



## *Sanitation and Water for All*

### **Governing Document**

**7th September 2015<sup>1</sup>**

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<sup>1</sup> The **Interim Core Group of SWA: A Global Framework for Action** originally approved the SWA Governing Document on May 21 2010. The Steering Committee amended the document on November 20, 2010, August 21, 2011 and October 3, 2013. This version reflects the Steering Committee decisions to amend aspects of SWA governance, made on 16-17 June 2015, Geneva, Switzerland and subsequent discussions.

## **1. Preamble**

Sanitation and Water for All (SWA) is a multi-stakeholder partnership established in 2009. The ultimate goal of SWA is, sanitation, water and hygiene for all, always and everywhere.

The partnership's Role and Purpose is to lead, galvanize and facilitate international efforts, aligning with and promoting national and regional processes aimed at ensuring availability and sustainable management of sanitation, water and hygiene for all. These efforts will be in line with the Sustainable Development Goals (SDG) and other relevant development policies and law.

The partnership will engage in political dialogue, coordinated action, advocacy, and follow-up and review on progress made towards the water and sanitation related targets of the SDGs. The activities of SWA are guided by the beliefs and aims expressed in the Guiding Principles (Annex A). These principles are not legally binding.

This Governing Document has been developed to ensure that SWA operates under a structure of good governance – notably internal mechanisms for transparency, accountability, and balanced representation of interests – as well as effective structures for management and oversight of SWA activities. It is designed to enable SWA to be flexible and responsive to changing circumstances, through efficient and inclusive decision-making structures.

## **2. Overview of Governance Structure**

The SWA partnership is a collective of partners – categorized by constituencies with common perspectives, roles in the sector, and interests. Constituency members elect a representative Steering Committee (SC) to serve as the leadership and decision-making body for the partnership. The SC appoints a high-level Chair and an Executive Chair. A Secretariat, hosted by one or more partners and led by a Coordinator, supports the SC's work and the partnership, as mandated and tasked by the SC.

### **2a. International level governance**

Governance arrangements of SWA at the international level have the following components:

- **The partnership:** is the collective of all SWA, sub-divided into constituencies, the SWA SC and the SWA Secretariat. The partnership meets in periodic Partnership Meetings, with senior representation from each Partner, to review progress of the partnership towards its goals and to provide advice to the SC.
- **The partners:** are the individual countries, organizations or networks which join the SWA partnership, and agree to make concerted efforts to adhere to its principles and progress its aims. Partners elect and delegate decision-making authority to the SC, and are kept informed of the work of the SC and Secretariat and may be consulted on certain key decisions. Partners are expected to take an active role in SWA activities. Individual civil society, private sector or community-based organizations are encouraged to join networks, and be represented in the partnership via these networks, which would represent their collective interests.
- **The Steering Committee:** is a representative sub-group of the SWA partners, with an allocation of seats for each constituency; drives forward the initiative; holds decision-making authority and oversees all SWA activities; meets regularly through the year; and mandates and tasks the Secretariat. The Steering Committee (SC) may also create and oversee Working Groups, Task Teams or Sub-committees of SC as required, supported as necessary by external expertise. The SC will also take responsibility to discontinue these groups once their mandates have been fulfilled.
- **The Chair:** is a global leader with convening power to provide high-level direction to the WA partnership. The Chair is expected to chair SWA global meetings such as the biennial High Level Meeting.

- **The Executive Chair:** chairs the SC, represents the partnership, supports and oversees implementation of the SC work, undertakes resource mobilization, advocacy and awareness raising efforts and liaises closely with the Chair, the Partners and the Secretariat.
- **The Secretariat:** supports the functioning of the initiative; is tasked and mandated by, and reports to the SC; carries out specific and defined tasks required for SWA activities; will be funded or resourced by partners through specific agreements separate to this Governing Document; is hosted by one or more partner organizations or other arrangements funded by a partner or other financial institution.

