

Programme and Strategy Sub-Committee Terms of Reference

1. Purpose of the Programme and Strategy Sub-Committee (PSSC)

The Programme and Strategy Sub-Committee (PSSC) will advise the SWA Steering Committee (SC) on the effectiveness of SWA policies, strategies and programmes. The Programme and Strategy Sub-Committee addresses fundamental questions about whether SWA is staying relevant and forward thinking in achieving its 3 strategic Objectives to meet the water, sanitation, and hygiene related targets of SDGs. It provides a bridge between governance and policy and SWA activities in countries, ensuring that SWA policies respond to barriers and opportunities to progress. It discusses and advises, inter alia, on how high-level meetings need to be organized in order to attain SWA and sector-wide goals. With reference to programmes, it reviews and evaluates whether SWA activities are (a) collecting the necessary evidence upon which to inform best practices in pursuing SWA's vision, goals and in implementing the Framework, and (b) on track to accomplish what they set out to do.

2. Membership of the Sub-Committee

The PSSC will be comprised of five to seven SC members and including at least two representatives of government members. Each SWA constituency must be represented on the PSSC. PSSC members will be appointed by the SC. The CEO shall sit as an observer on the PSSC. A Chair and Vice-Chair will be elected by the Sub-committee's members and approved by the Steering Committee. Sub-committee members are expected to serve for a three-years mandate, once renewable. Should PSSC members resign from the institution that has appointed them to the SC, or be replaced by another institutional representative, a new member from the appropriate constituency will be appointed to the PSSC.

3. Core Responsibilities

Implementation of SWA Policies and Programmes

The PSSC is responsible for supporting the partners and advising the SC on SWA's programme and general policy directions for the water, sanitation, and hygiene sector. This includes:

- Providing leadership and guidance on the application of SWA's Framework, including its tools, the Guiding Principles, Building Blocks, Collaborative Behaviours and Mutual Accountability Mechanism, to partners and to the full SC
- Debating current progress in the water, sanitation, and hygiene field and proposing new directions and changes for SC consideration
- Supporting the development of a strategic approach to SWA public engagement, including High-level Meetings, to ensure these advance programme priorities
- Assessing in an ongoing manner whether the SWA Framework is providing the basis for best practices in the water, sanitation, and hygiene field

Effectiveness of SWA

The PSSC is responsible for monitoring the ongoing effectiveness of SWA by keeping abreast of programmes and progress toward SWA objectives. This includes:

- Providing advice and oversight on mechanisms to monitor and evaluate SWA policy and programme performance
- Conducting periodic reviews and/or evaluations on progress towards objectives defined for key programme strategies and programme activities
- Conducting independent evaluations of the SWA partnership which are relevant to the strategic direction and programme efficiency
- Regularly reviewing the implementation of its Working Group's workplans
- Spending and providing strategic support to Working Group Chairs

4. Ways of working

The PSSC is expected to meet at least two times per year, generally one month ahead of the SC meetings so that it can report directly to SC members and, if needed, submit proposed decisions for SC consideration. Meetings can either be virtual or face-to-face. The PSSC is accountable to the Steering Committee.

A quorum will be established with at least half the Sub-Committee's members. The PSSC strives 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 PSSC may seek independent advice to help it perform its duties where this is justified. A related request for funding can be made directly from the Chair of the PSSC, to the SC.

The PSSC may create ongoing Working Groups (WG) having a long-term horizon for its activities or Task Teams which are ad hoc groups with time-limited tasks and are accountable to the PSSC.

The PSSC does not take decisions about SWA policies or programmes; the Sub-committee applies and studies policies and programmes and makes recommendations to the SC for eventual decisions.

Minutes of the PSSC will be circulated to all its members and made available to all members of the SC. They will also be made available, upon request, to other partners as deemed necessary