate" goals of poverty eradication and sustainable human development through hygiene, sanitation and affordable, safe water are fully consistent with the global MDG approach that aims at poverty eradication through achievement of MDGs.

### **From Iguacu to Dakar**

#### **Vision 21, the Iguacu Action Plan and WASH**

Following up on Vision 21 and IAP, the global advocacy campaign for Water, Sanitation and Hygiene for All - branded "WASH" – was launched by the Council and its partners in 2001. The specific intention of WASH is to firmly plant water, sanitation and hygiene on political agendas.



WASH was introduced at the International Freshwater Conference in Bonn, Germany (2001), and since has become been a highly-visible, successful campaign that has mobilised high-level policy- and decision-makers to fight for WASH for all people. The recently published UN Millennium Project Task Force Report observed” The Council deserves much of the credit for leading the international call to action for sanitation. The Council’s advocacy campaign WASH has had considerable impact at the international level.....Strengths of the WASH campaign can and should be replicated at the local level” The recent external evaluation recommended considering the change of the name of the Council to WASH Council. This will also be justified as Dakar resolution recommended to add Hygiene in the name of the Council.

### **The Global WASH Forum - Dakar**

The first-ever Global WASH Forum - having as its theme "Water, Sanitation and Hygiene for All - Solutions and Actions; Local and National" - was held in Dakar from 29 November to 3 December 2004. Organised by the Council in collaboration with the Government of Senegal, the Dakar Forum was billed as a contribution to the sustainable development process, poverty reduction and achievement of MDGs for water and sanitation. Some 500 participants from over 75 countries attended the Forum, including 20 government ministers, top-level officials from six UN agencies, officials from 10 donor organisations, and representatives from government ministries, multilateral organisations, non-government organisations (NGOs) and the private sector.

Among notable events directly associated with the Forum were Africa Day held on 4 December, and the launching of two important WASH initiatives: (1) the African Ministerial Initiative on WASH (AMIWASH), and (2) Women Leaders for WASH.

The agenda of the Forum was set up to examine strategic ways and means to speed up actions at local and national levels towards achieving the MDGs. Three specific Forum outcomes intended to show the way forward in terms of accelerating action resulted.

- The Dakar Statement, a high-level statement of intentions and required actions for achieving global goals.
- The Dakar Statement Actions and Commitments, a follow-up statement of proposed action points and commitments to be included in everyone’s future plans and programmes.
- The Dakar Roadmap, an action-oriented tool based on principles, lessons learned and best practices intended to help countries move beyond the rhetoric.

All the three documents were placed before the intersessional meeting of the CSD 13 in February in New York by Govt. of Senegal and were well accepted by all. Special interest was shown by many delegates for the roadmap that will be developed and promoted further.



### **Annex 1.3 External Review of the Council**

An external review of the Council was carried out by the Performance Assessment Resource Centre (PARC)<sup>3</sup> between October 2003 and March 2004 to answer the following questions:

- Is the Council doing the right things?
- Is the Council doing the right things well?
- What recommendations can be made to enhance the Council's effectiveness?
- How can the goals and achievements of the Council be sustained?

In its final report dated November 2004, the PARC External Review Team concluded:

- “WSSCC has developed a key role in global, regional and country advocacy and policy influence in promoting the connected issues of water, sanitation and hygiene, as illustrated by the ‘WASH’ campaign. It has influenced global policy and brought the improvement of sanitation within the set of universally supported Millennium Development Goals. It has mobilised a very substantial network of volunteer professionals, regional and national coordinators and members.”
- “A recognised and valued platform for advocacy and influence in the water and sanitation sector has been constructed which engages NGOs and other ‘civil society’ stakeholders at both international and local level. It has achieved a recognised focus upon the related poverty and gender issues.”
- “WSSCC has operated in a highly cost-effective way with very limited resources. It represents very good value delivered for the investment made by the key supporting donors. The need for the global advocacy role will continue as will the need to spread the overall WASH message further and more broadly, to engage more governments and stakeholders, and to raise awareness of other attitudinal, fiscal and technical constraints to the provision of universal access to water supply, sanitation and hygiene.”
- “WASH has been established as a good platform for promotion and advocacy which is easily recognised and workable across language barriers.”

The External Review Team made eight recommendations:

1. “WSSCC should continue to be regarded as a cost-effective and valuable instrument for progressing reform and awareness in the global water supply and sanitation sector. There is a need to increase funding to maintain current performance.”
2. “The current global advocacy programme should continue. There is a need for a single document clearly stating mission, aims, objectives and programmes. WASH should be developed to encompass more clearly the full agenda of water supply, sanitation and hygiene as intended.”
3. “There should be a review of the implications and options available for increasing or improving national and local engagement.”
4. “Consideration should be given to a modest expansion of the Secretariat.”
5. “The focus and connection achieved by WSSCC with local community representation and NGOs and with gender and poverty issues should continue.”

