

MEDIUM-TERM STRATEGIC PLAN 2012-2016

WATER SUPPLY AND SANITATION
COLLABORATIVE COUNCIL





FOREWORD

A GENERATION AFTER MAN WALKED ON THE MOON, A BILLION PEOPLE ON EARTH STILL DEFECATE IN THE OPEN AND ANOTHER BILLION USE UNHYGIENIC HOLES IN THE GROUND. THIS COLLECTIVE FAILURE SHAMES HUMANITY.

Now sanitation is becoming much more prominent: as the UN Secretary-General said on 21 June 2011: “It is time to put sanitation and access to proper toilets at the centre of our development discussions”. Sanitation improves health and enhances social development; it contributes to economic development; it helps protect the environment.

The Water Supply and Sanitation Collaborative Council (WSSCC), with its strong values base, its 20-year track record, its committed Members, donors, leadership and staff, and its position bridging the boundary of the UN system, is well-placed to contribute to achieving sanitation and hygiene for all. This Medium-Term Strategic Plan describes how WSSCC’s goal and vision direct its strategies for the next five years. It outlines WSSCC’s intended impact and outcomes and it specifies how these results will be achieved and monitored. It contains indicative budgets needed to achieve these results. It starts with an Executive Summary, for people who are too busy to read the whole document.

Anybody can read this document and understand what WSSCC stands for. Any person who lacks sanitation can learn what WSSCC intends to do to help them. Any donor can review this document and know where its money will go and what WSSCC will achieve with it.

Together let us make the world a better, healthier, and more dignified place for future generations.



Anna Tibaijuka

Chair

Water Supply and Sanitation Collaborative Council,

October 2011

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EXECUTIVE SUMMARY

WSSCC AS AN ORGANIZATION

Founded in 1990, the Water Supply and Sanitation Collaborative Council (WSSCC) is a membership organization specializing in sanitation and hygiene for poor people. The defining elements of WSSCC's identity have remained constant during the 20 years of its existence. Its Members are its heart and soul, and its staff support them. Its vision is of a world where everybody has sustained water supply and sanitation and good hygiene. Its goal is to help achieve that vision.

PURPOSE OF THIS DOCUMENT

WSSCC plans its work strategically on a rolling five-year time horizon. Its previous work plan covered 2008-2012. During that period WSSCC grew, notably by the addition of the Global Sanitation Fund to complement its traditional activities of networking, knowledge management, advocacy and communications. In 2011 an External Review commissioned by WSSCC's donors endorsed WSSCC's overall direction, gave a positive verdict on its relevance, effectiveness and efficiency, and suggested various improvements to its work.

This document builds on the previous plan, and the findings of the External Review, and directs WSSCC's work for 2012-2016. It is issued by the WSSCC Steering Committee and was developed through a participatory process that took into account the views of a range of stakeholders, in particular WSSCC Members, National Coordinators, partners and donors. It reiterates WSSCC's principles and values. It briefly summarizes the organization's history and identity, outlines the context within which WSSCC works, and explains that WSSCC adds value by its special organizational character, its concentration on sanitation and hygiene, service to the neediest people, collaboration, and advocacy. It states what WSSCC will do during the next five years and how much money it needs to do it.

SCOPE AND FOCUS OF WSSCC'S WORK

For the next few years WSSCC will: concentrate its energy and resources on sanitation and hygiene; work in long-term development not disaster relief; continue doing much of its work in rural areas while making specific efforts to become more involved in urban work; emphasize its commitment to equity for poor and neglected people; ensure that its global, regional and national level work are fully integrated with each other. WSSCC will prioritize those countries that have high sanitation and hygiene needs and in which it can achieve a useful impact. These are listed in the box below, with **bold font** showing those in which WSSCC already has a presence through its National WASH Coalitions and/or the Global Sanitation Fund:

⇒ WSSCC'S PRIORITY COUNTRIES

(listed in ascending order of Human Development Index)

Niger, Sierra Leone, Mali, Burkina Faso, Burundi, **Zimbabwe, Mozambique, Ethiopia,** Guinea, **Liberia,** Rwanda, **Senegal,** Zambia, **Benin, Malawi, Togo, Nigeria, Uganda,** Mauritania, **Cameroon,** Ghana, **Tanzania,** Sudan, Papua New Guinea, **Kenya, Bangladesh, Madagascar, Nepal,** Angola, **Pakistan, Myanmar, Cambodia,** Congo, **India,** Lao PDR.

IMPACT, OUTCOMES AND STRATEGIES

The impact which WSSCC undertakes to achieve between 2012 and 2016 is to contribute substantially to global efforts to improve sanitation and hygiene for poor and vulnerable people, predominantly in Africa and Asia. To attain this purpose, WSSCC has set four practical

outcomes for the time period 2012-2016 supported by a fifth, organizational, outcome. They are as follows:

Outcome 1: ACCESS AND USE. Tens of millions of previously unserved people in 10–25 sanitation-needy countries gain access to and sustainably use improved sanitation and adopt safe hygienic behaviours.

Outcome 2: EQUITY. Among those who gain access, poor and marginalized people and groups are identified and preferentially supported.

Outcome 3: INVOLVEMENT. More individuals, organizations and businesses become involved in sanitation and hygiene work.

Outcome 4: KNOWLEDGE AND SKILLS. Individuals and agencies working in sanitation and hygiene improve their knowledge and skills.

Outcome 5: DELIVERY. WSSCC is adequately resourced and effectively governed and managed to deliver Outcomes 1–4.

Each outcome has a number of outputs associated with it. The outcomes, outputs needed to achieve them, indicators and specific targets and means of verification, are tabulated in a Results Framework in section 8 of this Medium-Term Strategic Plan.

This document sets out the strategies that WSSCC will use to achieve these outcomes. It also includes short sections to describe monitoring, evaluation and audit, governance and management of the organization.

DONOR RELATIONS AND FINANCE

WSSCC's donor relations strategy is multi-donor multi-year pooled funding in accordance with the Paris Declaration

on Aid Effectiveness. WSSCC sets out its mission, objectives and work in this Medium-Term Strategic Plan and asks all its donors to contribute to the whole. The donors make long-term commitments of significant amounts of unrestricted funding, entrust WSSCC to spend it in accordance with this Medium-Term Strategic Plan, and hold its Steering Committee and host agency UNOPS accountable at an annual Donor Accountability Meeting. WSSCC thanks its current donors for their support: the Governments of Australia, the Netherlands, Norway, Sweden, Switzerland and the United Kingdom, and The Bill and Melinda Gates Foundation.

From 1 January 2012, WSSCC's financial structure consists of two multi-donor Trust Funds within UNOPS: the Global Sanitation Fund, and the Sanitation Leadership Trust Fund which is for all of WSSCC's other programmes. The table below shows the budgets needed to achieve the results tabulated in the Results Framework. This is the level of funding that WSSCC aims to obtain from its donors.

The Global Sanitation Fund (GSF) is experiencing a high demand for funding from many countries. The constraint on increasing its expenditure is its income. If WSSCC can demonstrate to donors that GSF achieves good results cost-effectively, the donors will give more money and the income should reach the target figure. This is also true the Sanitation Leadership Trust Fund.

ANNUAL PLANNING AND BUDGETING

This Medium-Term Strategic Plan is a concise document. It is supported by various other WSSCC documents. In particular, each year's work plan and budget is set by WSSCC's Steering Committee based on the target budgets given in this Medium-Term Strategic Plan and on the actual amount of money committed by the donors.

INDICATIVE EXPENDITURE BUDGETS FOR THE GLOBAL SANITATION FUND AND FOR THE SANITATION LEADERSHIP TRUST FUND, AND FOR THE WSSCC TOTAL FOR 2012-2016 (amounts in millions of dollars)

	2012	2013	2014	2015	2016
GLOBAL SANITATION FUND	24.0	30.0	38.0	48.0	60.0
SANITATION LEADERSHIP TRUST FUND	6.8	7.5	8.2	8.9	9.6
TOTAL WSSCC	30.8	37.5	46.2	56.9	69.6

I. VISION, GOAL AND PRINCIPLES

I.1 VISION

WSSCC's vision is of a world where everybody has sustained water supply and sanitation and good hygiene. WSSCC, its Members and staff, will work resolutely and ceaselessly until this vision is achieved.

- WSSCC's work contributes to the broader goals of improved health and social and economic development and promotes good governance, equity and sustainability.

WSSCC expects its Members, Steering Committee, staff, volunteers, consultants and partners to adhere to those principles and to uphold the following values in all their work:

- To be committed to the vision and goal.
- To act with integrity and professionalism.
- To be accountable and transparent.
- To take responsibility for quality.
- To treat each other with respect and show appreciation for diversity.
- To gain inspiration from each other and from the work.

I.2 GOAL

WSSCC's goal is to help achieve sustainable sanitation, hygiene and water supply for all people. During the time period of this Medium-Term Strategic Plan, WSSCC intends to make significant measurable progress towards achieving this goal, principally in sanitation and hygiene.

