



Multi-Stakeholders Collaboration

Working Group (MSCWG) Terms of Reference

Purpose of the Multi-Stakeholders Collaboration Working Group



Objective 2: Champion multi-stakeholder approaches towards achieving universal access to services

The acceleration in coverage needed to reach universal access by 2030 will be dependent on the existence of effective country systems and institutions that are capable of planning and delivering sustainable and equitable services for all. It will require well organised and coordinated sectors in which all partners collaborate around a shared vision, under the leadership of national and local government, and working together to achieve agreed sector targets using nationally established systems and procedures.

Water, sanitation, and hygiene services are delivered by a diverse range of actors across government and non-governmental agencies. While a few countries have single ministries responsible for water and sanitation – Ghana, India and Zambia, among others – these services are a shared responsibility of several government institutions in many others. Water, sanitation, and hygiene are also important drivers of progress for other goals such as education, health, nutrition, jobs, and the broader economy. This cross-cutting nature of water, sanitation and hygiene (WASH) necessitates effective collaboration, meaningful participation and joint working between the stakeholders offering services in these areas. Evidence points to the operation of well-coordinated and planned sectors with strong institutions as the necessary conditions for providing the step change in sector performance¹.

SWA believes that achieving the water, sanitation and related targets of the Sustainable Development Goals (SDGs) will require actions of multiple stakeholders. Indeed, no single actor will be able to effectively plan, resource, implement and effectively track progress on these targets without the engagement and support of other stakeholders. SWA also believes that progress is best achieved through the actions of stakeholders that are close to households and communities without services and especially those that are left behind. However, bringing together multiple stakeholders requires leadership, resources, time and well thought through strategies to maximize the efficiencies that can be drawn from joint efforts.

The SWA strategy identifies “a well-coordinated, multi-stakeholder approach at multiple levels” as crucial for energizing political will for action. Government-led multi-stakeholder processes are also necessary to achieve the step-change in financial support needed to efficiently deliver services. Making progress towards universal access and sustainable systems

¹ AMCOW 2011. Pathways to Progress. Transitioning to Country-Led Service Delivery Pathways to Meet Africa's Water Supply and Sanitation Targets
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at the necessary scale and speed required to achieve the SDGs in the remaining 9 years starts with the recognition that national priorities dictate action or inaction. It is when government-led country systems and processes are strengthened, that real impact can be achieved.

For this reason, the partnerships second strategic objective is to “Champion multi-stakeholder approaches towards achieving universal access to services”. This objective is primarily focused on the crucial role of all stakeholders, led by the government and including civil society, external support agencies, private sector, utilities, regulators and research and learning agencies in pooling their unique expertise together to achieve a vision of water, sanitation and hygiene for all, always and everywhere. It will be achieved by strengthening multi-stakeholder platforms at the national level to open up spaces for dialogue, by supporting multi-sector, multi-stakeholder approaches wherever possible, and by building a culture of mutual accountability for results. Through multi-stakeholder approaches, leadership and ownership is enhanced in country and efforts are joined by relevant actors towards the same goals, improving policy formulation and strengthening national systems.

The Multi-Stakeholders Collaboration Working Group (MSCWG) is the place within the SWA to discuss, test and feedback on multi-stakeholder approaches at national and regional levels for developing and sustaining universal access to safe water, sanitation and hygiene (WASH) services. Lessons learned at the country level should be aggregated at the regional level to ensure that the implementation of Regional Roadmaps adjusts to changing circumstances and emerging promising approaches.

The MSCWG also contributes to SWA partners’ efforts in addressing the priorities and opportunities identified in the Regional Roadmaps 2021-2025 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). These activities are, particularly, to strengthen national water, sanitation and hygiene coordination platforms and to foster exchange and harmonization across organisations in each region. It contributes to the tracking the progress made against the Roadmaps and their Workplans, fostering cross learning, and generating support for the approaches and lessons learned through its members.

Theory of change (ToC)

The new SWA theory of change outlined in the Strategic Framework details how objective two will be achieved, together with objectives one and three. The ToC emphasises the importance of multi-stakeholder platforms to achieve the objective; however, there will be a range of activities required to achieve objective two.

Figure 1. Theory of Change for Objective Two (part of overall SWA Theory of Change)



The second Strategic Objective of Sanitation and Water for All's 2020-2030 Strategic Framework is to champion multi-stakeholder approaches towards achieving universal access to services. The Framework identifies three tracks of work for achieving this objective, where the Country Processes Work Group aims to support the partnership, its Secretariat, and its Steering Committee (SC) as follows:

Intermediate Objective	How it relates to this Working Group	Interaction with other WGs
1- Promoting and supporting government-led multi-stakeholder platforms	<ul style="list-style-type: none"> ▪ The MSCWG will help partners to strengthen the institutional arrangements and functionality of multi-stakeholder platforms (MSPs) at national level or organize one when non-existent. ▪ The MSCWG will work with the Secretariat and partners to understand MSPs Capacity Development and develop or strengthen how they work in priority countries. This will also include documenting and disseminating good practices from MSPs and Joint National Reviews, as described in the Regional Roadmaps 2021-2025. ▪ The MSCWG will help partners to align SWA's activities with those of regional bodies, and leverage them for Capacity Development and Advocacy, as described in the Regional Roadmaps 2021-2025. 	<ul style="list-style-type: none"> ▪ The MSCWG will work in coordination with the High-Level Political Dialogue Working Group (HLPDWG) to support and align the country preparatory processes with the high-level ambition. ▪ MSCWG will draw on the HLPDWG's high-level political engagement to catalyse the MSPs and related MSCWG activities. ▪ The MSCWG will also identify activities from Regional Roadmaps which can benefit from high-level political engagement as well as support of the Systems and Finance Working Group. ▪ The MSCWG will work in coordination with the Systems and Finance Working Group (SFWG) to support priority countries under the Objective 3. This will ensure that the meetings are held and the national finance strategies are implemented involving all relevant sectors and national actors.