---

<sup>3</sup> PARC (5 Shutlock Lane, Mosely, Birmingham B13 8NZ, U.K.) was engaged to carry out the evaluation by Council donors at the request of WSSCC’s Steering Committee.



6. “A new closer dialogue with WSP (Water and Sanitation Programme) should be initiated.”
7. “The current engagement and enthusiasm of the high quality of volunteer professionals at global, regional and national levels should be retained, refreshed and strengthened.”
8. “WSSCC communication facilities and website need to be improved.”

All eight recommendations of the External Review Team have been accepted by the Council Secretariat.





## Annex 1.4 Lessons Learned 2001-2004

From the Council's work over the past three years, it is possible to draw out a number of important lessons that need to be reflected in all future efforts. Some key lessons learned are indicated below:

- Global advocacy must be matched with local and national advocacy and actions.
- Though the sector needs to mobilise additional funds, the availability of external funding has been over-emphasised as a determinant for success or failure to reaching the MDGs.
- Mere programme development with external funding will not help reach the MDGs. People and local institutions must be involved and innovative mechanisms of mobilisation of resources encouraged.
- The MDGs will not be achieved by depending on UN agencies and governments alone.
- Mere inclusion of water and sanitation in a country's Poverty Reduction Strategy Paper (PRSP) cannot be the sole criterion for considering external support to a country.
- Concerning the Council's "systems" of national and regional representation, it is felt that:
  - The National Coordinator system is neither fully equipped nor always able to adequately respond to governments' needs for on-demand support to develop integrated approaches.
  - For various reasons, the Regional Representative system is expensive and less effective in operation than desired.
- There is sufficient capacity available in different regions in the South, albeit unbalanced between countries. Increased South-South collaboration within regions is possible and will help build capacity and ownership.
- The Council must continue strong advocacy at global, regional and national levels to influence policies, draw attention to water, sanitation and hygiene issues, and highlight successful and failing strategies and approaches.
- Efforts to involve women and women's groups more fully in all activities of water, sanitation and hygiene - from planning and decision-making to management and monitoring - are still needed and must be increased.
- Water and sanitation must be demand-based, community-managed and holistic in approach. Centralised subsidy-led, top-down approaches do not work.
- Initiatives such as "total environmental sanitation" must be encouraged, supported to go to scale, and extended to other countries and regions - through South-South cooperation wherever possible.
- Solutions to address private sector concerns and offer individuals and companies opportunities to participate in sector development while earning at least small profits must be developed in the future.
- The water and sanitation sector(s) must develop better integrated approaches with other sectors such as health, education, energy, agriculture, environment and finance.



## Annex 1.5 Performance Monitoring

### 1 Indicators

The Council seeks a system of indicators, monitoring and reporting that will as closely as possible reflect the work it does, while recognising that it is not always easy to objectively monitor performance and impact in a sector where so many actors and stakeholders are involved at any given time. Detailed indicators will be included in annual work plans. Below a few general indicators are mentioned for measuring the success of the Council's work for the main components of its strategic framework for 2006-2010.

#### *1a Council's overall objective*

Related to the overall objective, Council's contribution in accelerating collaboration to the sector towards achievement of the water and sanitation MDGs:

- At the end of each year, the increase in total number of countries on-track towards meeting the water MDG by 2015.
- At the end of each year, the increase in total number of countries on-track towards meeting the WSSD sanitation goal by 2015.
- At the end of each year, the increase in funds channelled to the sector – both (a) from within country, and (b) from external sources.

#### *1b Continued Focus on Advocacy- at Global, Regional and National level*

- Increasing reference to WASH objectives, strategies and approaches in UN and other international organisation statements, reports, documents, press releases and other printed materials.
- At least 10 statements have been generated and referred to at international, regional or national platforms from the Women leaders for WASH advocates
- By 2007, Sanitation and Hygiene Week has been globally adopted and specific activities are carried out
- By end 2006, a WASH Goodwill Ambassadors program has been initiated

#### *1c Increase National and Regional Action*

Reflecting the Council's contribution towards achievement of MDGs in regions and countries:

- At the end of each year, at least two flagship events in the focus regions have been supported by the Secretariat

Reflecting the success of **Council activities at country-level** in each country where the Secretariat, the national coordinators, members and partners are actively engaged in WASH advocacy:

- At the end of each year, an increased the number of countries that have truly placed hygiene on the agenda, i.e. that are carrying out advocacy and meaningful action related to the "H" in WASH (criteria for confirmation that this has occurred to be developed).
- At the end of each year, action plans of Council Regional Representatives and National Coordinators for that year completed within budget.
- At least one new country-level WASH campaign launched per year in each focus region.
- At least 6 countries a year have launched national activities through AMIWASH with the support of the Council.
- At the end of each two years, an increase in number of in-country politicians and WASH-responsible officials who indicate they have been positively supported by the Council in their work towards sustainable achievement of water and sanitation MDGs.