I.3 PRINCIPLES AND VALUES

WSSCC's work is guided by the following principles which are rooted deeply in its institutional history and culture:

- WSSCC's work responds to the demands and needs of individuals and communities where sanitation coverage is poorest, and is designed to serve them.
- WSSCC is particularly concerned for poor people, marginalized groups and people with disadvantages and disabilities.
- WSSCC aims to be at the forefront of global knowledge, debate and influence in its field, an organization that sets the agenda not one that follows it.
- WSSCC always works in open collaboration with its Members and partners and actively encourages others to adopt its ideas and to replicate its work.

2. IDENTITY, POSITION AND VALUE OF WSSCC

2.1 WSSCC'S HISTORY AND IDENTITY

WSSCC is a membership organization, united by a common goal and values. WSSCC was founded in 1990 and acknowledged by name in UN General Assembly resolution no. A/RES/45/181. Its founding Members were senior staff of developing country governments, bilateral and multilateral agencies, NGOs and research institutions, who wanted to affirm their sense of common values and to learn from each other to improve water and sanitation for poor people.

During the 1990s most of WSSCC's energy went into sharing knowledge among its Members. It soon became recognized as the professional association for senior people involved in water and sanitation in developing countries. By 2000, WSSCC's collective experience and philosophy became embodied in Vision 21. Vision 21 was both a process and a document that set out an ambitious plan to achieve global water supply and sanitation coverage by 2025. Although it became overshadowed by the Millennium Development Goals launched later the same year, its philosophy remains at the core of WSSCC's belief system to the present time.

During the period after 2000, WSSCC expanded its work to include advocacy and communications, based on the experience it had gained during the previous decade. Its Members and staff successfully lobbied for a Millennium Development Goal target for sanitation and it invented the advocacy concept WASH (an abbreviation for water, sanitation and hygiene). WSSCC launched numerous WASH campaigns at national and global level and is proud that many other agencies have adopted the WASH acronym to describe their own work in water, sanitation and hygiene.

In 2008, after consultations with its Members, donors and other sector players, WSSCC created the Global Sanitation Fund as a professional and effective financing mechanism to help the neediest people in accordance with national sanitation policies and in line with the Paris

Declaration on Aid Effectiveness. The GSF has become an important and integral part of WSSCC's identity and is based on the same principles as the rest of WSSCC.

The defining elements of WSSCC's identity – its vision, goal and values – have remained constant during the 20 years of its existence. Its Members are its heart and soul, and its staff support them. Collaboration and partnership have always been integral to WSSCC's identity. WSSCC's Members and staff work with and through partners at global, regional, national and sub-national levels.

From a legal perspective WSSCC is a collective entity, hosted by the UN (WHO until 2009 and UNOPS since 2010). WSSCC's staff work in a Secretariat which is a unit within UNOPS, and are thus UN employees adhering to the UN codes of conduct and regulations.

WSSCC plans on a multi-year rolling time horizon. The period since 2007 has been a time of growth guided by the Medium-Term Work Plan 2008-2012. This Medium-Term Strategic Plan builds on that plan and the findings and recommendations of an external review that was commissioned by WSSCC's donors and carried out in 2010 and early 2011.

2.2 THE CONTEXT WITHIN WHICH WSSCC WORKS

This is an exciting time to be working in sanitation. Historically, sanitation and hygiene have been neglected and underfunded topics characterized by inconsistent approaches and policies, fragmentation and unclear responsibilities. However, in recent years this has started to change: political leaders are paying more attention to sanitation, the UN has formally recognized access to safe drinking water and sanitation as a human right, more organizations have become engaged in sanitation and hygiene, and new networks and initiatives have started. Media and decision-makers are beginning to understand the huge economic benefits of improved sanitation, as

well as its effect as an accelerator improving the return on investments in other programmes. WSSCC has played an active role in all of the changes listed above.

In short, sanitation is evolving from a minor neglected grant-based development topic to a broadly-recognized, significant social and economic concern. While this is a welcome and positive trend, there is still a long way to go until sanitation is as prominent and well-resourced as, say, vaccination or primary education or even water supply.

The major contextual factors affecting progress on sanitation include: increased urbanization; demographic change; environmental issues including climate change and natural disasters; the global economic downturn; changing political priorities; technological developments including advances in information technology; a global economic and political power shift towards South and East Asia; and the fact that global development targets after 2015, the end-date for the Millennium Development Goals, have not yet been set. All of these factors present both challenges and opportunities.

The overall goal remains clear that all people use, and continue to use, improved toilets and practice good hygienic behaviour. This will require many years of hard work. Governments and others will need political commitment to implement sanitation and hygiene policies. Agencies will need to apply proven ideas to change people's behaviour at a large scale, with a greater acknowledgement of people's rights and a commitment to reaching the unserved. Key organizations will need clearer roles, less duplication and fewer pilots and scattered initiatives; a consolidation of organizations and networks might have to take place. Concerted, collaborative and mutually supportive approaches will become the norm. The media will need to be strongly engaged. The private sector – from local entrepreneurs and small businesses through to multinational corporations – will need to take a bigger role in establishing sanitation as a viable business sector with billions of customers. Knowledge should be managed to avoid duplication and to improve collaboration between practitioners, notably South-South exchange. More financing will certainly be required, applied by different entities in different and new ways. Sanitation leaders will need to reach outside the traditional water and sanitation sector, to sectors such as finance, health, education and tourism and to the general public, to explain in simple words how important sanitation and hygiene are for everybody.

Looking forward, WSSCC's Members and staff are ready and willing to play a key role in the collective leadership of all these aspects of sanitation and hygiene work. This Medium-Term Strategic Plan describes that role.

2.3 THE VALUE THAT WSSCC ADDS

WSSCC has studied its own characteristics and those of other organizations working on water, sanitation and hygiene and its relationships with them. There are a number of fine organizations that have goals which are similar to WSSCC – for example the World Bank-hosted Water and Sanitation Program, the Sanitation and Water for All alliance, UNICEF, WHO, WaterAid and other major NGOs, professional associations, universities and knowledge institutions. The whole point of WSSCC's work is to collaborate, not compete, with these and other comparable organizations. WSSCC sees itself as one player in collective global leadership on sanitation. Within that context, it has a clear niche as the global membership organization specializing in sanitation and hygiene for poor people. It adds value in several ways:

➤ Special organizational character

WSSCC combines the passion of a membership organization with the flexibility of an NGO and the authority of the United Nations. This special character makes the most of each aspect and fosters creativity, responsiveness and leadership.

➤ Concentration on sanitation and hygiene

For many years WSSCC has been associated primarily with sanitation and hygiene. This positioning was based on the fact that many more people lack access to basic sanitation than to clean water while many more organizations focus on water than sanitation. This concentration on sanitation and hygiene is unusual within the sector, and unique within the UN system. The External Review 2005-2010 Final Report confirmed that WSSCC's strategic decision to focus on sanitation and hygiene was both needed and valued.

➤ **Serving the neediest**

WSSCC exists only for the most needy people – the poorest, the marginalized and the disadvantaged. In an environment dominated by numerical coverage targets such as those in the MDGs, the poorest and the marginalized people can too easily be left behind. WSSCC believes that insisting on their inclusion is not only morally right but is also an effective way to reach the needs of all. It is also line with a human rights approach WSSCC actively promotes, and through the Global Sanitation Fund finances, solutions to improve the sanitation and hygiene of the most needy people.

➤ **Collaboration**

WSSCC collaborates with others to provide a platform for learning, sharing and exchanging knowledge and experience. It identifies practical solutions to critical problems through the experience of its global network of Members and partners. It fosters the open exchange of experiences and ideas to help the whole sector to move ahead. GSF programmes are designed and implemented collaboratively.

➤ **Advocacy**

WSSCC's Members and staff speak out loud and clear about the important issues. The choice of issues, and the policies promoted, are based firmly on an analysis of evidence and best practice. By championing sanitation and hygiene in water, health and development dialogues, WSSCC ensures that these traditionally under-represented issues are kept high on the agenda. As a matter of principle, WSSCC ensures that all its advocacy and communications concepts and materials are global public goods, free and open-source to be used and adapted by other organizations and people towards the common goal.

2.4 SCOPE AND FOCUS OF WSSCC'S WORK

➤ **Sanitation and hygiene**

WSSCC will continue to concentrate its energy and resources almost exclusively on sanitation and hygiene. In sanitation it will focus on using toilets for safe sustainable excreta disposal, within the context of wider environmental

sanitation. In hygiene, WSSCC will support a range of hygiene behaviour changes, especially use of toilets, washing hands with soap at critical times, and storing water safely. WSSCC believes that sanitation and hygiene go together, and throughout this document the word "sanitation" should be understood to include hygiene also.

➤ **Water supply**

WSSCC recognizes that water is important for sanitation and hygiene practices, and that people who lack water usually give it a much higher priority than they do to sanitation. There are many more agencies working in water than in sanitation, so WSSCC will continue its existing policy not to work directly in water supply except for some occasional learning and sharing opportunities. It will, however, seek to partner with other agencies in such a way as to ensure that water and sanitation are addressed in an integrated manner.