## ***2b. National and regional level governance***

The intention of the SWA partnership is not to create new structures at national or regional levels, nor impose governance mechanisms for any activities at these levels. Rather, SWA will rely on and support existing country and regional mechanisms wherever possible.

## ***2c. Interaction with other governance structures of SWA-related activities***

The governance arrangements of SWA do not supersede existing governance arrangements of partners or of any related activities, such as the UN-Water Global Analysis and Assessment on Drinking-Water and Sanitation (GLAAS).

## ***2d. Financial oversight***

The governance structures of SWA do not hold any financial authority. Any funding provided by partners or donors to support SWA operations or activities will have its own dedicated financial oversight and governance mechanisms.

## ***2e. Activities***

The activities of SWA will evolve with time according to sector needs, opportunities, and commitments from partners. Biennial global High Level Meetings are envisaged as regular core activities and SWA is aligning itself closely with the achievement of the Sustainable Development Goals. GLAAS, which is governed by UN-Water and led by WHO, will also be closely coordinated with SWA activities.

## ***2f. Languages***

English is the working language of SWA. The Partnership Meetings, Ministerial Meetings and High Level Meetings will be conducted in English, French and other languages as feasible and needed to enable full and equal participation by Partners. SWA will aspire to utilize languages other than English as appropriate and affordable.

# ***3. The SWA Partnership***

## ***3a. Composition***

SWA is composed of partners who are governments and/or organizations and/or networks that are supportive of the guiding principles and aims of the initiative, and that agree to make concerted efforts to adhere to these principles and progress these aims. Partners must fit the criteria of one of the constituencies as defined below in order to be considered for acceptance to the partnership. Potential partners join SWA by providing a written expression of interest to the Secretariat, for consideration by the SC. The SC reviews the expression of interest and determines if an applicant meets the criteria to join the partnership. Partner status can be terminated or refused by decision of the SC, if the integrity of the SWA partnership or its guiding principles is threatened by the action of the partner or applicant; or the partner or applicant's behaviour is not conducive to achievement of the goals of the partnership.

Partners to SWA may be invited, at a decision of the SC, to pay a partnership fee. All current financial support is provided through voluntary contributions or in-kind support. Partners are expected to commit the necessary human and financial resources to enable their full

participation in SWA, including expenses. Partners unable to commit financial resources may request financial support from the SWA Secretariat to cover travel and other reimbursable expenses. The Executive Chair, in consultation with the Coordinator, will decide whether or not to cover these expenses, taking into account the availability of funding and the extent to which the request is consistent with the SWA strategy and agreed activities. Individual civil society, private sector or community-based organizations wishing to join the partnership are encouraged, in the interests of efficient representation and collective action, to join SWA network partners.

### ***3b. SWA constituencies***

SWA Partners fall into six constituencies:

1. **Countries** - supporting their own domestic implementation of the objectives of SWA;
2. **External Support Agencies** - including bilateral donors, multilateral organizations, foundations, financing institutions and external agencies that support countries' work in the attainment of SWA's objectives;
3. **Civil Society Organizations or Networks** – including non-profit organizations or networks active at national, international or regional levels that supporting SWA's objectives;
4. **Private Sector Organizations or Networks** – including for-profit businesses or networks representing business constituencies with recognized commitment, influence and global and/or regional remit that work in support of SWA's objectives;
5. **Research and Learning Institutions** –academic institutions or agencies or networks with recognized technical and policy expertise and influence, and global and/or regional remit, undertaking or promoting research or learning in support of SWA objectives;
6. **Community-Based Organizations or Networks** – supporting SWA goals at community and household level.

### ***3c. Functioning of the SWA partnership***

The partnership, through its constituencies, elects the SWA SC, a representative sub-set of SWA Partners. The partnership will delegate all other decision-making authority to this SC, as laid out in Section 4 below. The SC will, in return, commit to providing information transparently to and consulting with all partners, including the production and dissemination of regular formal reports. Significant issues may be circulated for consultation at the discretion of the SC. The Secretariat provides partners regular updates on partnership activities and maintains an updated website.

