The Global Sanitation Fund crossed a major threshold— that of reaching the first million people. Almost 1.4 million people are now with improved toilets thanks to national programmes financed by the Global Sanitation Fund that promote behaviour change, hand washing and in-country coordination.

WSSCC’s contribution to collective global leadership in the sector included its active involvement in a number of key sector initiatives such as Sanitation and Water for All and the Nirmal Bharat Yatra.

Equity and inclusion were among the core knowledge and advocacy themes that permeated WSSCC’s work, most notably during negotiations for Post-2015 goals and targets, and at a variety of seminars, workshops and conferences such as those organized by the WHO/UNICEF Joint Monitoring Programme.

WSSCC appointed new National Coordinators who serve as strategic focal points for country level activities, facilitating National WASH Coalitions and other networks, establishing knowledge management platforms, promoting policy advocacy, and contributing strategically to the Programme Coordinating Mechanisms (PCMs) in countries funded by the Global Sanitation Fund (GSF).

Donor relations and fundraising remained a priority and resulted in constructive engagements with existing donors, additional contributions from the Netherlands and Sweden, and a commitment from a new donor, Finland.

WSSCC reviewed the competencies of staff required to fulfil the MTSP, secured approval from the Steering Committee for changes and additions to the staff structure, and made progress in implementing these changes through accelerated recruitments.

A high-level advocacy initiative involving WSSCC and the UN Deputy Secretary-General began to take form.

Chris Williams joined WSSCC as Executive Director in October 2012.
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1. CHAIR’S MESSAGE

We live in a world of unacceptable inequality. Two thirds of the world’s population takes access to a toilet for granted, yet a third of people alive today – 2.5 billion individuals, most of them in Africa and South Asia – do not have access to basic sanitation. In tandem with this, nearly a billion lack safe drinking water. In terms of delivering global sanitation, this one Millennium Development Goal target regrettably will not be reached by 2015.

WSSCC is working hard to help remedy this situation. In 2012, through its Global Sanitation Fund (GSF), WSSCC made significant gains in eliminating open defecation, increasing access to improved sanitation and raising awareness about hygiene. By implementing programmes that led to 1.4 million people having access to improved toilets, the GSF has elevated sanitation and hygiene issues within the WASH sector.

Beyond a renewed focus by WSSCC and others on meeting the sanitation targets of the current MDGs, the sector is seized with the issue of the Post-2015 development planning process. In 2012 WSSCC worked to position itself in the future development landscape through its advocacy, networking and fund management activities.

Linked to Post 2015, WSSCC put great emphasis on equity and inclusion in 2012. For instance, our support for the “Great WASH Yatra” – a sanitation and hygiene awareness/behaviour change campaign which toured 2,000 kilometres across rural India – involved addressing the taboo subject of menstrual hygiene management, which is relating to fundamental women’s rights. By campaigning on safety, hygiene and questions of disposal surrounding menstruation, and by spearheading original research, WSSCC placed young women at the centre of sanitation and hygiene initiatives, with positive implications for their dignity, education and environment.

The obstacles we face in realizing our aim of universal access to safe sanitation, hygiene and drinking water, simply strengthen our resolve. I think this is why WSSCC’s determination and sense of purpose, coupled with its core work and key position within WASH, continues to attract and maintain a diverse range of stakeholders and supporters.

This was illustrated by our involvement in the April 2012 Sanitation and Water for All (SWA) High Level Meeting in Washington DC, a gathering widely considered a success, not least because of the seniority and influence of those attending. The presence of SWA Chair and former President of Ghana, John Kufuor, and Deputy Secretary-General of the United Nations, Jan Eliasson (who described the event as “one of the best meetings I can recall”), not only demonstrated a new benchmark in terms of WASH’s global importance, but also galvanised WSSCC’s position as a sector leader. Following engagement with Finance ministries, close to 40 developing countries made pledges to provide an additional 60 million people with improved drinking water sources and another 80 million people with access to improved sanitation over the course of the next two years.

In these and other ways described in this Annual Report, WSSCC worked hard to achieve its mission of water, sanitation and hygiene for all. But there is more to do. I look forward to working with you in the future to further advance WASH efforts on behalf of poor people around the world.