➤ **Disaster response**

The expertise of WSSCC's Members and of the organization itself is in long-term development work not in disaster response or emergency work. There are many competent disaster response agencies. So WSSCC will not become involved in disaster response work, beyond the level of learning and sharing needed to ensure climate change adaptation and resilience to disasters.

➤ **Rural and urban**

WSSCC supports universal access for both urban and rural people and is open to working in both contexts. There are more people without sanitation in rural areas than in urban areas, but the latter number is increasing very rapidly and their sanitation problems are more complex. Most of WSSCC's previous experience and that of its Members has related to rural areas and therefore WSSCC will continue doing much of its work in rural areas. In addition it will make specific efforts to become more involved in urban work.

➤ **Global, regional, national**

Most of WSSCC's Members work at national level. The regional level has become more important recently especially through the regional sanitation conferences

(themselves an idea originally proposed by WSSCC). Much of WSSCC's staff work is on global public goods and global level policy and knowledge. WSSCC will ensure that its global, regional and national level work, lessons and messages are fully integrated with each other.

➤ **Countries**

WSSCC will focus on those countries that have high sanitation and hygiene needs and in which WSSCC can achieve a useful impact. The criteria for country selection are the number of people without sanitation, the percentage of people without sanitation and the Human Development Index. The diagram below helps to identify these. It shows all the people in the world who lacked sanitation in 2008: each country is a circle, whose area is proportional to the number of people without sanitation in that country (the minimum circle size is two million people without sanitation). The countries happen to fall into two main groupings, which have been separated by a dotted line.

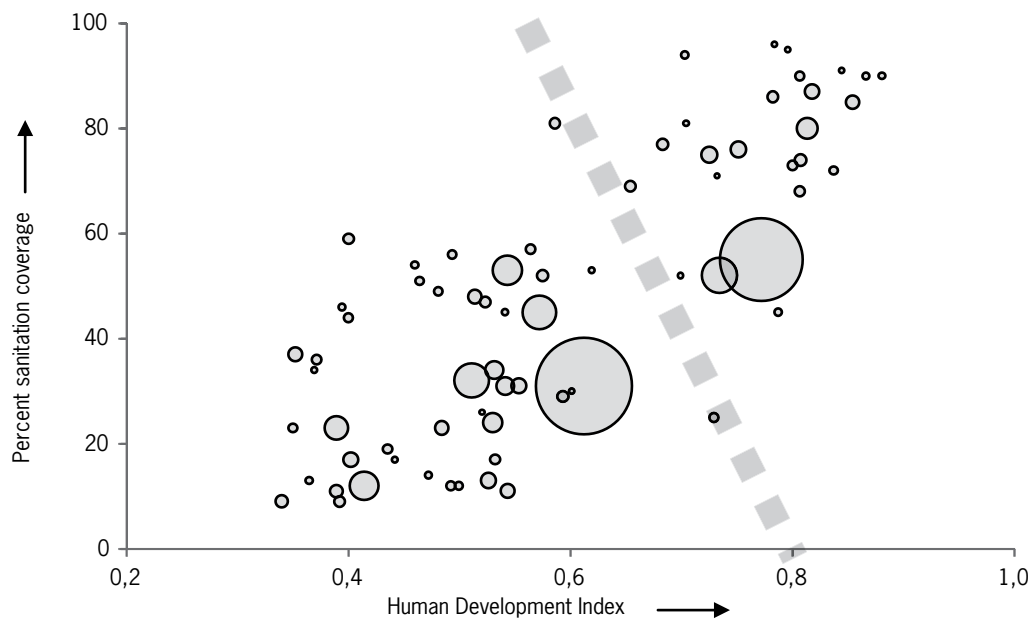
The countries to the left of the dotted line have a high need for support in sanitation. In several of those

countries (Somalia, Afghanistan, Central African Republic, DR Congo, Chad, DPR Korea, Eritrea, Côte d'Ivoire, Haiti, Yemen) WSSCC lacks the knowledge and experience to contribute usefully during the period of this Medium-Term Strategic Plan, so it would be open to sharing and learning but not to direct working. Setting those countries aside, WSSCC and its Members may be active in the other countries to the left of the dotted line. These are all listed in the box below, with bold font showing those in which WSSCC already has a presence through its National WASH Coalition and/or the Global Sanitation Fund:

➤ **WSSCC'S PRIORITY COUNTRIES**

Niger, Sierra Leone, Mali, Burkina Faso, Burundi, Zimbabwe, Mozambique, Ethiopia, Guinea, Liberia, Rwanda, Senegal, Zambia, Benin, Malawi, Togo, Nigeria, Uganda, Mauritania, Cameroon, Ghana, Tanzania, Sudan, Papua New Guinea, Kenya, Bangladesh, Madagascar, Nepal, Angola, Pakistan, Myanmar, Cambodia, Congo, India, Lao PDR.

FIGURE 1
PRIORITY COUNTRIES FOR WSSCC: ANALYSIS OF NUMBER OF PEOPLE WITHOUT SANITATION, PERCENTAGE OF PEOPLE WITHOUT SANITATION AND THE HUMAN DEVELOPMENT INDEX.



This list of 35 priority countries contains almost 1.5 billion people without sanitation. Inclusion in this list does not guarantee that WSSCC will work in each country during this Medium-Term Strategic Plan. It means that it will consider doing so, subject to availability of funds and to the consideration of its usefulness and contribution. The details will all be contained in WSSCC's annual plans and budgets.

The countries to the right of the dotted line have some sanitation problems but less need for external support. They are: Morocco, South Africa, Nicaragua, Egypt,

Guatemala, Viet Nam, Bolivia, Honduras, Indonesia, Philippines, China, Iran, Thailand, Azerbaijan, Ukraine, Iraq, Turkey, Peru, Colombia, Brazil, Russia, Romania, Venezuela, Mexico, Argentina and Poland. WSSCC is open to learning from them, networking and sharing knowledge, but during this Medium-Term Strategic Plan WSSCC will be very unlikely to fund or implement significant amounts of direct work in any of them. WSSCC retains a global remit and will continue its networking and knowledge management and advocacy work around the world, including in small island developing states.

The Global Sanitation Fund

The Global Sanitation Fund (GSF), established in 2008, is a department within WSSCC that has a strong identity of its own.

The GSF is a financing mechanism that aims to improve the lives of billions of people by helping accelerate progress on sanitation and hygiene in the countries with greatest needs. Targeting the most off track from the Millennium Development Goal target, the GSF seeks to significantly boost the amount of finance and the number of committed agencies actively promoting sustainable sanitation and hygiene for all.

In line with the WSSCC core mandate and aimed at addressing a significant barrier to sector progress, the GSF's programmes are designed collaboratively to strengthen Government led coordination and achieve sector agreed targets. The GSF's programmes are implemented in a manner that draws in a wider pool of actors and attracts more funds through demonstrating cost-effective wide-scale and inclusive approaches.

The GSF's operational structure harnesses the skills and knowledge of selected Executing Agencies to manage grants in targeted countries and Country Programme Monitors to ensure results are delivered cost effectively and sustainably. The GSF selects its in-country partners, which could be Government, NGOs, private sector or UN agencies, based on the sector dynamic and capacity within each country. These unique in-country structures

enable the GSF to retain just a small central team in Geneva to manage the GSF's global growth, and wider contribution to the sector in terms of learning.

By the end of 2011 the GSF has attracted funding of over \$65 million, and has prioritised investment in an initial ten countries: Burkina Faso, Cambodia, Ethiopia, India, Madagascar, Malawi, Nepal, Nigeria, Senegal, and Uganda.

The GSF's operational strategies, criteria for country selection, methods to identify the working partners, etc. are all based directly on WSSCC's principles, values, scope and focus (in sections 1 and 2 above) and are documented in detail in separate documents. As the fund grows, GSF will expand its portfolio to include new countries, and will consider further funding to established programmes. Criteria for repeat funding will be based on countries' performance in previous grants, and their willingness to mobilize additional resources to contribute to the GSF aims.

This Medium-Term Strategic Plan is written to encompass WSSCC's work as a whole. All of WSSCC's departments, including the GSF, contribute to all of its outcomes and outputs. Thus there is no section of the text that refers uniquely to the Global Sanitation Fund. The only point of distinction is in the sections on finance and budgets, which explain that the GSF is a separate Trust Fund within WSSCC and set out its target and minimum indicative budgets.

3. RESULTS

WSSCC's intended results are described in this section of the Medium-Term Strategic Plan and tabulated in the Results Framework (section 8). The work is based on the logical framework approach and uses the following terminology:

WSSCC's **goal** is the high level impact that it seeks to have in the long term.

WSSCC's **purpose** is the direct impact, in terms of sanitation and hygiene, which WSSCC undertakes to achieve in the next five years.

WSSCC's **outcomes** are changes and results that will be delivered through a combination of outputs.

WSSCC's **outputs** are the quantitative results of its activities. They lead to achieving the outcomes.

WSSCC's **activities** are the tasks that it carries out using the human and financial resources available to it. These will be described in detail in WSSCC's annual plans, not in this document.

Objectively verifiable indicators enable WSSCC to measure progress towards all the levels of results defined above.