The SWA partnership will meet periodically at Partnership Meetings to play an oversight role of the initiative within the context of accelerating progress towards meeting SWA goals.

### ***3d. Chair and Executive Chair***

The partnership will be led by a high-level appointed Chair and an appointed Executive Chair. The Chair and Executive Chair will be appointed by the SC for a three year term in his/her personal capacity, and can be re-appointed following a decision by the SC.

The Chair, the Executive Chair and the SC may together agree to have Honorary Chairs or appoint other high level individuals to honorary positions to help promote the interests of SWA.

The Chair has the following main roles and responsibilities:

- Attend, and possibly chair, major partnership meetings (such as the periodic partnership Meetings, the regional or global High Level Meetings, partnership sessions at major events);
- Engage in media-related activities in support of SWA objectives;

- Engage in outreach, including approaches to high-level politicians and stakeholders, in support of SWA objectives;
- Be a global spokesperson for SWA and provide support to promote the performance of the sector, and advocate for key SWA and partner activities.

The Chair may delegate any of his/her roles and responsibilities to the Executive Chair.

The Executive Chair has the following main roles and responsibilities:

- Convene and chair regular SC meetings and develop, contribute to and oversee implementation of the SC work;
- As SWA evolves, help build consensus between Partners on common objectives and to ensure a common understanding of critical points;
- Keep oversight of open and transparent communications between Partners, the SC and the Secretariat;
- Support and monitor the work of Standing Committees or Task Teams to ensure that mandates are respected, tasks are completed, and they work in a complementary fashion;
- In coordination with the Chair and the Secretariat undertake advocacy and promotion of SWA in the political arena, as well as awareness raising efforts, including by engaging with the media, as well as other stakeholders and increase SWA's membership, particularly among leading sector stakeholders and under-represented groups and regions;
- Work with the partners to raise funds for SWA Secretariat and its activities, and assist in monitoring that SWA resources are spent wisely and in accordance with the members' applicable financial rules and procedures;
- Build strategic partnerships between SWA and similar, complementary or competing initiatives;
- Represent the partnership and issue correspondence on behalf of SWA and follow up on administrative issues related to SWA activities in close consultation with the Secretariat;
- On the advice of the Coordinator, produce Operational Notes defining operational procedures for the conduct of the affairs of the SWA partnership, which will be shared with the SC for information;
- Exercise other tasks as requested by the SC.

### ***3e. SWA Partnership Meeting***

The SWA Partnership Meeting will facilitate the partnership's fulfilment of its role and provide a forum for dialogue between partners and enable partners to deliberate on progress made and set future directions of the partnership. In principle, one official delegate per partner will attend the SWA Partnership Meeting. In the case of very large constituencies, the partnership shall adopt quality criteria that will enable the selection of representatives for the Partnership Meeting. Recognizing the important role of the Partnership Meeting for the success of the initiative, partners are encouraged to be represented at a senior/decision-making level. The core objectives of the Partnership Meeting are to:

1. Review progress based on reports from the SC and provide advice to the SC on the general direction and strategic priorities of the partnership and major activities such as the periodic High Level Meeting;
2. Mobilize and sustain global coordination, political commitment, and momentum to achieve universal access to water supply and sanitation;
3. Advocate in support of SWA aims and inclusion of new partners;
4. Exchange information and good practice on implementation of partner activity in support of SWA objectives.

## ***4. The SWA Steering Committee***

### ***4a. Composition of the SWA Steering Committee***

The SC will have a minimum of 17 and maximum of 28 members, including the Executive Chair. The SC seeks to attract active participation from senior and committed agency representatives. Overall, the vision of the SC is that the partnership will remain a multi-stakeholder body, but that it becomes increasingly led by countries, the key implementing and service management authorities to achieve SWA's objectives. The SC will seek progressively to have 50% of Steering Committee members represent governments.

SC members will serve in an institutional rather than personal capacity. Members will represent their partner constituency. They should have the necessary authority within their institution to make or rapidly facilitate the decisions required to achieve the objectives of SWA and to convene the constituency partners. These might include decisions regarding coordinated action or messaging, joint aims or commitments, or regarding activities under SWA where the funding partners have allocated this role to the SC.