Hon. Prof. Anna Tibaijuka, WSSCC Chair
Having spent over 25 years working for international organizations in Africa, Asia and the Americas, I have witnessed the ways in which sanitation is a strategic entry point for social and economic development. Arguably, an environment that lacks safe sanitation and clean water is an environment where achieving other development goals is an impossible dream. But when targeted investments are channelled through well-coordinated mechanisms, huge numbers of people can and do improve their living and working conditions, often with life changing consequences.

One of WSSCC’s most important mechanisms for making such change happen is the Global Sanitation Fund (GSF), a pooled global fund established in 2008 to raise and direct finance to help large numbers of poor people gain safe sanitation services, and adopt good hygiene practices. The GSF offers an efficient and cost-effective opportunity for contributors to help the world’s poorest people address this most basic everyday need.

By the end of 2012, our work meant that nearly 1.4 million previously un-served people in GSF programme areas had gained access to improved toilets. Considering that at the end of 2011 the figure was just 25,000, this is an achievement.

WSSCC brings together an exceptionally diverse set of groups. We now have some 2500 members in 130 countries. New National Coordinators (NCs) are in place in 16 out of 35 priority countries listed in our Medium-Term Strategic Plan (MTSP) 2012-2016. Through GSF and through our NCs we work with government officials (local, regional and national), international development partners, GSF Executing Agencies and implementing partners and as many as 2,000 natural leaders and community consultants in more than 20 countries – a large footprint. At the global level, WSSCC leads a Community of Practice of over 3000 WASH professionals. Yet another set of affiliated groups are networks of journalists specializing in reporting on WASH issues, regional networks of local non-governmental and community-based organizations working on WASH, and inter-institutional WASH related partnerships such as Sanitation and Water for All (SWA).

As this report illustrates, during the year we managed to double our rate of delivery and hit significant targets outlined in our MTSP. Our staff, members, donors and other stakeholders can take pride in a series of collective successes. But our achievements, growth and evolution also warrant reflection. Balancing the “big picture” initiatives such as the GSF with even the smallest of collaborative meetings is important if we are to maintain a sense of perspective, and purpose. This is why activities such as the September 2012 “GSF Learning and Sharing Workshop” in Malawi, which enabled the first formal sharing of experiences and practices from across the GSF, are important forms of knowledge transfer.

Since its formation in 1990, WSSCC’s focus has evolved progressively. From supporting a network of water and sanitation professionals, to playing a global advocacy role in elevating the importance of WASH and especially sanitation and hygiene, to advancing a funding instrument in the shape of the GSF, our journey has been about pushing the envelope as a sector leader.

Historically, the sanitation and hygiene sector has been neglected and underfunded. It has had inconsistent approaches and policies, fragmentation and unclear responsibilities. In recent years, however, attitudes have 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. And WSSCC has played an active role in all of these changes.

Chris Williams, WSSCC Executive Director
Founded in 1990, WSSCC is a global multi-stakeholder partnership and membership organization specializing in sanitation for poor people. Its identity has remained constant for the past two decades, not least because of its core of long-term active members in national and international organizations and donor agencies, who engage in its decision-making processes. WSSCC focuses on countries with high sanitation and hygiene needs—places where it can make a difference. These priority countries include:

**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.**

In this chapter, we present our major operational areas. Chapters 4 and 5 present, respectively, highlights and a consolidated view of how these operational areas are deployed in pursuit of the organization’s five key outcomes.

1. The countries in bold represent the countries where WSSCC in 2012 was actively engaged, either through GSF or through presence (or selection) of a National Coordinator.

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**Networking and Knowledge Management**

WSSCC has traditionally provided a neutral space in which individuals and organizations concerned with water, sanitation and hygiene for poor people in developing countries can network and share ideas. Members and professionals in the sector network at the national level through National WASH Coalitions, at the regional level through regional conferences and initiatives, and globally through conferences, thematic networking, and a dedicated Community of Practice on Sanitation and Hygiene (CoP).

The thematic networking focuses on issues directly related to the sustainable delivery of water supply and sanitation services and sustainable hygiene behaviour change. Our work is linked to requests from and realities in the field—this allows the outputs of the networking to be easily applicable and relevant to country level programmes and circumstances.