Key **assumptions** and **risks** are those that might either enable or hinder achievement of the various results.

3.1 GOAL AND PURPOSE

WSSCC's goal – its intended high level impact in the long term – is to help achieve sustainable sanitation, hygiene and water supply for all people. This impact links to broader global development goals such as improved economic status, health, education, livelihoods and well-being.

WSSCC's purpose – the direct impact which WSSCC undertakes to achieve between 2012 and 2016 – is to contribute substantially to global efforts to improve sanitation and hygiene for poor and vulnerable people, predominantly in Africa and Asia.

3.2 INTENDED OUTCOMES AND OUTPUTS

In order to achieve its purpose WSSCC has set four practical outcomes for the time period 2012-2016 supported by a fifth, organizational, outcome. Each outcome has a number of outputs associated with it. They are as follows:

Outcome 1: ACCESS AND USE. Tens of millions of previously unserved people in 10–25 sanitation-needy countries gain access to and sustainably use improved sanitation and adopt safe hygienic behaviours.

The outputs associated with this outcome are:

- (a) At least 11 million people have stopped defecating in the open and are practising safe sanitation and hygiene.
- (b) All people living in GSF-targeted areas are reached by sanitation and hygiene messages.
- (c) There is evidence that the achieved sanitation and hygiene improvements are sustainable.
- (d) National and sub-national partners have adequate capacity to deliver GSF-supported programmes effectively.
- (e) Politicians, especially Finance Ministers, and support agencies increase sanitation and hygiene investments.
- (f) WSSCC's ideas inspire other organizations to deliver sanitation and hygiene programmes at scale.

Outcome 2: EQUITY. Among those who gain access, poor and marginalized people and groups are identified and preferentially supported.

The outputs associated with this outcome are:

- (a) The sanitation goal after 2015 specifies universal access and sustainable use and equity for poor and marginalized people.
- (b) In the GSF-supported programme areas, at least two vulnerable groups¹ per country report measurable improvements in their sanitation and hygiene situation.

1. For example elderly people, disabled people, women-headed households, ethnic minorities. These will be identified by, and as appropriate for, individual countries.

- (c) WSSCC's networking, knowledge management and advocacy work contributes positively to reaching poor and marginalized groups.
- (d) National monitoring systems for WASH include behaviour change and effectively monitor equity.

Outcome 3: INVOLVEMENT. More individuals, organizations and businesses become involved in sanitation and hygiene work.

The outputs associated with this outcome are:

- (a) National and local governments actively coordinate and encourage collaboration of all actors, and implement policies and regulations that help new organizations, small businesses and entrepreneurs to become involved in sanitation and hygiene programmes.
- (b) Strong and credible civil society participates in and shares responsibility for accelerating work in sanitation.
- (c) More people and organizations outside the conventional sanitation sector become involved in sanitation and hygiene work.

Outcome 4: KNOWLEDGE AND SKILLS. Individuals and agencies working in sanitation and hygiene improve their knowledge and skills.

The outputs associated with this outcome are:

- (a) WSSCC's members contribute to, and benefit from, a growing body of skills and knowledge about sanitation and hygiene.
- (b) A Community of Practice on sanitation and hygiene, integrated with WSSCC's membership, and drawing on knowledge and experience generated by members and the GSF, contributes to learning on priority questions and disseminates innovative and successful ideas.
- (c) Entrepreneurs and small businesses gain the skills and knowledge needed to avail themselves of sanitation technologies and products and become involved in sanitation as a business.

Outcome 5: DELIVERY. WSSCC is adequately resourced and effectively governed and managed to deliver Outcomes 1–4.

The outputs associated with this outcome are:

- (a) WSSCC's Medium-Term Strategic Plan is completed on time and informs its annual planning and monitoring.

- (b) A well resourced and managed Secretariat with clarity of roles and responsibilities supports the achievement of WSSCC's outcomes on time and to a high standard.
- (c) Strengthened membership and partnerships support achievement of WSSCC's objectives.
- (d) WSSCC's Global Sanitation Fund is demonstrated to be a successful, efficient and cost-effective fund for accelerating sanitation and hygiene access and use.
- (e) WSSCC's corporate communications work supports programmatic work, the communication of achievements, governance and fundraising.

WSSCC is committed to achieve these outcomes and outputs but it does not claim that it can do so alone. On the contrary, it always works in collaboration and partnership with other organizations. WSSCC will demonstrate its contributions to these outcomes and will acknowledge the contributions of others.

Section 8 contains WSSCC's Results Framework which tabulates the goal, purpose, outcomes, the outputs to achieve them, indicators, the means of verification and assumptions and risks.

3.3 STRATEGIES TO ACHIEVE THESE RESULTS

WSSCC's major operational strategies to achieve the results are described here, listed under the headings of Outcomes 1-5 from section 3.2 above.

Outcome 1: ACCESS AND USE. *Tens of millions of previously unserved people in 10–25 sanitation-needy countries gain access to and sustainably use improved sanitation and adopt safe hygienic behaviours.*

WSSCC's main vehicle for contributing to coverage will be the Global Sanitation Fund (GSF). The GSF is a pooled financing mechanism that channels money to competent organizations in selected sanitation-needy countries to work at scale in sanitation and hygiene. Through the GSF, WSSCC will increase coverage and also demonstrate the viability of collaborative, demand-led approaches to achieve results at scale. GSF programme designs encourage the mobilization of extra resources such as government personnel, co-financing or parallel financing of similar programmes. To date, WSSCC has concentrated on setting up all the GSF's systems and processes both globally and in the first ten countries – within the period covered by this Medium-Term Strategic Plan the main

emphasis will be on achieving results in those countries first, and then in others.

WSSCC's global, regional and national advocacy will also contribute to increasing coverage by persuading other organizations to increase their work in sanitation and hygiene and to implement programmes that are compatible with WSSCC's.

WSSCC's work in managing and sharing knowledge among sector professionals will further contribute to increased coverage by helping those people to do their work at scale and better.

All of WSSCC's work to increase coverage will be based on the evidence and learning gained from on-the-ground experience of Members, staff and partners, including those involved in GSF-funded programmes, and will be specifically designed to be replicable by others. This is in recognition of the fact that a major transformation in sanitation for all people can only be achieved by all actors working consistently towards the common goal.

Outcome 2: EQUITY. Among those who gain access, poor and marginalized people and groups are identified and preferentially supported.

As in the past, WSSCC will continue to put the person without sanitation at the centre and design all its working strategies to serve that person. WSSCC calls this a people-centred approach; other organizations talk about being demand-responsive, rights-based, supporting community management and so on, which have similar philosophical underpinnings.

GSF-supported programmes will specifically include and serve poor and marginalized people. The underlying strategy is that a critical mass of people using toilets and washing their hands with soap is necessary to achieve health benefits for each person in the community: that mass of people must include the poor and marginalized. GSF's success will be measured in part by the extent to which its programmes reach those who are traditionally or most likely to be left out.

In 2015 the MDG end date will be passed. Well before then, through its advocacy work and its membership of key sector networks and committees, WSSCC will press for a globally agreed post-2015 goal of universal access to safe, accessible, acceptable and affordable sanitation and improved hygiene. Defining the goal in this way corresponds to the language of the recently-declared right to sanitation and ties the concept of rights to WSSCC's

concept of equity. Both approaches give emphasis to the poor and marginalized people, who are usually the ones who lag furthest behind realization of their rights.

WSSCC's global and national advocacy for increased and better-targeted investments in the sector will specifically address equity.

At the national level, WSSCC's Members and National WASH Coalitions will advocate and lobby to ensure that indicators of equity and behaviour change are included in national policies and monitoring systems.

In partnership with other stakeholders, WSSCC will seek solutions to the problems that have historically hampered poor and vulnerable people from improving their sanitation and hygiene.

Outcome 3: INVOLVEMENT. More individuals, organizations and businesses become involved in sanitation and hygiene work.

In WSSCC's people-centred approach, a person who wants to improve their sanitation is a customer who needs to be served. WSSCC will increasingly encourage entrepreneurs and small businesses to become involved in providing sanitation services, and will urge governments to create an environment that helps these businesses thrive. WSSCC will support sector debate and learning on topics such as which business models are most viable, which tax and regulatory structures support entrepreneurship, how the needs of the poorest can still be met in a market-led setting and which skills entrepreneurs need in order to succeed. All GSF-funded programmes will be designed and implemented collaboratively, encouraging the coordination of all actors, and will include an element helping small scale local private sector to work in sanitation.

WSSCC will continue to push more countries and more development agencies to increase their work in sanitation and hygiene. It will maintain its focus on cross-sectoral involvement and collaboration, including at sub-national and local levels. Further, it will prioritize advocacy towards groups and individuals who are not traditionally closely involved in sanitation work, such as those working in education, nutrition and broader poverty-reduction efforts, and media. As appropriate, WSSCC will consider alliances with prominent personalities, and public-private partnerships with multi-national organizations in support of greater attention and funding for sanitation.