A precise number of SC seats (allocated by constituency) for the incoming SC will be determined each year by a decision of the outgoing SC at the start of the annual election process (three months before the Partnership Meeting). No partner should be represented twice on the SC.

The SC seats will be framed by the following allocation:

- **1 Executive Chair** (non-voting)
- **7-14 Countries** (suitably geographically distributed)
- **4 External Support Agencies\*** (including bilateral donors, multilateral organizations, foundations and development banks)
- **3-4 Civil Society Organizations or Networks\*** (including those active at the national, regional and global levels)
- **A maximum of 1 Private Sector Organization or Network\***
- **A maximum of 1 Research and Learning Institution or Network\***
- **A maximum of 1 representative of a Community-Based Organization or Network\***
- **1 representative of UNICEF**, including as Host of SWA's Secretariat
- **1 representative of World Bank**, including as Host of the High Level Meeting(s)

The composition of the SC each year will be guided by the following principles (to be monitored as desirable aims):

- Balanced regional representation on the basis of SWA's country membership,
- Balanced representation of sanitation, water and hygiene sub-sectors,
- A range of necessary technical competences and institutional perspectives,
- Avoidance of conflict of interest and/or capture of the SWA agenda by vested interests (a detailed Conflict of Interest Policy can be developed if the SC deems it necessary),
- Gender balance: at least 1/3 of the representatives should be women and at least 1/3 of the representatives should be men
- Senior staff that have influence within their agency and constituency, familiarity with the operations of international boards or the capacity to acquire these skills.

In exceptional circumstances, the SC can create a temporary SC seat to address composition imbalance for a period of one year or two years, as needed. A special election shall be carried

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\* *The CSO, CBO, Private Sector, External Support Agencies and Research and Learning constituencies will work together with the secretariat to determine the rules and procedures for future elections. Such rules and procedures must be finalized at the latest by June 2016 and be approved by the SC before entering into force. After such approval they will feature as an annex to the present Governing Document. Each of these constituencies will appoint an election officer who is responsible for preparing a plan for this intra-constituency election and reporting to the overall election officer on the process of the election. The overall election officer prepares a report to the SC on the whole election.*

out with the appropriate Constituency if a seat is created. The SC prior to the next election period must review any seat created to address a composition imbalance.

#### ***4b. Observers and Standing Observers to the Steering Committee***

Representatives from Partners or other relevant organizations may be invited by the SC to attend a SC Meeting, either for the entire meeting or for a specific agenda point, as “Observers”. Observers do not vote nor do they attend the Executive Sessions of SC meetings (see section 4g below). SWA partners or relevant organizations may also request participation in a specific SC meeting in whole or part. Requests are submitted by the observers or by SC members on their behalf to the Executive Chair at least three weeks before the SC meeting and will be accommodated, as is practical or desirable.

Standing observers are:

- A representative of UN-Water
- A representative of the World Health Organization
- One representative from each of the Chairs of the regional SAN conferences

Standing Observers have a particular interest in regularly participating in the partnership’s SC meetings. Standing observers are kept informed of SC business and attend meetings, but do not vote, nor do they attend the Executive Sessions of SC meetings.

#### ***4c. Commitments and Rights of Steering Committee Members***

By joining the SC, partner organizations and individually assigned members serving on the SC commit to dedicate the necessary time and engagement for the effective functioning of the work of SWA, to accept the leadership of the Executive Chair, and to be responsive to communications from the Secretariat and from the Executive Chair. SC membership is a voluntary commitment.

All SC members (except the Executive Chair) will be voting members. Even though observers have no voting rights, the SC will welcome their views on relevant matters.

#### ***4d. The Role of the Steering Committee***

The SC has the overall responsibility for leadership and management of the SWA partnership, including but not limited to:

##### ***Leadership***

- Expanding understanding and awareness of SWA and increasing its membership, particularly amongst the leading sector stakeholders and under-represented groups and regions,
- Building strategic partnerships between SWA and similar, complementary or parallel initiatives,
- Exploring ways to build the role and engagement of SWA partners in the work of the partnership.