Key themes and topics include behaviour change, equity and inclusion, sanitation as a business, hygiene promotion, household and institutional environmental sanitation, governance and management options, and policy development, as well as national, regional and global monitoring and evaluation. WSSCC’s knowledge management work contributes also to difficult and challenging areas and themes that disproportionately affect vulnerable and marginalized groups because providers of WASH (water, sanitation and hygiene) services often ignore these groups or do not know how to address them operationally.

The Council has National Coordinators in more than 20 countries. They act as the strategic focal point for country-level activities, including the facilitation of National WASH Coalitions or other similar bodies, in support of coordination and networking. They also contribute strategically to the Programme Coordinating Mechanisms (PCMs) in most Global Sanitation Fund (GSF) countries.

WSSCC arranged the WASH Media Awards competition in collaboration with the Stockholm International Water Institute (SIWI) at the closing session of World Water Week Stockholm. There were 150 journalist participants from developing countries. Over the years, this programme has allowed WSSCC to encourage more and better coverage of WASH issues in all parts of the world. Photo: SIWI
National activities include advocacy and awareness raising, hygiene and sanitation education, policy development, monitoring progress, and applied research and development of improved programmes, practices and approaches.

The Council collects, analyses, shares and disseminates the knowledge acquired from the networking activities, from the individual work of its members, from the applied research commissioned by it and others, and from the work funded through the Global Sanitation Fund.

In support of its networking and knowledge management at the global level, WSSCC collaborates with a number of leading strategic partners. These include the Water and Sanitation Programme (WSP), UNICEF, World Health Organization (WHO), WaterAid, Plan International, African Civil Society Network on Water and Sanitation (ANEW) and the Freshwater Action Network in South Asia (FANSA). It also includes long-standing academic and research partners such as SHARE – Sanitation and Hygiene Applied Research for Equity, IRC International Water and Sanitation Centre, International Centre for Diarrhoeal Disease Research, Bangladesh, London School of Hygiene & Tropical Medicine, University of North Carolina, and others.

This area of work also encompasses WSSCC’s membership operations. A people-centred approach is the foundation of WSSCC and reflects its organisational structure. As a membership organization, WSSCC relies on its diverse and actively engaged membership body of nearly 2,500 individuals to both guide and provide credibility for its work. WSSCC members are eligible to stand for and vote in elections for the Steering Committee, which provides direction to the whole organization. Reaching further into the sector, WSSCC administers a Community of Practice (CoP) for Sanitation and Hygiene, a network established in 2012 that has 3,000 members.

Global Sanitation Fund

Through the Global Sanitation Fund, WSSCC supports national efforts to help large numbers of poor people attain sustainable access to basic sanitation and to adopt good hygiene practices. GSF programmes specifically target poor populations in developing countries that lack basic sanitation and works with them and other stakeholders using an innovative collaborative approach.

A prospective country must meet several conditions in order to be eligible for GSF funding:
- The national government must approve of and welcome the GSF;
- There must be a large number of poor people without sanitation;
- There must be a high incidence of disease attributable to poor water supply, sanitation and hygiene;
- Economic and social development indicators must be low;
- There must be an existing but under-funded and under-implemented national sanitation policy or strategy;
- An active WASH Coalition or other WSSCC partner must be present in the country;
- There must be clearly defined institutional leadership for sanitation.

WSSCC awards GSF funds at the national level to Executing Agencies (EAs) based upon a competitive United Nations procurement process. The EAs disburse the funds they receive to Sub-grantee organizations. These implementing partners raise awareness about the importance of basic sanitation and hygiene practices, create demand for sanitation solutions, and support small-scale entrepreneurs to respond to market demand.

At the same time that the Global Sanitation Fund benefits from the networking and knowledge management activities of WSSCC to develop robust projects, it also contributes to the WSSCC’s ever-growing knowledge base by systematically providing feedback on project methodologies, results and impacts. The experience gained through this work will also help ensure that WASH advocacy campaigns at the national and global level remain credible, focused and relevant.

Advocacy and Communications

WSSCC promotes global and national efforts by members and partners to ensure that the issues of water supply, adequate sanitation and hygiene are firmly on the international political agenda. It highlights the effective and life-changing work underway to provide access to those who are currently un-served, especially the poorest members of society, excluded groups, women and children. It also draws attention to the serious consequences to health and development that result when good sanitation and hygiene are missing.