Outcome 4: KNOWLEDGE AND SKILLS. *Individuals and agencies working in sanitation and hygiene improve their knowledge and skills.*

WSSCC's membership will be central to its success in achieving this outcome. Some of its Members will choose to work within National WASH Coalitions, others in individual capacities. Some will choose to concentrate their energies on advocacy, others on professional networking, training, research and learning. WSSCC's Secretariat will support them and channel their energies to accomplish this outcome.

WSSCC will continue to promote or encourage various networks and partnerships. The number of such programmes that WSSCC will directly fund will not increase; instead it will concentrate on strong support and quality of particular ones, notably a Community of Practice on sanitation. This Community of Practice will target sector practitioners for professional discussions, information and knowledge sharing. WSSCC will encourage its own Members to participate actively in the Community of Practice and other networking and learning.

In selected countries WSSCC will increase its funding and support to its National Coordinators to stimulate Members and in-country partners to contribute to, and gain from, WSSCC's knowledge management, learning and advocacy and to be more engaged in national coordination and monitoring mechanisms – all of which help to improve their knowledge and skills.

WSSCC will concentrate its knowledge management, learning and advocacy on four themes: behaviour change at scale, equity, sanitation as a business and effective monitoring. It will, accordingly, ensure that it uses appropriate channels and target the individuals and groups whose needs for knowledge and capacity building match these priority themes. For example, academics and those involved in setting post-2015 targets, among others, will be involved in discussions about monitoring, and small businesses and entrepreneurs will be the focus of advocacy and skills development around sanitation as a business.

Outcome 5: DELIVERY. *WSSCC is adequately resourced and effectively governed and managed to deliver Outcomes 1–4.*

WSSCC is a collective organization and this Medium-Term Strategic Plan will be delivered in partnership by its Members, National Coordinators, National WASH Coalitions, GSF entities, Secretariat staff, donors and

active partner agencies. The Secretariat will have the central role to inform, engage and enable all partners in this collective effort.

The previous Medium-Term Work Plan for 2008-2012 categorized WSSCC's work under three headings (Networking and Knowledge Management, Advocacy and Communications, and Global Sanitation Fund) and the Secretariat structure mirrored those. WSSCC has written this MTSP on the basis that the work areas will be more integrated; its outcomes, outputs and operational strategies are for the whole organization not subdivided per department. Strong links within the WSSCC Secretariat will ensure that quality programming goes hand in hand with innovation, learning and advocacy. For example, GSF-supported programmes will be more effective because they will draw on broader WSSCC knowledge, skills and experience.

By the end of 2011, WSSCC will consider how to modify its staff structure from mid-2012 to deliver this MTSP. The current departmental structure will probably be retained and some job descriptions and working practices will be modified to align the work activities with the outputs and outcomes. By the same logic, the current terms of reference for National Coordinators and National WASH Coalitions will continue until mid-2012, when they will evolve to align with the MTSP.

At national level, the arrival of the GSF in a country has a big impact on the existing National WASH Coalition and its work. In future WSSCC will manage this impact better, define the roles of the various parties more clearly, agree a set of common outcomes for both the GSF and WSSCC's other work in the country, and help the stakeholders to deliver jointly the agreed outcomes.

At the governance level, WSSCC's Steering Committee composition might evolve to maintain effective governance, ensure enhanced and continued effectiveness. WSSCC will maintain its prominent involvement in sanitation beyond 2016 and will develop strategic plans which respond to the global development agenda after the MDG end date has passed.

Note: WSSCC will implement these strategies by means of activities and budgets that will be developed and written in consultation with Members and approved by the Steering Committee annually: those annual work plans and budgets are written in separate documents, not in this Medium-Term Strategic Plan.

4. MONITORING, EVALUATION AND AUDIT

4.1 MONITORING

The purpose of WSSCC's monitoring is to ensure that it fulfils this Medium Term Strategic Plan for 2012-2016. WSSCC undertakes three types of monitoring as follows:

➤ Performance monitoring

This is to measure the efficiency of WSSCC operations through a set of management and financial indicators by reviewing the implementation of activities against work plans and expenditure against agreed budgets. The objective of this monitoring is to ensure smooth, well-run operation and continuously ensure that adequate resources are in place and used efficiently to achieve results. This performance monitoring is integrated with the standard monitoring system of WSSCC's host agency UNOPS and WSSCC.

➤ Process monitoring

This is to check quality of approaches and adherence to WSSCC's principles and values. These qualitative dimensions must be reflected in all approaches and partnerships. The objective of this monitoring is to ensure that work plans and approaches achieve high quality results.

➤ Results and impact monitoring

This is to measure and demonstrate the achievement of the results specified in the MTSP and the annual work plans. Baseline information and preparatory work will be used to define the annual milestones for achievement over this five year period. In addition to regular reporting, specially commissioned studies will provide qualitative and quantitative feedback to WSSCC.

For all three types of monitoring, mid-year results are monitored and reported to the Steering Committee meeting in October each year. End of year results are monitored and reported both to the Steering Committee

meeting and the Donor Accountability Meeting in the following March every year. The end of year monitoring is more detailed, incorporating findings from country visits, discussions with in-country stakeholders and wider partners, internal consultations and desk review of reports. The monitoring helps WSSCC to learn and reflect on the effectiveness of the work and adjust future work plans appropriately.

4.2 EVALUATION

The purpose of evaluation is to learn lessons, assess effectiveness and impact and reach conclusions and recommendations on WSSCC's overall value and contribution to global sanitation and hygiene efforts. Evaluation also assesses organizational accountability for the results to which WSSCC has committed in this MTSP.

WSSCC's donors commissioned an independent external review of WSSCC's performance 2005-2010, whose report was published in April 2011. This Medium-Term Strategic Plan accepts and includes most of the recommendations of the external review.

WSSCC plans to commission an external mid-term review, to take stock, assess WSSCC's progress towards achieving its results, endorse the direction of the programme, and suggest corrections or adjustments for the remainder of the period covered by this MTSP.

WSSCC anticipates that it will want to commission a five-year evaluation of this MTSP tentatively in late 2015 to assess its achievements against results, its strategic organizational positioning, the value that WSSCC adds, and to recommend future direction and funding support.

Because the GSF is such a large part of WSSCC's programmes, WSSCC will also commission national level evaluations of its GSF programmes. The GSF standard programme design includes a mid-term evaluation in year three and a final evaluation after five years, the results of which will feed into WSSCC evaluations.

4.3 AUDIT

Audit is a systematic process of verifying, evaluating and controlling assertions and standards applied in the management of an organization, in particular measuring the adequacy, reliability and integrity of the financial and performance management.

WSSCC is subject to UNOPS's internal and external auditing policies and procedures. Internal auditing is conducted by the UNOPS Internal Audit and Investigation Group. External auditing is performed by the United

Nations' Board of Auditors biennially and subject to any special directions of the General Assembly.

In addition, for WSSCC's Global Sanitation Fund programmes, the Executing Agencies are obliged to contract external auditors to audit annually the management of grants in conformity with internationally accepted auditing standards and the legal framework in each country.

5. GOVERNANCE AND MANAGEMENT

5.1 GOVERNANCE AND ACCOUNTABILITY

The full details of WSSCC's governance are described in a separate Governance Document which is a public document placed on the WSSCC website. The main points are as follows.

As a membership organization, the most important people for WSSCC's governance are its Members. They are committed to its goal and they inspire and provide credibility for its work. They elect a Steering Committee from among themselves on a constituency basis¹. The Steering Committee governs WSSCC and sets out its goal, principles and strategies and approves its plans and budgets; it currently meets twice a year, in March and October. The Steering Committee carries programmatic accountability to WSSCC's donors. The donors are permanent invitees to the meetings of the Steering Committee.

The leader of WSSCC is the Chair, which is a voluntary and part-time position. The current Chair is Prof. Anna Tibaijuka, who took office in March 2011. The Chair provides overall leadership and inspiration to all of WSSCC, and chairs the Steering Committee.

The United Nations Office for Project Services (UNOPS) is WSSCC's host agency and carries legal and fiduciary accountability for WSSCC's work to WSSCC's donors. The documents that define this relationship are the Contribution Agreements signed between UNOPS and the donors. WSSCC's important documents, such as the Governance Document and this Medium-Term Strategic Plan, are appended to those Contribution Agreements.

The dual accountability to the donors from the Steering Committee and from UNOPS is jointly discharged at a Donor Accountability Meeting once a year in March and in prescribed regular reports.

1. The constituencies were fixed many years ago: they will be reviewed during the period of this Medium-Term Strategic Plan to ensure that they reflect the current focus of WSSCC's work.

Nothing in or relating to the Governance Document or this document shall imply any obligation of UNOPS to submit to any national legislation or jurisdiction, or be deemed a waiver of any of the privileges and immunities of UNOPS approved by the General Assembly of the United Nations or otherwise under any national or international law, convention or agreement. In addition, to the extent that any provision of the Governance Document or this document conflicts with the rules, regulations and administrative practices of UNOPS, such rules, regulations and administrative practices shall prevail.