##### ***Management***

- Decision-making on behalf of the partnership,
- Oversight of agreed activities, including approving SWA work programmes and commenting on budgets at least annually,
- Creation and oversight of Working Groups, Sub-committees or Task Teams of the SC as required, and responsibility for discontinuing these groups when their mandate has been fulfilled,
- Definition and approval of election processes for the SWA SC each year,
- Definition of concept and oversight of the cycle of meetings, including Partnership Meetings, Ministerial Meetings and High Level Meetings. Oversight and tasking of the SWA Secretariat in conjunction with the Secretariat Host

#### ***4e. Chair of the Steering Committee (Executive Chair of the partnership)***

The Executive Chair of the partnership serves as the Chair of the SC and will be identified and appointed by the SC. In the event that the Executive Chair is unable to continue for a full term, a new Executive Chair will be appointed by the SC members and will serve for the remainder of that term.

It is expected that the Executive Chair spends annually at least 60% of full-time engagement dedicated to this role.

#### ***4f. Election of the Steering Committee***

There will be an election process every 18 months, for roughly half the seats on the SC (exact proportion will vary as the size of the committee varies). Each elected member of the SC will serve a maximum of a three-year term. Where an election has been missed, all seats on reaching three years will be re-elected; and all SC members (excepting the Executive Chair) will be appointed for 18 months, of which about half will be extended to three years to get back into a situation of changing half the seats each 18 months. This retains continuity, whilst also giving the opportunity to more agencies to work on the SC. The exact process to be followed in each election will be decided by the SC three months before the end of term of that SC. A Partner and member *can* stand for re-election on completion of their term on the SC.

The SC members will be elected by their respective partnership constituency in a process initiated 15 months after the start of each refreshed SC. The election process will be overseen and facilitated by the Secretariat, who will appoint an Elections Officer for this purpose, following respective Constituency Rules which will be developed and agreed upon by the Partners in each constituency and endorsed by the SC.

If an SC member is unable to fulfil her/his duties temporarily or permanently, the partner institution can designate an alternate. If a partner institution itself becomes unable to fulfil the role with sufficient dedication of time and resources, it may step down and relinquish the seat. In such a case an election can be held by the relevant constituency according to a process approved by the SC, with 'no objections' process to the partnership. A SC Member elected mid-term serves only the remainder of the term.

#### ***4g. Steering Committee Organization of Work (including meetings)***

The SC will meet at least four times a year, generally including two in-person meetings and two virtual meetings (teleconference, video conference or other electronic means). Wherever possible, the two in-person meetings per year should be aligned with the attendance of SC members at other global events. The Coordinator of the Secretariat shall serve as secretary of the SC, including drafting and circulating the agenda and minutes, providing timely notice of the time and place of all meetings, and facilitating attendance for all Members including by electronic means. If possible, draft options should be prepared by the Secretariat prior to the SC meeting.

In the absence of the Executive Chair, duly convened meetings of the Steering Committee will be chaired by a member of the SC selected by consensus from among those members present.

SC member organizations, when possible, will host and support SC physical meetings, in collaboration with the Secretariat. SC meetings will be structured into regular sessions, at which all members, observers and all other invitees will participate; and executive sessions at which only the Executive Chair, SC members (or alternates), the Coordinator and a maximum of two note takers will participate.

Since SWA is not an organization with a legal entity, activities of SWA are implemented either by a defined partner and/or other organizations or the SWA secretariat, which is hosted by one SWA Partner (UNICEF since September 2010). This may be summarized in an annual work programme or similar document, at the discretion of the SC. At the request of the Executive Chair, an activity may require a dedicated administrator who will be responsible for the



identified activity and who will provide reports directly to the SC regarding its scope of work, programme, deliverables and timelines.