- At the end of each two years, increased knowledge of WASH issues and good practices at community and household levels, as measured by pre- and post-WASH campaign surveys of targeted populations.

#### ***1d Strategic Partnerships and Coalition Building***

- At the beginning of each year, a core group of key partner institutions that the Council has MOUs/agreements with, including partner institution action plans and budgets for the upcoming year.
- A steady number of in-country NGOs and faith-based organisations joining in and contributing to WASH.
- A steady number of strategic partnerships being developed with local and regional partners, as confirmed by MOUs or other formal agreements specifying the cooperation being entered into.
- A steadily growing interest in water and sanitation development and opportunities for partnership from the private sector.
- A steady expansion of in-country WASH coalition member organisations (comprising the public sector and entire spectrum of civil society organisations and institutions (including the private sector, NGO's, faith-based organisations, gender and other alliances, etc.), with meaningful representation and participation by all).
- A steadily increasing integration of water, sanitation and hygiene with the health, education, energy, agriculture, environment and finance sectors.
- A steadily increasing number of events and programmes planned and carried out with partners from other sectors
- A working meeting on review of these partnerships and to develop a collective action plan will be planned in the beginning of every year where the work plan of the Council would be shared with them.

#### ***1e Improve Communications and Information Sharing***

Reflecting members and national coordinators perception of the Council as an organisation that supports their own efforts and responds to their own needs:

- At the end of each year, an increase in number of members compared against the final total number of members at previous year-end.
- At the end of each two years, 70 percent of all Council members with internet access indicating they have adequate access to WASH information they themselves consider useful for their in-country advocacy efforts.
- At the end of the year the 70% of the members and the national coordinators consider the new platform for communication and knowledge sharing as a useful tool for their activities.
- Increasing exposure to the Council and WASH in national media, e.g. in newspaper and magazine articles, radio and television reports, mass media interviews and appearances, etc.
- An increasing number of electronic visitors and participants in the portals

## **2 Data Collection and Analysis**

The Secretariat in collaboration with its national and regional coordinators and its partners will be responsible for collecting the data on the respective components of the strategy.

The Secretariat will have main responsibility for collecting data on Global advocacy and communications and knowledge while the National and Regional Coordinators - working in close collaboration with national authorities and key in-country stakeholders at appropriate levels - who are responsible for collecting and compiling monitored information, and reporting in-country progress. Processed data from both national and regional levels shall be on-forwarded to the Council Secretariat for compilation and reporting.



## **Annex 1.6 Supporting the Strategy with Institution, Resources and Systems**

### ***1a Institution***

Strategic goals will need improved capabilities within the Council's partners and indeed in the Council itself. This will require extending and innovating systems for better data collection, a strong emphasis on monitoring performance (both quantitative and qualitative), and improved management of sector knowledge.

### ***1b Resources (Financial and Human)***

The Council's programmes and activities and its successes have been sustained by the combined efforts of a small Geneva-based Secretariat and a cadre of dedicated volunteers who work on part-time basis. To support its strategy for the years to come, more consultancies and technical support on the field will be required. The Geneva-based Secretariat will require a commensurate level of staff to carry out its programmes. Careful balancing and periodic review are required to ensure that while maintaining minimal staffing, an optimal level is achieved so that the quality of the Secretariat's service is enhanced rather than compromised.

In the fast few years, the Council's operations have been disrupted by persistent cash flow liquidity problems. The Council will seek to establish a Fund that would allow more stability in the programming of its activities and complement the annual contributions from its donors.

### ***1c Systems***

#### ***(a) Data Collection and Analysis***

The Council Secretariat in collaboration with National Coordinators and Regional Representatives and partners will assume responsibility for collecting data on components of the Strategy. The Secretariat's main responsibility will be for data on global advocacy, communications and knowledge. National Coordinators and Regional Representatives, working in collaboration with country authorities and key stakeholders, will be responsible for collecting and compiling monitored information, and for reporting in-country progress. Processed data from national and regional levels will be forwarded to the Secretariat for compilation and reporting.