Fraud and corruption are incompatible with integrity and efficiency. The effectiveness of the WSSCC and of its host agency UNOPS depend on the strength of their respective reputations for integrity built over many years. To protect these assets and ensure that funds are used for their intended purpose, WSSCC rigorously applies UNOPS Accountability Framework and Oversight Policies (OD 02) as well as UNOPS Policy to address Fraud (OD 10) that are specifically designed to reduce the risk of fraud. WSSCC is subject to UNOPS' external and internal auditing procedures as described in section 4.3.

5.2 MANAGEMENT AND STAFFING

WSSCC's Executive Director leads the management of all its work around the world and is programmatically accountable for it to the Steering Committee. The Executive Director and a small team of professional and support staff constitute WSSCC's Secretariat, which is located in Geneva, Switzerland. That Secretariat is one of the services that UNOPS provides to WSSCC. Thus the Secretariat staff are all UNOPS staff members subject to UNOPS' standard staff rules and legal and financial accountability mechanisms. Each staff member is accountable to the Executive Director. The WSSCC Executive Director's employment contract makes clear that the postholder is programmatically accountable to the WSSCC Steering Committee, not to a manager in UNOPS.

The Secretariat is subdivided into several departments: Networking and Knowledge Management, Advocacy and Communications, Global Sanitation Fund, and Finance and Administration and the Directorate. UNOPS provides a strong implementation platform that suits WSSCC well. The services provided by UNOPS include human resources management, procurement of goods and services, contract administration, travel arrangements, visa requirements, legal services, insurance, financial management, book-keeping, audit and reporting.

The National Coordinators and other WSSCC Members around the world are not UNOPS staff. They are programmatically accountable to the Executive Director and legally and financially accountable to their own employers. At national level, WASH Coalitions, each with a National Coordinator who is appointed by the WSSCC Executive Director, are important to WSSCC's work. The detailed roles of the Coalitions differ from country to country, reflecting national needs and priorities, while all falling under this Medium-Term Strategic Plan.

The managerial principles that WSSCC follows for all its work include:

➤ **Seek additionality**

Since WSSCC aims to boost expenditure on sanitation and hygiene in particular countries, funds provided by WSSCC should be additional to other sources of funding for sanitation and hygiene in those same countries and must not be used to replace funding from existing sources. WSSCC also achieves additionality by putting some of its resources into improving the capacity of local organizations to do more work.

➤ **Use results-based management**

Each WSSCC-funded work programme should have clearly-defined results, methodology and timescale. Results-based management enhances accountability, encourages strong performance and creates opportunities for innovation. The contracts written by UNOPS on behalf of WSSCC incorporate results-based management.

➤ **Aspire to achieve best practice**

WSSCC adheres to the Paris Declaration on Aid Effectiveness in all its work. The principles of the Paris Declaration are embedded in this document. WSSCC also aligns its activities with best practice in the sector, including adherence to UNOPS norms and standards. Regarding the GSF in particular, which is WSSCC's largest programme, WSSCC aims to manage the GSF in accordance with currently-agreed best practice for global funds as defined from time to time by meetings, documents, etc. That best practice covers many aspects of global funds' work, notably to ensure that global funds do not distort or circumvent national leadership.

6. FINANCING STRATEGY

Sound financial planning and management are important for WSSCC. WSSCC aims for financial sustainability through multi-year, multi-donor pooled funding. WSSCC intends to maintain financial stability and demonstrate value for money in a difficult economic climate.

6.1 BALANCING INCOME AND EXPENDITURE

WSSCC's preference is to set out its strategies and plans, calculate how much they will cost to implement over the next five years, and ask its donors to contribute that amount of money. However, given the constrained finances of the donors, this becomes an iterative procedure of adjusting the expenditure plans to suit the available income. Thus the income and expenditure plans are developed together.

Cash flow is a particular problem for WSSCC. The rate of WSSCC's actual expenditure is determined by its actual income, because UNOPS is a self-financing agency that can only spend out of the WSSCC Trust Funds cash that is already in them. The income is subject to the various donors' own regulations on cash flow. So UNOPS and WSSCC work closely together to monitor income and expenditure and manage cash flow to ensure that WSSCC has adequate resources to implement its strategy and its financial plan.

During the period of this MTSP, WSSCC would like to establish an operating reserve to smooth out cash flow problems and help cover for contingencies. It would be unrealistic in the current economic climate to ask donors to give extra money for a reserve, but it may be possible to start building up a modest reserve from under-expenditures that can happen in the normal course of work (e.g. gaps between staff members occupying a post, contracts being cheaper than budgeted, etc).

6.2 DONOR RELATIONS AND FUNDRAISING

Within UNOPS rules and regulations, WSSCC is open to funding from any source including governments, foundations, private sector companies and individuals. Historically its main donors have been the international development ministries of industrialized countries. That group has expanded slowly and has been augmented by one international foundation. WSSCC thanks its current donors for their support: the Governments of Australia, the Netherlands Norway, Sweden, Switzerland, and the United Kingdom, and The Bill and Melinda Gates Foundation.

In 2008 WSSCC moved from fragmented relationships with its donors to multi-year, multi-donor pooled funding in accordance with good practice in aid effectiveness. All WSSCC's donors encouraged and adopted this approach. WSSCC benefits substantially from this multi-donor pooled approach with common plans, agreements, reports and accounts. There are significantly lower transaction costs for WSSCC, UNOPS and the donors compared to the previous system of earmarked grants with specific reporting.

WSSCC sets out its mission, objectives and work areas and asks all its existing and potential donors to contribute to the whole. The donors believe in its mission and are confident in its governance; they make long-term commitments of significant amounts of unrestricted funding, entrust WSSCC to spend it in accordance with this Medium-Term Strategic Plan, and hold its Steering Committee and host agency accountable. The Steering Committee, through the Chair and UNOPS, report and explain WSSCC's work to its donors at the annual Donor Accountability Meeting. The reports specifically describe WSSCC's achievements against its Results Framework (contained in section 8 below).

Many bilateral donors now allocate more of their funds at regional or national level than global. WSSCC is aware of

this trend, which could affect it adversely as it is mainly a global entity. Its strategy to overcome this problem is to seek funding from different donors, and to explore how it can also benefit from regional or national funding. In particular, GSF programmes might be able to mobilize donor and government funds at national level, for example by setting up pooled national GSF trust funds linked where applicable to sector-wide approaches.

The global economic downturn of recent years has negatively affected WSSCC's ability to raise funds from new donors, which in turn has compelled it to rely on its relatively small number of long-term committed donors. WSSCC's stated strategy of seeking funding from more sources remains valid in the longer term and will be pursued both with bilateral donors and others such as foundations, and cause-related marketing with private sector companies.

6.3 FINANCIAL MANAGEMENT AND REPORTING

WSSCC's financial year is the calendar year.

From 1 January 2012, WSSCC's financial structure will consist of two multi-donor Trust Funds within UNOPS: the Global Sanitation Fund, and the Sanitation Leadership Trust Fund which is for all of WSSCC's other programmes. WSSCC asks the donors to give its Steering Committee the freedom to allocate funds across both Trust Funds according to this Medium-Term Strategic Plan, but the structure of two Trust Funds does enable a donor to specify that its funds should go into one or the other or both.

WSSCC manages financial risk actively, working with different scenarios to mitigate financial risks and minimize the impact of unexpected downturns. WSSCC also continually seeks efficiency savings in all areas of its work. WSSCC and UNOPS take a rigorous approach to ensure that all funds are well managed, properly forecast and accurately reported. In particular, the GSF programme requires periodic commitment of large contractual sums

that must be covered by cash held by UNOPS, plus longer term commitments for which future income is assured.

WSSCC sends requests for contracts and financial transactions to UNOPS. UNOPS manages WSSCC's Trust Fund accounts as per the UNOPS Financial Regulations and Rules and the United Nations System of Accounting Standards¹. UNOPS implements the requested contracts and transactions and sends financial data regularly back to WSSCC. WSSCC staff use that data to prepare finance reports internally to its management and its Steering Committee and externally to its donors.

Steering Committee meetings are conducted twice a year, in March and October and follow an established routine for financial reporting:

- To receive in each March meeting the Financial Report for the previous year, (when necessary) to approve any revisions to the current year's work plan and budget as well as to note the indicative budget for the next year.
- To receive in each October meeting the mid-year Financial Report of the current year, (when necessary) to approve any revision to the current year's work plan and budget, to approve the next year's work plan and budget as well as to note the indicative budget for the following year.

UNOPS issues certified financial statements for WSSCC's Trust Funds that show income and expenditure presented in accordance with its Financial Regulations and Rules. WSSCC subsequently prepares a consolidated annual certified financial statement in accordance with the conditions stipulated in donors' agreements. It sends a complete set of documents (including the UNOPS certified financial statements, the annual WSSCC consolidated financial statement and the WSSCC annual report) to all donors before 30 June each year.

1. UNOPS will undertake a phased implementation of the International Public Sector Accounting Standard (IPSAS) as from January 2012: notably this will involve moving from cash to accrual basis of accounting.

7. INDICATIVE BUDGETS

The indicative budgets for the period 2012-2016 are shown below. They are based on the financial performance of WSSCC since 2007, the priorities set for the Medium Term Strategic Plan, and WSSCC's reasonable expectation of support from donors. The budgets reflect a balance between the compelling pressure to increase WSSCC's work in sanitation and the restricted availability of donor funding.