This advocacy aims to incorporate sanitation, hygiene and water supply more prominently into the broader dialogue on sustainable development. The Council carries out advocacy campaigns at both the community level and at the national, or government, level. It does this with the dual aim of building grassroots support for improved sanitation, hygiene and water supply schemes, and of convincing policy leaders to take up the challenge of providing water and sanitation for all people.
Governance and Management

Through its Governance and Management work (including the Geneva-based Directorate for internal leadership, management and donor relations), WSSCC aims continually to improve the enabling environment for its advocacy, capacity building, communications, grants management (Global Sanitation Fund), knowledge management, membership, networking, policy and research.

Governance and Management also facilitates the interaction with WSSCC’s Secretariat host, UNOPS, to ensure effective delivery of finance, administration and human resources management services. For external affairs, the Directorate manages relations with existing and prospective donors and fosters inter-institutional relations with other key partner agencies and organizations.

The Directorate is the interface of the Secretariat to the Steering Committee – WSSCC’s board of directors – that decides the mission and principles, work programme and budget of WSSCC. The department manages elections for members of the Steering Committee by the general membership. This includes elections for regional representatives plus two open seats from any region of the world. The Directorate on behalf of the Secretariat is programmatically accountable to the Steering Committee.

The Directorate also works to position WSSCC strategically within the international development community. Under the leadership of the Executive Director, WSSCC has engaged the permanent missions of key Member States both in New York and in Geneva. He has also worked closely with the Executive Office of the Secretary General (EOSG) including the Special Advisor to the Secretary General on the Post-2015 Development Agenda, and has played an instrumental role in supporting the Deputy Secretary-General’s Call to Action on Sanitation.

WSSCC also encourages other organizations to take up the WASH concept through periodic global and national level WASH campaigns and events, designed to take the WASH message from sector professionals to policy makers.

The Council has other advocacy activities. These include WASH Ambassadors, an initiative that promotes high-level individuals, particularly women, to advocate for sanitation and hygiene, as well as global milestone days, such as World Water Day (22 March), Global Handwashing Day (15 October) and World Toilet Day (19 November). WSSCC also provides advocacy and communications support to Sanitation and Water for All (SWA), an international partnership spearheading efforts to foster inter-agency cooperation and raise the profile of sanitation and water.

Recognizing the importance of the media to bring advocacy messages to target audiences, and to facilitate the translation of knowledge into beliefs, attitudes and actions, WSSCC maintains a strong partnership with the media, produces materials to support accurate reporting of WASH issues, and encourages coverage of water supply and sanitation in developing countries.

Two key activities are the bi-annual WASH Media Awards, and WSSCC’s partnership with WaterAid on the West Africa Regional WASH Journalist Network.

The media work is part of WSSCC’s comprehensive communications programme designed to inform and facilitate dialogue with members, partners, stakeholders and the public. The Council communicates through brochures, newsletters, membership materials and campaigns, and electronic and web-based outreach. It is increasingly using new tools, such as social media, to communicate about its work. This includes using stories of the way sanitation improvements change the lives of individuals to highlight the impact that WSSCC is having on the ground.

The efforts of WSSCC to change behaviour – large numbers of people who use latrines, aspire to better sanitation, and wash their hands at key moments – depends heavily on communications. A central focus of WSSCC is therefore “communication for development.”

WSSCC’s governance process functioned smoothly during the year, with the Steering Committee holding its two meetings in March and October 2012. The March meeting included several new members. Between November 2011 and January 2012, WSSCC members around the world voted in elections for the Steering Committee. As a result, three new members, as well as an existing member (renewed term) were elected by their peers. Photo: WSSCC.
4. HIGHLIGHTS 2012: MEASURING UP TO OUR MEDIUM-TERM STRATEGIC PLAN

WSSCC’s Medium Term Strategic Plan (MTSP) 2012-2016 was approved by the Steering Committee in October 2011 and 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.

The overall impact that WSSCC undertakes to achieve during this five years 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 five outcomes, each with outputs, for 2012-2016.

In 2012, WSSCC began to organize and measure its work against these outcomes and outputs. Below are some highlights for the year, organized according to outcome, relevant outputs, and indicative accomplishments.

