



**SANITATION
AND WATER
FOR ALL**



SWA Partnership Strategy 2020-2030

REGIONAL ROADMAPS
2021-2025

REGIONAL ROADMAPS

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

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

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

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

COVER PHOTO

In a school in Savannakhet, Laos, a schoolboy has toilet cleaning duty. @UNICEF/Jim Holmes



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

IMPLEMENTATION

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

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

OPPORTUNITIES FOR STRENGTHENING REGIONAL ENGAGEMENT

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

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

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

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

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

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

exchanges.

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

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

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

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ROADMAP FOR THE ASIA-PACIFIC REGION



Sorn, 35, and her 18-months -old baby wash their hands at a water point near her house in Lao People's Democratic Republic. © UNICEF/UNI111491/TATTERSALL

CHALLENGES AND OPPORTUNITIES

The Asia-Pacific Roadmap's Strategic Lines of Action have been shaped by the key challenges and opportunities noted by partners during the regional consultation:

- **Tax revenues are increasing** in countries transitioning from low- to **middle-income**, as are their **populations' expectations** for services
- **Funding of the sector needs more effective coordination**, with more open and collaborative strategies across funding organizations that enable them to co-invest in WASH programmes. These challenges with coordination are compounded by **difficulties in holding diverse stakeholders mutually accountable**, both collectively and individually, for delivering sustainable and quality water, sanitation and hygiene services. Accountability rests primarily with National Governments, and other stakeholders – donors, the private sector, and civil society – must **more consistently hold Governments accountable to reduce public sector corruption and mismanagement**, while themselves operating under the same standards of transparency and accountability. And **accountability must extend to the private sector**, who often operate outside any multistakeholder platforms.
- Asia Pacific is home to a host of **cross-cutting underlying causes of poverty and injustices related to water, sanitation and hygiene**, and East Asia and the Pacific frequently suffer the **consequences of natural disasters**, all of which can only be addressed through cross-sector partnering, as evidenced by several successful SDG-related initiatives. The region therefore **needs more platforms and learning mechanisms** that promote multi-stakeholder approaches in WASH, and that support capacity development for partnerships and cross-sector initiatives.
- **Governments will prioritize water, sanitation, and hygiene needs only if popular demand increases**, but the Civil Society organisations that typically champion the voice of the most marginalized groups often lack the resources to be effective advocates. And **civil society, together with donors, lack the coordination structures** that could unify and amplify their voices, and thus give them influence.
- While **SWA has a broad and deep base of partners** in the region, successfully implementing the Roadmap will require them to collaborate more closely and systematically. To accelerate the strengthening of National WASH Coordination Platforms, the SWA Secretariat can foster **better collaboration between regional partners, Steering Committee representatives and SWA Focal Points**.

The Roadmap organizes activities into Strategic Lines of Action under each of SWA's Strategic Objectives.

SWA STRATEGIC OBJECTIVE 1:

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

- 1. Enhance political will at all levels**, by maximizing the impact of SWA's High Level Dialogues, and by better engaging with parliamentarians at country level, and with regional bodies
- 2. Ensure no one is left behind** through data-driven advocacy on the rights and challenges of the most vulnerable and disadvantaged, sharing proven human-rights-based approaches to solve them.

SWA STRATEGIC OBJECTIVE 2:

Champion multi-stakeholder approaches for achieving universal access to services

- 1. Strengthen national WASH coordination** platforms, with a special emphasis on promoting mutual accountability through technical support and a Mutual Accountability Mechanism regional activation dashboard, and by strengthening collaboration between Focal Points, regional partners, SWA Governance structures, and the SWA Secretariat
- 2. Foster exchange and harmonization across organisations** in the region through capacity development, guidance, and peer-to-peer exchanges

SWA STRATEGIC OBJECTIVE 3:

Rally stakeholders to strengthen system performance and attract new investments

- 1. Support countries to increase funding for WASH**, promoting learning and exchange about new funding modalities in the sector, and by supporting countries to develop national investment cases
- 2. Promote engagement of the private sector in WASH** across the region through a Private Sector Engagement strategy that proposes how the water, sanitation and hygiene sector can identify and harness innovative approaches and technologies access, quality and reach, from the business sector, particularly in Asian countries.