Proposals to establish Standing Committees or Task Teams may come from SC members and/or from recommendations by the Partnership Meeting. A Chair appointed by and regularly reporting to the Executive Chair and to the Steering Committee shall head each Standing Committee and each Task Team. The Chair and members of Sub-committees or Task Teams may be SC Members or other SWA Partners. They will determine their own meeting arrangements in consultation with the Secretariat.

The Executive Chair will invite SC Members to raise any issue they wish to be reflected on the agenda, at least 2 weeks prior to each meeting. Draft decisions to be adopted at each SC meeting will be circulated to SC members at least 10 days prior to each meeting. Members can be asked by the Secretariat, in agreement with the SC, to prepare draft options for the SC; these will be circulated to SC members at least 10 days prior to SC meetings to allow time for consultation among constituents.

Transparency and accountability will guide the operations of the SC. The minutes and decisions from SC meetings as well as other documentation will be, to the greatest extent possible, made available not only to all SWA Partners but also be posted on the SWA dedicated website. The annual report will be available through the SWA dedicated website. Hardcopies of the documents can be requested from the Secretariat.

When strategic decisions that have a bearing on the direction of the partnership are required at a SC meeting, attendance by at least 50% of the SC members will constitute a quorum with participants from at least 2/3rds of constituencies.

Decision making at SC meetings shall preferably be sought through consensus among all attending members. The SC and Chair will make all efforts to make decisions by consensus. If no consensus can be reached, the Chair may call for a vote. In order to pass, motions require a 50% majority of those present.

#### ***4h. Responsibilities and Competencies of SC Members***

SC members shall:

- Be recognized leaders within their constituency and have the capacity and authority to represent the constituency.
- Have an in-depth understanding of and personal commitment to SWA vision and objectives.
- Have an in-depth knowledge of the issues around water, sanitation and hygiene, and/or of development, and development financing.
- Have experience of acting as representatives of a constituency in partnerships and governing bodies with an ability and capacity to network effectively and broadly.
- Have access to adequate staff support for the analysis, networking and consultation required to be an effective constituency representative.
- Dedicate effort and significant time (minimum of 15 days/annum) to SWA, to allow them to coordinate with their own and other constituencies, to participate in SC meetings and to be actively involved in Task Teams' work as required.
- Participate fully in all meetings and discussions of the SC, including teleconferences and other virtual means of communication among SC Members.
- Read all relevant documents and gain an understanding of the topics presented prior to a SC meeting to ensure effective input into the decision-making process.
- Seek and ensure input from constituency on issues being considered by the SC prior to its meetings.
- Communicate constituency views at SC meetings and report key issues back to the constituency after SC meetings.

- Act as advocates on behalf of SWA within their constituency and to external stakeholders.

#### ***4i. Budget planning, oversight and reporting***

The SC will not manage any funds, but will review and approve all proposed budgets for SWA activities and the SWA Secretariat.

The Secretariat will keep the SC informed of funding sources and levels for Secretariat and SWA activities by the Partners providing or managing such funding.

Partners will provide funding through appropriate mechanisms. Reporting requirements will be stipulated separately in any funding arrangement. An annual report of activities will be prepared by the Secretariat and endorsed by the SC. The Chair of the SC will circulate the annual report to all the Partners at least two weeks prior to the Partnership Meeting.

#### ***5. SWA Secretariat***

The work of the SC will be supported by a Secretariat. The Secretariat's human resources will include a Coordinator who serves as the secretary of the SC, and technical or support personnel as determined by the activities of SWA and available funding. This can include consultants for specific tasks.

UNICEF will host the Secretariat unless the SC amends this decision.

While individual staff may be located in, and contracted by, different organizations, the Coordinator is responsible for ensuring that the Secretariat remains cohesive, avoids duplication and ensures clarity of contact points for Partners and external parties.

SWA is envisaged to be partner-centric, and therefore some core activities may be managed directly by partners. Secretariat staff can be employed directly within partner organizations, working under their reporting structures in support of SWA. All organizations accommodating Secretariat staff commit to close and transparent liaison with the Host organization, with each other, and in particular with the Coordinator.