7.1 EXPENDITURE

The table below shows the target expenditure budgets for 2012-16.

This level of funding represent the amount of money needed to achieve the results tabulated in the Results Framework and which WSSCC aims to obtain from its donors.

The Global Sanitation Fund (GSF) is experiencing a high demand for funding from many countries. The constraint on increasing its expenditure is its income. Its income will in turn depend on WSSCC's success in the early GSF programmes. If WSSCC can demonstrate to donors that GSF achieves good results cost-effectively, the donors will give more money and the income should reach the target

expenditure which would fund the ten countries already started in 2011 (listed in the box after section 2.4 above), and the next six countries that are ready to start as soon as possible, and up to a further nine countries that could start by 2016. If WSSCC cannot demonstrate good results, the donors will be reluctant to give more money and the income would decline, which would only enable the first ten countries to continue at a limited level.

From 1 January 2012, WSSCC's other three previous Trust Funds (Networking and Knowledge Management, Advocacy and Communications, Governance and Management) will merge into one new Trust Fund entitled Sanitation Leadership. The target expenditure would build on the 2011 work level with steady staffing and moderate annual increments for more work in more countries and topics.

7.2 INCOME

In compliance with UNOPS's accounting system, donors' cash contribution must reach WSSCC's Trust Funds prior to committing expenditure. Different types of expenditure have different lead times for commitment – for example when UNOPS issues a contract to a GSF Executing Agency or to a staff member the money for the appropriate contract length must be in the fund. WSSCC

INDICATIVE EXPENDITURE BUDGETS FOR THE GLOBAL SANITATION FUND AND FOR THE SANITATION LEADERSHIP TRUST FUND, AND FOR THE WSSCC TOTAL FOR 2012-2016 (amounts in millions of dollars)

	2012	2013	2014	2015	2016
GLOBAL SANITATION FUND	24.0	30.0	38.0	48.0	60.0
SANITATION LEADERSHIP TRUST FUND	6.8	7.5	8.2	8.9	9.6
TOTAL WSSCC	30.8	37.5	46.2	56.9	69.6

and UNOPS tabulate all the various types of commitments with their various lead times and aggregate them to generate a total cash flow plan. From that, WSSCC sends liquidity forecasts to its donors twice a year and requests payments from its donors approximately six months ahead of the corresponding expenditure period. This method of payment scheduling is agreed between WSSCC and the donors and incorporated into the UNOPS Contribution Agreements.

7.3 RISK MANAGEMENT

WSSCC and UNOPS will develop and implement a risk management strategy that will include planning and managing the work in case the budgeted income is not received. This would have consequences for the achievement of the results stated in the Results Framework.

8. RESULTS FRAMEWORK

RESULTS	OBJECTIVELY VERIFIABLE INDICATORS
<p>Goal To help achieve sustainable sanitation, hygiene and water supply for all people.</p>	<ul style="list-style-type: none"> • Reduction in diseases caused by poor sanitation and hygiene. • Improved economic and human development indicators. • Progress in access and use of sanitation and water.
<p>Purpose To contribute substantially to global efforts to improve sanitation and hygiene for poor and vulnerable people, predominantly in Africa and Asia.</p>	<ul style="list-style-type: none"> • Millions more people in sanitation needy countries improve their sanitation and hygiene situation sustainably. • Post-2015 work in sanitation and hygiene is based on universal access and equity. • More individuals, organizations and businesses become involved in sanitation and hygiene work. • Individuals and agencies improve their knowledge and skills in sanitation and hygiene. • An adequately resourced and effectively managed WSSCC adds value to the sector.
<p>↘ Outcome I: ACCESS AND USE. Tens of millions of previously unserved people in 10–25 sanitation-needy</p>	
<p>Output 1(a): At least 11 million people have stopped defecating in the open and are practising safe sanitation and hygiene.</p>	<ul style="list-style-type: none"> • As a first step, at least 15 million people in GSF-supported programme areas stop defecating in the open. • Of them, at least 11 million people use improved toilets. • Of them, at least 11 million people wash their hands with soap at critical times.
<p>Output 1(b): All people living in GSF-targeted areas are reached by sanitation and hygiene messages.</p>	<ul style="list-style-type: none"> • At least 20 million people have heard or read messages, participated in a GSF-supported activity or been verifiably touched by the programme.
<p>Output 1(c): There is evidence that the achieved sanitation and hygiene improvements are sustainable.</p>	<ul style="list-style-type: none"> • The open defecation-free environments in GSF-supported programme areas remain open defecation-free at least five years after the programme work¹. • At least 11 million people continue to use improved toilets and hygiene behaviours after five years.
<p>Output 1(d): National and sub-national partners have adequate capacity to deliver GSF-supported programmes effectively.</p>	<ul style="list-style-type: none"> • GSF-supported programmes are delivered in a timely and cost effective manner. • GSF partners apply pro-poor, participatory, technically appropriate approaches to achieve results.

1. The timescale for this indicator extends beyond that of this Medium-Term Strategic Plan.

MEANS OF VERIFICATION	ASSUMPTIONS/RISKS
<ul style="list-style-type: none"> • Generic studies by others on evidence establishing links between sanitation and health, and between sanitation and economic and social development. • DHS , JMP, GLAAS data. • SHARE project reports. 	<ul style="list-style-type: none"> • WSSCC accepts generic evidence that has conclusively established sanitation has positive impacts on health and well-being.
<ul style="list-style-type: none"> • MTSP mid-term review and 5-year evaluation. • Consolidated GSF reports. • JMP data. • Post 2015 global targets for sanitation and hygiene. • WSSCC analysis together with reports from National Coalitions and Coordinators. • GLAAS reports. 	<ul style="list-style-type: none"> • WSSCC can attract sufficient finances to implement the MTSP. • UNOPS fulfils its obligations efficiently and effectively. • The GSF concept design is correct: a small team in Geneva can supervise multi-stakeholder in-country operations, and capacity is available in country to run them.
<p><i>countries gain access to and sustainably use improved sanitation and adopt safe hygienic behaviours.</i></p>	
<ul style="list-style-type: none"> • MTSP mid-term review and 5-year evaluation. • GSF country baselines, reports, sample surveys and studies. • DHS, MICS, JMP data • Government monitoring reports, sector reviews and reports. • Census data where relevant. 	<ul style="list-style-type: none"> • GSF supported work in country is able to counter subsidy-driven approaches. • In-country partners are able to deliver against time frames as specified in GSF programme design. • Demographic growth does not distort achievements. • There are few unforeseen natural disasters or political upheavals in GSF countries. • Global financial markets and economies improve.
<ul style="list-style-type: none"> • Official statistics. • GSF reports. 	
<ul style="list-style-type: none"> • MTSP mid-term review and 5-year evaluation. • GSF country baselines, reports, sample surveys and studies. • WSSCC commissioned study on sustainability in 2020. • National verification reports. 	
<ul style="list-style-type: none"> • EA Financial and technical reports • Studies to assess quality of approaches, inclusion, outputs. • MTSP mid-term review and 5-year evaluation. 	

RESULTS	OBJECTIVELY VERIFIABLE INDICATORS
<p>Output 1(e): Politicians especially Finance Ministers, and support agencies increase sanitation and hygiene investments.</p>	<ul style="list-style-type: none"> • In at least five WSSCC priority countries, a separate budget line is established for sanitation and hygiene and is properly resourced. • External support agencies increase funds for sanitation and hygiene in WSSCC's priority countries. • Both the private and the philanthropic sectors invest more in sanitation and hygiene. • WSSCC's Members and WASH Ambassadors use their influence with governments to achieve change in at least ten WSSCC priority countries.
<p>Output 1(f): WSSCC's ideas inspire other organizations to deliver sanitation and hygiene programmes at scale.</p>	<ul style="list-style-type: none"> • WSSCC's evidence-based advocacy materials are used to influence other organizations in all its priority countries. • Several million people are reached by other organizations' programmes that are compatible with WSSCC's. • The scope of the GSF-supported work in at least five countries is augmented by other organizations' implementation using their finance.
<p>↘ Outcome 2: EQUITY. Among those who gain access, poor and marginalized people and groups are identified</p>	
<p>Output 2(a): The sanitation goal after 2015 specifies universal access and sustainable use and equity for poor and marginalized people.</p>	<ul style="list-style-type: none"> • Post-2015 monitoring of sanitation and hygiene monitors universal access to and use of services and checks on those traditionally left out.
<p>Output 2(b): In the GSF-supported programme areas, at least two vulnerable groups² per country report measurable improvements in their sanitation and hygiene situation.</p>	<ul style="list-style-type: none"> • 75% of people in two vulnerable groups in GSF-supported target open defecation-free communities per country use improved toilets. • 75% of people in two vulnerable groups in the same communities wash their hands with soap.
<p>Output 2(c): WSSCC's networking, knowledge management and advocacy contributes positively to reaching poor and marginalized groups.</p>	<ul style="list-style-type: none"> • WSSCC produces advocacy materials and technical publications on equity which are used by professionals in the sector. • WSSCC convenes learning and sharing events for dissemination, testing and feedback on issues of equity and inclusion. • The lessons learned on reaching poor people form the basis for advocacy at national, regional and global level.