The 2021-2025 Roadmap for Asia-Pacific is depicted in Figure 1, including the Activities that will be undertaken by the Partnership under each Strategic Objective, along with their principal Aims and targets for implementation. The full Roadmap for the Region (available upon request) also includes a Workplan that details additional implementation targets and monitoring indicators, the principal tasks to be completed, their timeframe, and roles & responsibilities of stakeholders in implementation. For ease of reference, Figure 2 summarizes just the principal activities and output targets in the Roadmap.

FIGURE 1

STRATEGIC LINE OF ACTION	ACTIVITIES	OVERVIEW OR PURPOSE	OUTPUTS (RESULTS FRAMEWORK) AND ACTIVITY TARGETS (AMS)
S01: BUILD & SUSTAIN POLITICAL WILL TO ELIMINATE INEQUALITIES IN WATER, SANITATION & HYGIENE			
1.1 Enhance political will at all levels	Implement High Level Country Engagement Plans (HLCEP) targetting especially Parliamentarians and Ministers from non-WASH sectors, as well as Heads of State if necessary	As relevant, in a given country, mobilize Parliamentarians and Ministers to be more engaged in WASH	# HLCEP to be developed: 3 # meetings held with Parliamentarians: 6
	Brief newly-appointed Ministers	Newly appointed Ministers, whether in new partner countries or after Ministerial re-shuffles, understand SWA's role and approach	OP_1.2 # of Ministers and heads of cooperation agencies (by portfolio and by sex) attending SWA High-level Meetings # newly appointed Ministers briefed: ~5
	Implement Sub-Regional Body Alignment Reviews (SRBAR) that align SWA with regional bodies, and leverage regional bodies for Capacity Development and Advocacy	Ensure SWA's roadmap strengthens and supplements regional processes that support national action: - SWA's workplan does not duplicate processes of regional bodies - SWA's calendar is aligned with key regional processes	# SRBAR to be prepared: 3 2021: South Asia (SAARC, SACOSAN), East Asia (ASEAN), Pacific Islands (Pacific Islands Forum, SPC) 2021-2023: Selected UN regional working groups
	Support Head of State and GLC member as Regional Advocates	- SWA leverages and supports Capacity Development opportunities in regional bodies	# GLC members supported: 1 # Regional Advocate engaged: 1
	Support the engagement of Ministers and other SWA constituencies in SMM & FMM	Maximize the impact at country level of Sector Ministers' Meeting and Finance Ministers' Meetings	OP_1.2 # of Ministers and heads of cooperation agencies (by portfolio and by sex) attending SWA High-level Meetings OP_1.5 # of partners (per constituency) engaged in preparatory and follow-up process for High-level Meetings
1.2 Ensure No One is Left Behind	Mainstream a Regional Equality Agenda (REA) across the regional roadmap	Ensure country-level WASH programs meet the needs of key vulnerable and marginalized groups: rural areas, informal settlements, disabled persons, displaced persons, women	# REA to be developed/updated: 1
S02: CHAMPION MULTI-STAKEHOLDER APPROACHES TOWARDS ACHIEVING UNIVERSAL ACCESS TO SERVICES			
2.1 Strengthen national WASH coordination platforms	Mobilize Technical Assistance for Multistakeholder platforms (MSP) in priority countries		OP_2.2 # of partners supported to strengthen multi-stakeholder platforms at national level
	Maintain a Regional MAM Activation Dashboard	Embed SWA principles, collaborative behaviours, building blocks, in national level processes and coordination platforms Increase visibility, awareness, knowledge and adoption of the Mutual Accountability Mechanism at country level	OP_2.5 # of tabled commitments (per constituency) OP_2.7 % of commitments reviewed following a multi-stakeholder process OP_2.8 # of countries where at least 3 constituencies have tabled commitments Frequency of Updates to Dashboard: Annual
2.2 Foster exchange and harmonization	Contribute to SWA global knowledge products, with a strong focus on the institutional arrangements of WASH platforms	Strengthen the institutional arrangements and functionality of MSPs Support organization of new MSPs when appropriate	OP_2.3 # of knowledge products published on SWA website
	Facilitate country-to-country exchanges, with a strong focus on the institutional arrangements of WASH platforms	Strengthen capacity of sector stakeholders Strengthen collaboration between Focal Points, regional partners, SWA Governance structures, and the SWA Secretariat	# country pairs to be formed: 2 # exchanges per year to be organized: 4
	Support inter-constituency Capacity Development (CD) events organized by regional bodies and by SWA (webinars, workshops), with a strong focus on the institutional arrangements of WASH platforms		OP_2.4 # of knowledge exchange events organised by SWA # events to be organized or supported: 8