WSSCC helped 1.4 million people like this young Cambodian girl gain access to improved sanitation and hygiene in 2012. Photo: WSSCC

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.

- **Output 1(a):** At least 11 million people have stopped defecating in the open and are practising safe sanitation and hygiene.
- **Output 1(b):** All people living in GSF-targeted areas are reached by sanitation and hygiene messages.
- **Output 1(c):** There is evidence that the achieved sanitation and hygiene improvements are sustainable.
- **Output 1(d):** National and sub-national partners have adequate capacity to deliver GSF-supported programmes effectively.
- **Output 1(e):** Politicians especially Finance Ministers, and support agencies increase sanitation and hygiene investments.
- **Output 1(f):** WSSCC’s ideas inspire other organizations to deliver sanitation and hygiene programmes at scale.

Highlights: Against Output 1(a), a milestone achievement was the addition of nearly 1.4 million people who now have access to improved toilets. For 1(b), the GSF target areas where WSSCC is working contain 12.4 million people, and reaching 3.7 million with messaging. For 1(c), the large numbers of improved toilets reported by countries indicate that the behaviour change approach is working, although mid-term evaluations in the first GSF countries will verify this in 2013. Outputs(d) – (f) are very much reinforced by the entire organization’s work such as efforts on community-led total sanitation, capacity development, advocacy support to help Sanitation and Water for All reach out to high-level politicians, and regular dissemination of the GSF programme achievements and learning (including challenges) via reports and media work.
Outcome 2: EQUITY
Among those who gain access, poor and marginalized people and groups are identified and preferentially supported.
- **Output 2(a):** The sanitation goal after 2015 specifies universal access and sustainable use and equity for poor and marginalized people.
- **Output 2(b):** In the GSF-supported Programme areas, at least two vulnerable groups per country report measurable improvements in their sanitation and hygiene situation.
- **Output 2(c):** WSSCC’s networking, knowledge management and advocacy contributes positively to reaching poor and marginalized groups.
- **Output 2(d):** National monitoring systems for WASH include behaviour change and effectively monitor equity.

**Highlights:** The Equity Outcome was a major area of focus for WSSCC’s work as a whole in 2012. WSSCC expended considerable efforts in the Post-2015 development process (2a) and with others, succeeded in creating consensus around a set of WASH targets and indicators framed with addressing inequalities firmly in mind. An example of 2(b) comes from the Indian State of Jharkhand, where the GSF programme is among the most advanced, and will assure and measure that 75% of households from socially and economically disadvantaged groups use sustainable basic sanitation. For 2(c), WSSCC’s knowledge and advocacy at the Nirmal Bharat Yatra in India, and its associated partnerships and media work linked to Menstrual Hygiene Management, were specifically geared to bring women and girls’ needs centre stage and give this issue visibility. Output 2(d) saw WSSCC engage in regional monitoring processes to prioritize equity in existing Governmental commitments in South Asia and Sub-Saharan Africa.

Outcome 3: INVOLVEMENT
More individuals, organizations and businesses become involved in sanitation and hygiene work.
- **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.
- **Output 3(b):** Strong and credible civil society participates in and shares responsibility for accelerating work in sanitation.
- **Output 3(c):** More people and organizations outside the conventional sanitation sector become involved in sanitation and hygiene work.

**Highlights:** Against Output 3(a) the Council’s efforts to further coordination were evident where national and local governments are active participants in implementing programmes financed by GSF, and where Programme Coordination Mechanism play strategic role. Output 3(b) saw WSSCC engage strongly with civil society actors such as the Freshwater Action Network South Asia and the African Civil Society Network on Water and Sanitation, as well as bring the voices of civil society out in regional processes and international meetings. For 3(c), WSSCC developed relationships with the International Labour Organization and the United Nations Population Fund, neither of whom was previously engaged in WASH issues.

Outcome 4: KNOWLEDGE AND SKILLS
Individuals and agencies working in sanitation and hygiene improve their knowledge and skills.
- **Output 4(a):** WSSCC’s members contribute to, and benefit from, a growing body of skills and knowledge about sanitation and hygiene.
- **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.
- **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.