2. For example elderly people, disabled people, women-headed households, ethnic minorities. These will be identified by, and as appropriate for, individual countries.

MEANS OF VERIFICATION	ASSUMPTIONS/RISKS
<ul style="list-style-type: none"> National budgets for sanitation and hygiene. GLAAS reports. Bilateral donor contributions to sanitation and hygiene. Commitments from selected targeted private firms and foundations. 	
<ul style="list-style-type: none"> Official statistics. GLAAS reports. Feedback from partners. 	
and preferentially supported.	
<ul style="list-style-type: none"> Reports from consultation meetings on post-2015 targets. Post 2015 global targets for sanitation and hygiene. 	<ul style="list-style-type: none"> Governments in developing countries endorse equity targets. Key individuals continue as powerful advocates for sanitation and hygiene. WSSCC is able to mobilize key sector and non-WASH partners to work on jointly identified challenges.
<ul style="list-style-type: none"> MTSP mid-term review and 5-year evaluation. GSF country baselines, reports, sample surveys and studies. Special studies in country that consult vulnerable groups. 	
<ul style="list-style-type: none"> Studies to assess uptake and use of practical solutions. Reports and feedback from readers of publications and participants at learning events. Use of WSSCC's advocacy materials and concepts. 	

RESULTS	OBJECTIVELY VERIFIABLE INDICATORS
<p>Output 2(d): National monitoring systems for WASH include behaviour change and effectively monitor equity.</p>	<ul style="list-style-type: none"> • In three WSSCC priority countries where relatively strong monitoring systems exist, indicators related to hygiene behaviour change and sanitation practice are included in the national monitoring system. • In the same three countries, the national monitoring system includes equity indicators. • Official data is increasingly available on behaviour change and sanitation practices in the same three countries.
<p>↘ Outcome 3: INVOLVEMENT. <i>More individuals, organizations and businesses become involved in sanitation</i></p>	
<p>Output 3(a): National and local governments actively coordinate and encourage collaboration of all actors, and implement policies and regulations that help new organizations, small businesses and entrepreneurs to become involved in sanitation and hygiene programmes.</p>	<ul style="list-style-type: none"> • In WSSCC's priority countries, governments and national coordinating mechanisms actively encourage collaboration and involvement of new players. • GSF Programme Coordinating Mechanisms emphasize the role of new players especially the local private sector in the GSF programme.
<p>Output 3(b): Strong and credible civil society participates in and shares responsibility for accelerating work in sanitation.</p>	<ul style="list-style-type: none"> • In WSSCC's priority countries, the number and influence of civil society actors in sanitation increases.
<p>Output 3(c): More people and organizations outside the conventional sanitation sector become involved in sanitation and hygiene work.</p>	<ul style="list-style-type: none"> • In GSF-supported areas, local private sector and entrepreneurs provide services to people who want improved toilets. • Globally, more private sector companies become involved in sanitation and hygiene. • Globally and in WSSCC priority countries, the media become more active in covering sanitation and hygiene.
<p>↘ Outcome 4: KNOWLEDGE AND SKILLS. <i>Individuals and agencies working in sanitation and hygiene</i></p>	
<p>Output 4(a): WSSCC's members contribute to, and benefit from, a growing body of skills and knowledge about sanitation and hygiene.</p>	<ul style="list-style-type: none"> • Across the WSSCC membership base, Members contribute to the same (WSSCC) strategic outcomes. • By 2016, a large proportion of partners in countries where WSSCC is implementing the GSF are WSSCC Members.
<p>Output 4(b): A Community of Practice on sanitation and hygiene, integrated with WSSCC's membership, and drawing on knowledge and experience generated by members and the GSF, contributes to learning on priority questions and disseminates innovative and successful ideas.</p>	<ul style="list-style-type: none"> • An active Community of Practice for the sector is established, seed-financed and hosted by WSSCC, and integrated with WSSCC's membership. • The Community of Practice facilitates learning on the important subjects identified by its participants.

MEANS OF VERIFICATION	ASSUMPTIONS/RISKS
<ul style="list-style-type: none"> Indicators in national monitoring systems. 	
and hygiene work.	
<ul style="list-style-type: none"> Government policies and regulations. Reports from National Coalitions, sector partners. MTSP mid-term review and 5-year evaluation. GSF reports. 	<ul style="list-style-type: none"> New players entering the sector assume a constructive and collaborative approach. Governments at all levels are open and supportive of new players entering the sector.
<ul style="list-style-type: none"> Consolidated analysis by National Coordinators of the sector in the countries. 	
<ul style="list-style-type: none"> GSF reports. Companies' reports. Publications, broadcasts and other media outputs. 	
improve their knowledge and skills.	
<ul style="list-style-type: none"> WSSCC website statistics. Self generated Member reports. WSSCC database. 	<ul style="list-style-type: none"> WSSCC attracts high quality Members who can drive change in their countries. The partners in the Community of Practice are comfortable that WSSCC hosts it and integrates it with its membership.
<ul style="list-style-type: none"> Community of Practice membership. Community of Practice reports. Financial Contribution by WSSCC partners. MTSP mid-term review and 5-year evaluation. 	

RESULTS	OBJECTIVELY VERIFIABLE INDICATORS
<p>Output 4(c): Entrepreneurs and small businesses gain the skills and knowledge needed to avail themselves of sanitation technologies and products and become involved in sanitation as a business.</p>	<ul style="list-style-type: none"> Local businesses in WSSCC's priority countries use WSSCC supported/facilitated learning, materials and contacts effectively.
<p>↘ Outcome 5: DELIVERY. WSSCC is adequately resourced and effectively governed and managed to deliver</p>	
<p>Output 5(a): WSSCC's MTSP is completed on time and informs its annual planning and monitoring.</p>	<ul style="list-style-type: none"> Approved MTSP is issued in October 2011. Annual plans and budgets to deliver the MTSP are approved by October of each preceding year. WSSCC's monitoring system improves to enable it to produce better, clearer evidence of the results that it achieves.
<p>Output 5(b): A well resourced and managed Secretariat with clarity of roles and responsibilities supports the achievement of WSSCC's outcomes on time and to a high standard.</p>	<ul style="list-style-type: none"> The Secretariat staffing structure evolves by July 2012 as needed to deliver the MTSP results. The structure, roles and responsibilities of National Coordinators evolves by July 2012 as needed to deliver the MTSP results. By 2014 WSSCC's governance mechanisms reflect the scope and strategic orientation of its MTSP.
<p>Output 5(c): Strengthened membership and partnerships support achievement of WSSCC's objectives.</p>	<ul style="list-style-type: none"> Active, contributing Members participate in professional discussions, dissemination of knowledge and advocacy.
<p>Output 5(d): WSSCC's GSF is demonstrated to be a successful, efficient and cost-effective fund for accelerating sanitation and hygiene access and use.</p>	<ul style="list-style-type: none"> GSF expenditure budget follows the higher scenario in section 7. By 2016, all five current GSF donors continue to support it, and an additional five donors support it. GSF demonstrates acceptably low unit costs for delivering results.
<p>Output 5(e): WSSCC's corporate communications work supports programmatic work, the communication of achievements, governance and fundraising.</p>	<ul style="list-style-type: none"> A state-of-the-art, regularly updated website serves as an essential tool in communicating with all stakeholders. WSSCC maintains and updates a core set of corporate communications materials. All WSSCC's reports are transparent, timely and accurate.

MEANS OF VERIFICATION	ASSUMPTIONS/RISKS
<ul style="list-style-type: none"> • MTSP mid-term review and 5-year evaluation. • Reports from National Coordinators. • GSF reports on private sector service provision. 	
Outcomes 1-4.	
<ul style="list-style-type: none"> • Minutes of October 2011 Steering Committee meeting. • Approved MTSP 2012-2016. • Approved Annual Plans and Budgets 2012 -2016. • Donor commitments. • WSSCC annual reports. 	<ul style="list-style-type: none"> • Internal planning and reorientation does not adversely affect delivery of results. • Adequate donor funding is received to resource the MTSP. • It is possible to deliver services at scale in challenging topographies, geological and socio-economic and cultural situations.
<ul style="list-style-type: none"> • UNOPS-facilitated Human Resources plan for WSSCC Secretariat. • UNOPS staff contracts. • National Coordinators terms of reference. • Donor agreements. • Composition of Steering Committee. • MTSP mid-term review and 5-year evaluation. • WSSCC annual reports. 	
<ul style="list-style-type: none"> • WSSCC website statistics. • Self generated Member reports. • WSSCC database. • Collaborative products and publications. 	
<ul style="list-style-type: none"> • Donor commitments. • WSSCC annual report. • MTSP mid-term review and 5-year evaluation. • Special study on unit costs across GSF countries. • GSF reports. 	
<ul style="list-style-type: none"> • WSSCC's website. • Annual Reports, corporate brochure and video for WSSCC, reports and videos for the GSF. • Reports to the Steering Committee and to donors. 	

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