<p>2- Demonstrating and supporting multi-sector, multi-stakeholder approaches</p>	<ul style="list-style-type: none"> ▪ The MSCWG will support partners in addressing the challenges of fragmentation in the WASH sector, by encouraging them to think, lead and act beyond organizational boundaries and sectoral silos. ▪ The MSCWG will support the partnership to facilitate country-to-country and regional-level peer exchanges, with a strong focus on the institutional arrangements of WASH multi-stakeholder platforms. This will be done by designing and implementing a learning exchange plan between the national platforms, based on mapping exercise of the partners' needs. ▪ The MSCWG will support inter-constituency Capacity Development events organized by regional bodies and SWA, as described in the Regional Roadmaps 2021-2025. ▪ The MSCWG will track and aggregate progress on Regional Roadmaps and report against these at least every other Steering Committee meeting. 	<ul style="list-style-type: none"> ▪ The MSCWG will work in coordination with the HLPDWG and SFWG by supporting the countries during the preparatory process and by maximizing the impacts at country level of Sector Ministers' Meeting and Finance Ministers' Meetings. ▪ The MSCWG will work with the SFWG to increase the participation of all constituencies in national WASH multi-stakeholder platforms to strengthen systems and improve WASH financing, e.g. private sector engagement strategy, national plan to promote inclusive budget allocation targeting marginalized groups.
<p>3- Building a culture of mutual accountability for results</p>	<ul style="list-style-type: none"> ▪ The MSCWG will increase visibility, awareness, knowledge and adoption of the Mutual Accountability Mechanism (MAM) at country level. This will be done by promoting its successes and lessons learned through the SWA and by organising technical 	<ul style="list-style-type: none"> ▪ The MSCWG will work in coordination with the HLPDWG to guarantee that partners from all constituencies make commitments that are aligned with and support the government strategies and plans.

	trainings for existing national platforms. ▪ The MSCWG will support countries to maintain a Regional MAM Activation Dashboard , as described in the Regional Roadmaps 2021-2025.	▪ The MSCWG will work with the SFWG to support partners to make commitments to improve WASH financing and to follow-up on the commitments made through reports and revision.
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Membership of the Working Group

The Working Group will be co-chaired by regional or country-level representatives from one of SWA's six constituencies. All constituencies, may join the Working Group as members, and are encouraged to choose country and regional level members of their organizations to represent them at the working group whenever possible. The Working Group will engage non-members where relevant. Members will be selected based on where they can contribute to at least one of the three main pillars outlined above, to ensure a deep expertise is available and an adequate representation across SWA constituencies. The target membership is 15-20, with at least 50% of members based in Africa, Asia, Latin American and the Caribbean, the Middle East, or the Pacific.

The Working Group will also strive to bring in independent experts to fill any gaps in expertise required to achieve its objectives and deliver on its work plans.

Working Group members will be encouraged to contribute resources and/or make in-kind contributions to the group's activities, including hiring additional experts or making experts from their organizations' available when possible. If there is a need for SWA to hire independent consultants to perform any of the functions, the Governance and Finance Sub-Committee shall help secure the resources available to fund these activities. This should be planned and submitted as part of the annual work plan and budget proposal for the Working Group.

The Working Group should choose from among its members a Coordinator/Chair that coordinates and leads its work, calls for meetings, manages the membership, and acts as main focal point in liaising with the PSSC and other governance bodies as necessary. According to the Governance Document article #2.7.7, *"Work Groups may be headed by a Work Group Coordinator, who should be nominated by a Steering Committee member but can be drawn from the SWA partnership. Work Group Coordinators are approved by the Steering Committee (or the decision may be delegated to the Executive Oversight Committee as needed). The Work Group can also decide to choose a Co-Coordinator to share the responsibility with the afore-mentioned Chair/Coordinator."*

Ways of Working/Meetings

The MSCWG is expected to meet at least four times per year, generally ahead of the SC meetings so that it can report directly to the Programme and Strategy Sub-Committee (PSSC) that handles presenting its work to the SC. Meetings can either be virtual or face-to-face.

A quorum will be established with at least half the Working Group's members. The Working Group is normally to agree by consensus. In some cases, a vote may be needed if consensus cannot be achieved. In this case, each member has a vote. Should a vote be evenly split, the Chair will have a casting vote.

The Working Group may choose to form smaller Task Teams, that are ad hoc groups with time-bound tasks or projects that are pre-identified. Those Task Teams may draw upon the membership of the Working Group and/or include external experts or partners who are not part of the core Working Group but have expertise relevant to the task they are formed to address.

Minutes of the Working Group and/or its Task Team(s) will be circulated to all members of the MSCWG and made available online. They will also be made available, upon request, to any other partner.