FIGURE 1

REGIONAL ROADMAP FOR ASIA-PACIFIC 2021-2025

STRATEGIC LINE OF ACTION	ACTIVITIES	OVERVIEW OR PURPOSE	OUTPUTS (RESULTS FRAMEWORK) AND ACTIVITY TARGETS (AMS)
S03: RALLY STAKEHOLDERS TO STRENGTHEN SYSTEM PERFORMANCE AND ATTRACT NEW INVESTMENTS			
3.1 Support countries to increase funding for WASH	Assist countries to develop WASH Investment Cases	Increase efficiencies of current investments in water, sanitation and hygiene systems, with an equality lens	# countries supported to develop investment cases for WASH: 3
	Support the documentation of new funding modalities emerging in the region	Increase levels of investments in WASH systems, with an equality lens	OP_2.3 # of knowledge products published on SWA website # regional knowledge products to develop: 1
3.2 Promote engagement of the private sector in WASH	Support countries to implement a Private Sector Engagement Strategy	Business participation in national WASH MSPs increases	OP_2.1 # of countries with 5 active focal points (one for each constituency) # Strategies published: 1 # WASH MSPs supported to engage businesses
		Businesses recommend technological advances that strengthen WASH programmes	TBD

FIGURE 2

PRINCIPAL ACTIVITIES AND ANNUAL TARGETS IN THE REGIONAL ROADMAP FOR ASIA-PACIFIC

SWA STRATEGIC OBJECTIVES	1: BUILD & SUSTAIN POLITICAL WILL TO ELIMINATE INEQUALITIES IN WATER, SANITATION & HYGIENE	2: CHAMPION MULTI-STAKEHOLDER APPROACHES TOWARDS ACHIEVING UNIVERSAL ACCESS TO SERVICES	3: RALLY STAKEHOLDERS TO STRENGTHEN SYSTEM PERFORMANCE AND ATTRACT NEW INVESTMENTS
PRINCIPAL ACTIVITIES Asia-Pacific	Implement High Level Country Engagement Plans (3)	Mobilize Technical Assistance for MSPs in priority countries (5)	Assist countries to develop WASH Investment Cases (3)
	Brief newly appointed Ministers (5)	Maintain a Regional MAM Activation Dashboard	Support the documentation of new funding modalities
	Implement Sub-Regional Body Alignment Reviews (3)	Contribute to SWA global knowledge products	Support countries to implement Private Sector Engagement Strategy
	Support Head of State (1) and GLC Member (1) as Regional Advocates	Facilitate country-to-country exchanges (4)	
	Support engagement of Ministers and others in SMM & FMM	Support inter-constituency Capacity Development events organized by regional bodies and SWA (8)	
	Mainstream a Regional Equality Agenda across Regional Roadmap		



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This document was issued in June 2021.

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