**Highlights:** WSSCC developed and disseminated several knowledge products, such as the Sanitation 101 DVD, for use by individual members and at WSSCC-sponsored capacity development workshops. It consulted members to determine how and where WSSCC might improve the quality and impact of its knowledge. The GSF Learning Event enabled the first formal sharing of experiences and practices from across 14 GSF programmes. The rapid growth of the Community of Practice (CoP) on Sanitation and Hygiene was one achievement linked to 4(b). The CoP involved some 3,000 individuals and was responsible for knowledge sharing both virtually and in person. Output 4(c) was one where WSSCC mainly conducted preliminary research on how to tailor its work to support sanitation as a business. The GSF programmes are starting to do this, too, and aim to foster sanitation as a business in support of supply chains and sustainability.
Highlights: The MTSP, 5(a), was completed and approved at the end of 2011 and was in force from the start of the year. During the year, management and staff worked to transition organizational and departmental work planning to be increasingly Outcome-oriented. For 5(b), WSSCC’s management underwent a successful transition in Executive Directors, from Jon Lane to Chris Williams. It also benefitted from a realignment of working relations with UNOPS. WSSCC finished 2012 with a significant increase in funding. In addition to ongoing support from several donors under existing cooperation agreements, WSSCC received substantial supplementary funding from the Governments of Sweden and the Netherlands. It also successfully negotiated a three-year funding agreement with a new donor, Finland. During the year, as well, management aligned the staff structure to the achievement of the MTSP. For 5(c), WSSCC recruited a senior consultant to offer strategic and operational advice on membership. For 5(d), the GSF programme began achieving at scale and undertook more work to analyse and improve its systems for financial management, monitoring and evaluation. It also reached a point where it became necessary to publish an annual Progress Report, the first of which came out in February 2012, followed by a mid-year update – one of several tools used by WSSCC to communicate its work.

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

- **Output 5(a):** WSSCC’s MTSP is completed on time and informs its annual planning and monitoring.
- **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.
- **Output 5(c):** Strengthened membership and partnerships support achievement of WSSCC’s objectives.
- **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.
- **Output 5(e):** WSSCC’s corporate communications work supports programmatic work, the communication of achievements, governance and fundraising.

Women stand outside of a refurbished toilet in Uganda’s Kiboko District, Tirinyi Subcount, Bugewere Village. The Uganda Sanitation Fund targets 6,000 villages across fifteen districts in Uganda and seeks to impact the lives of up to 3.8 million Ugandans living mostly or entirely without access to good sanitation. Photo: Mark Willis, WSSCC
5. THE YEAR IN REVIEW

2012 was a busy and productive year for the Water Supply and Sanitation Collaborative Council. As the year began, a new Medium-Term Strategic Plan came into force, guiding the organization’s activities to be more outcome oriented. WSSCC achieved more than a million people with access to improved sanitation; advocacy initiatives were introduced and scaled up; a clear focus on equity manifested itself in campaigns and research; collaboration and partnership work remained centre-stage; new knowledge resources were developed; and WSSCC’s national-level work gained greater clarity in part through the appointment of new National Coordinators. This chapter describes WSSCC’s 2012 accomplishments by presenting a consolidated description of activities linked to the organization’s five intended outcomes.

5.1 Achieving Access and Use to Sanitation and Hygiene

WSSCC’s delivery in general is the result of work that is mutually reinforcing. The country programmes funded by GSF have a direct responsibility for on-the-ground delivery, with key targets in the MTSP. These are by 2016, 15 million people who stop defecating in the open, 11 million people are using improved toilets and 11 million people are washing their hands at critical times. GSF draws upon the knowledge management department of WSSCC to achieve these efforts, strengthening behaviour-change methods of country programmes and by facilitating National Coordinators, WASH Coalitions and Programme Coordination Mechanisms to foster leadership, coordination and capacity building. Similarly, advocacy and communications are crucial for delivery on the ground as well as for broader sharing of lessons learned across the global sanitation and hygiene sector.