The overarching Terms of Reference for the Secretariat will be reviewed and approved periodically by the SC. While the individual personnel will necessarily report and be accountable to their employer under the hosting arrangements, the ToRs will make clear that the Secretariat works in support of the SWA SC, on behalf of the partnership.

If it is determined by the SC that the Secretariat hosting arrangements should be changed or a host is unable to continue filling this role, the SC will determine a suitable process to identify new hosting arrangements. Suitable time will be allowed for any such transfer in order not to damage SWA activities.

The degree of independence of the Secretariat from the host(s) will be reviewed periodically by the SC, and is one important determinant in selecting the hosting arrangement.

#### ***6. Review and Revision of the 'Governing Document'***

The SC should undertake a full review of the governance arrangements of the SWA every 5 years.

In addition to the 5-yearly review, as needed, this Governing Document may be amended by a decision of the SC. Revisions shall be communicated in writing to all Partners.

#### ***7. Review of the Partnership***

SWA will ensure an external review is periodically carried out of 1) the progress achieved and 2) relevance of the partnership to continue.

## **Annex A: Sanitation and Water for All Guiding Principles**

Sanitation and Water for All (SWA) is a multi-stakeholder partnership working towards an ultimate goal of sanitation, water and hygiene for all, always and everywhere. Recognizing that countries and organizations around the world achieve more by working together, it is a transparent, accountable and results-oriented framework for action, built on a common vision, values and principles.

### **SWA partners recognize that:**

- The human right to safe drinking water and sanitation is derived from the right to an adequate standard of living and inextricably related to the right to the highest attainable standard of physical and mental health, as well as the right to life and human dignity;
- The partnership promotes the progressive realization of the right to water and sanitation as part of the right to an adequate standard of living and is guided by the principles of participation and transparency
- Universal and sustained access to sanitation, water and hygiene fundamentally underpins economic growth, human security and all aspects of social development, especially health.
- Sanitation, water and hygiene underlie achievement of the SDGs
- Political prioritization, comprehensive planning frameworks, and evidence-based decision making are essential factors to achieve universal access to sanitation and drinking water.
- A high degree of political as well as environmental uncertainty, in particular from climate change, places rigorous demands on SWA to be both flexible and adaptive in its operations and initiatives.

### **The following principles guide the partnership's efforts:**

- All stakeholders have important and relevant contributions to make – including governments, multilateral and intergovernmental organizations, donors, development banks, civil society organizations, the private sector, community-based organizations and the people using services.
- Sustainability of services should guide all strategies and actions to improve access to sanitation and drinking water.
- The cross-cutting nature of sanitation and water necessitates effective collaboration and joint working across relevant government ministries, donors, non-governmental agencies, and other key institutions.
- Targeting the unserved, progressively eliminating inequalities and maintaining existing services should take precedence over improving services for the already served.
- The partnership promotes the realization of the human right to water and sanitation for all and is guided by the principles of participation and transparency;
- Particular support is needed to address those countries and contexts that are most off-track for reaching the MDG and SDG targets on sanitation, water and hygiene. Such sustained support will ensure that countries genuinely committed to SWA will be afforded the chance to implement national plans and achieve their sanitation, water and hygiene targets
- Knowledge and evidence must be sought and transparently shared to inform policy-making and action at all levels.
- Aid effectiveness commitments must be implemented to achieve SWA, in line with the Paris Declaration and Accra Agenda for Action commitments on country ownership, alignment, harmonization, managing for results, mutual accountability, predictability, country systems, conditionality, and untying aid.
- Transparency, integrity and accountability should be incorporated in all SWA activities.
- Prior commitments by donors and developing countries serve as a strong foundation to increase access to sanitation and drinking water and for improving aid effectiveness. These commitments should continue to be translated into action and results.
- SWA should build on and support existing country and regional institutions, processes and sector networks.
- OECD-DAC Principles of Good International Engagement in Fragile States and Situations guide sector engagement in those contexts.