#### ***(b) Improve Communications and Information Sharing***

Good communications and extensive information sharing are critical for the success of the Strategy. Council experience has indicated the crucial importance of maintaining a steady flow of information (through the website and other electronic means) that can serve the specific needs of target audiences. With the shift towards the inclusion of implementation programmes, the Council will aim to adjust its communications systems so that they can facilitate and support the potential expansion of information and communication needs. All communication and information sharing activities of the Council will not only need to improve Council functioning, but equally that of its partners and the sector as a whole. In this light, the 2004 External Review recommended that the Council's communication facilities be strengthened through consideration of more ambitious plans for electronic communication and networking. This can increase the numbers of people served with interactive access to the Council network and reduce overall travel needs and costs. Partnerships with those with similar ambitions in other sectors (including private industry) should be considered. The Council's communication objectives will therefore be to

- facilitate distribution and dissemination of experience and knowledge and Vision 21 principles within the sector
- strengthen the Council's position as a knowledge-based advocate and as neutral platform for information sharing and communication, and facilitate the exchange of knowledge and information between members and partners



- enhance information used for advocacy and methodology development purposes, including lessons learned and best practices
- place web-based communications at the service of a wider public through the website, and exploration of Intranet and Extranet options for collaborative work on documents, discussions and support.

#### *(c) Performance Monitoring*

The Council is seeking a system of indicators, monitoring and reporting that will as closely as possible reflect the work it does. It recognises that it is not always easy to objectively monitor performance and impact in a sector where so many actors and stakeholders are involved at any given time. In addition, the Council is concerned with social and political processes and not merely with statistics. Indicators will be needed that are tailored to the Council's needs, and included in all annual work plans. Some general indicators have been developed to monitor progress toward the main components of its Strategy (see Section 6). For example, overall objectives will be measured by the number of countries on track toward meeting MDG goals and the resource situation within them. National and regional activity will be monitored through flagship events and meaningful action related to hygiene. WASH campaign objectives will be assessed through the quality of country programmes, the increase in knowledge of WASH issues and good practices, and through references to WASH approaches in UN and other international/national statements. Partnerships and coalitions will be studied through an analysis of organizations and institutions brought together at the beginning and at the end of each year, and the nature of these partners. Integration of water and sanitation with other sectors will be another indicator, as will be the quality and number of thematic outputs made available to Coordinators and partners. Internet access and exposure in national and international media as well as membership details will be among other key indicators. The Council will also continue to publish 'Listening', which can be used to capture the voices of the people expressing their opinion on the progress, both locally and globally.

#### *(d) Membership*

Its membership is the foundation on which the Council acts as a coordinating body for sector professionals and organisations all over the world. A large, diverse and actively engaged membership gives the Council the opportunities and credibility required to achieve its vision and mission. During 2006/7, the Council will revise its membership strategy to improve services and communications, decentralised through its Coordinators. A drive is intended to further strengthen the membership base, especially at country and regional level. It is the Council's fervent hope to provide the best possible service and support to a growing number of members and sector partners. For this, strengthening human resources and capacity at the Secretariat will be necessary.

#### ***1d***                    ***Institutional Identity***

The External Review Team recognised the importance of the brand name WASH and its impact on recent successes of the Council. The current name - Water Supply and Sanitation Collaborative Council – and its acronym – WSSCC – are not readily understood by the general public and often confused and is difficult to explain. It is not communication friendly at all. A further “difficulty” with the present name is that ‘Hygiene’, a concept now actively promoted by the Council, is not included in either the present name or acronym and is often forgotten. In Dakar also a general resolution was adopted for inclusion of Hygiene in the name of the Council.

After consultation with many members and experts, the Steering Committee of the Council decided that the new name would be Water Sanitation and Hygiene Collaborative Council or WASH Collaborative Council. The Secretariat would be the WASH Secretariat.



The Council also considered a new institutional arrangement for some time. It was decided that the best advantage for the Council is to continue the unique experiment of a multi stakeholder partnership within the UN system and not from outside. Moreover with the need of developing the strength and capacity for implementation on ground it was necessary to have an action oriented host agency. With the active support of WHO, the Council grew from its infancy to its current phase where a proper partnership and institutional arrangement is absolutely essential to enable to deliver what it promises. Opportunities for deeper collaboration with WHO and other UN agencies exist. Such partnerships will be explored to the fullest to pull the resources and capacity together towards a common cause. This will also bring in better financial control and flexibility in operations on ground.

*1e*            **Resource Mobilisation**

Few major donors not only helped the Council to grow through the last few years but also helped it through many challenges. However this situation also brings in uncertainty for cash flow as well as the future being tied up with only a few donors and their own policies and their own funding plan in the sector. The Council should seriously consider strengthening its financial position through active donor briefing, coordination as well as reaching out professionally to private foundations and other sources. Some lessons can be learned from the great success of the Council's partners in mobilizing funds from the public contribution as well as launching campaigns where donations can be connected with actions on ground. This should be major activity for the Council in future and should be handled professionally with funds allocated for this important activity both at the global as well as local levels.

**EVALUATION AND REPORTING**

The Council will report to its steering committee on an annual basis on programmatic progress and financial situation while progress reports will be sent out to donors according to individual arrangements. A formal evaluation of the Council was performed in 2004 at the initiative of the donor partners (DFID, DGIS and SDC). Such an evaluation is recommended to be performed every 5 years. All internal oversight procedures of the Council's host would be applicable to the Council.