Grant management and financing

In 2012, WSSCC supported national programmes with GSF financing in ten countries. These programmes have made significant progress, indicating the feasibility of reaching the above-mentioned targets. Of the ten countries, six have been in operation for two or more years and are delivering results. GSF focuses on demand creation and elementary behaviour change using community based approaches such as community-led total sanitation (CLTS) to achieve these results. WSSCC focuses primarily on eliminating open defecation (OD) and achieving open defecation free (ODF) environments on a scale that can produce positive health impacts. Across the portfolio, there have been 9,621 demand-creation triggering interventions with the CLTS approach, and 3,946 communities became ODF.
The drive towards ODF status would be incomplete without simultaneous emphasis on proper hygiene behaviours such as hand washing at critical times. This education is a key component of all the GSF behaviour change efforts. WSSCC is aware that measuring behaviour such as appropriate hand washing is difficult. Communities and local governments need to monitor behaviour over a period long enough to support the claim that the behaviour has truly been adopted. The Council will assess this important outcome during the mid-term evaluations 1.

Preliminary feedback from Madagascar, Senegal and Uganda indicate some uptake of the behaviour with 511,000 people reported to be washing their hands at critical times. Along with hygiene behaviour, the key outcome indicating the success of the GSF will be people moving up the sanitation ladder, having access to, and using improved toilets. As with hand washing, toilet use needs to be measured over a substantive period and this will be part of the mid-term evaluation. The GSF is closely tracking access to improved toilets in the initial years of the programmes. At the end of 2012, 1.37 million people in GSF programme areas have access to improved toilets; the 2011 year-end figure was 25,000.

WSSCC is making some significant inroads into achieving ODF at scale in most of the countries involved in the GSF programmes. Challenges now include moving people up the sanitation ladder to sustainable use of improved toilets. All GSF programmes involve a mix of sanitation marketing, capacity building and finance schemes aimed at increasing the availability of sanitation services and lowering costs to an affordable level. In some countries, such as India, efforts report having a catalytic effect on other organizations and programmes aimed at assisting people to be able to construct and maintain improved toilets.

National WASH Coalitions and capacity building at country level

WSSCC also recruited new National Coordinators in 2012. The emphasis was on identifying people who bring a strong civil society voice, technical depth and good knowledge of pro-poor, participatory processes. WSSCC undertook groundwork to ensure better alignment of roles between the GSF’s entities, National Coordinators and coalitions, and other sector stakeholders. Programme Coordinating Mechanisms agreed to include National Coordinators in nine GSF countries.

Another strategy WSSCC used to ensure access to improved sanitation is to provide capacity building at country level. This involves advice and support on programme design and operations, with a focus on strengthening knowledge and skills on behaviour change at scale, effective promotion of hand washing with soap, and inclusion of sustainability and equity considerations. WSSCC directly supported capacity building in GSF programmes in Madagascar, Nigeria, Togo, India, Ethiopia and Cambodia. In Madagascar, the training used Toolkit 101: Sanitation and Hygiene, a DVD-based learning tool with six training modules on key sector themes, developed following the 2011 Global Forum and published by WSSCC in early 2012.

Leverage and strategic partnership

While the GSF programme directly aided over a million people to get access to improved sanitation, partnerships were crucial to leverage the impact of GSF to reach 2.5 billion people currently un-served. The extensive support provided by WSSCC to Sanitation and Water for All (SWA) was one such partnership. WSSCC coordinates all the advocacy and communications on behalf of the SWA Secretariat, housing in Geneva a dedicated staff member serving, via the Executive Director, as an active member of the SWA Steering Committee. In 2012, WSSCC’s support specifically included contribution to the planning and implementation of the 2012 High Level Meeting in April and the Partnership Meeting in November.

The 2012 HLM was widely considered a success, both because of the seniority and influence of those that attended, including the SWA Chair and former President of Ghana, John Kufuor, and the incoming Deputy Secretary-General of the United Nations, Jan Eliasson. Following engagement with Finance ministries, almost 40 developing countries made pledges to provide an additional 60 million people with improved drinking water sources and another 80 million people with access to improved sanitation over the course of the next two years. At the same time, donors announced plans to increase massively the number of people they are reaching. WSSCC supported the media outreach around the HLM, and dissemination of information on the commitments to the AMCW Technical Advisory Group and to Africa Water Week in Cairo. It also facilitated a session to develop the communications strategy at SWA’s partnership meeting in Durban.

Communications and media outreach

One common feature of the GSF programmes is that they have strong components for advocacy, behaviour change communications and corporate communications. WSSCC supported communications officers in GSF countries to make information flows more systematic. The benefits of this included promoting peer exchange and learning and also linking the GSF work to the broader WSSCC context, which includes established networks and advocacy, communications, networking and knowledge management work that may be useful or instructive for national GSF colleagues.

WSSCC also supported the GSF programmes to make greater use of the media to raise awareness of the respective programmes and generate awareness of the importance of sanitation and hygiene. GSF work was reported on mass media in Malawi and Nigeria, for example, as were the GSF programme launches in Ethiopia, Uganda and Tanzania.

2 These will be carried out in five countries in the second half of 2013.

The 2013 annual report will contain the first verified results against this indicator as well as insight on how best to increase and sustain adoption of the behaviour.

3 Executing Agencies and Programme Coordinating Mechanisms.
**Menstruation Cycle**

Women and girls experience bleeding every month. It usually lasts for 4 to 6 days. This occurrence of bleeding month after month is called menstruation cycle. It is called "Menstruation".
5.2 Improving Equity in Sanitation and Hygiene

Equity was a key area of focus for WSSCC in 2012 such as during the Post-2015 process of setting targets for sanitation, whereby WSSCC emphasized the need to include equity considerations and hard-hitting indicators incorporating the life cycle approach advocated by WSSCC. This means looking at the design, delivery, use, maintenance and monitoring of sanitation and hygiene services from birth to death, with infancy, childhood, puberty, motherhood, illness, accidents or disabilities and old-age all considered.

WSSCC remained deeply engaged in supporting civil society so that the voices of practitioners and activists were loud and clear, especially on equity and women’s rights issues. A key partner for this work, the African Civil Society Network on Water and Sanitation (ANEW), was supported, as was the Freshwater Action Network and other civil society voices at forums such as the World Water Forum in Marseille and Rio+20, the United Nations Conference on Sustainable Development.

A strong focus by WSSCC on incorporating equity into regional monitoring processes collaboratively with other sector partners, the African Ministers’ Council on Water (AMCOW), and South Asian Governments resulted in an amended eThekwini declaration. This made gender and poverty indicators explicit and harmonized monitoring system across South Asia, ensuring equity features prominently. Governments are now using these systems to gather data and report progress at upcoming regional sanitation meetings.

Innovations in equity – Menstrual Hygiene Management

WSSCC’s engagement in the Nirmal Bharat “Great WASH” Yatra contributed directly to the MTSP Outcome on equity. The Yatra was a sanitation and hygiene awareness and behaviour change campaign that travelled 2,000 kilometres across rural parts of five Indian states in October and November. It reached 230 million people in India via media messages and 160,000 people attended directly. WSSCC spoke on Menstrual Hygiene Management (MHM) at the Yatra launch in New Delhi that featured Government of India Minister for Water and Sanitation, Jairam Ramesh, and Bollywood celebrity Vidya Balan. The Council supported the Yatra’s planning, communications and advocacy work, and arranged a Menstrual Hygiene Management lab. The lab reached 12,000 women and girls on this important issue, also visiting 28 schools and training around teachers while advocating about MHM with district, state and national officials.

The Yatra demonstrated how very low-income people and practitioners can focus on a narrowly defined topic to yield concrete results in policy and help build the evidence base for practical sanitation and hygiene services that include the needs of menstruating girls and women. The Yatra delivered an approach for addressing difficult, taboo issues that impede access and use of basic services and violate human rights. It had other knock-on effects. For example, WSSCC helped build the capacity of organizations interested in working on menstrual hygiene management; concretely, some 36,000 people participated in training events.

The evidence amassed during the Yatra on MHM practices will serve as the basis for future advocacy. The Council shared Yatra findings at several platforms, including the University of North Carolina Water and Health Conference, the UNICEF-led WASH in Schools webinar, the World Toilet Summit, and a Government of India-facilitated meeting of State Secretaries. This evidence-based advocacy in combination with the use of national, state and international platforms to increase awareness on menstrual hygiene led the India government to acknowledge the importance of these issues. The Government formally requested WSSCC support to include menstrual hygiene and disability issues into the national Nirmal Bharat Abhiyan Policy. Supporting this policy change, WSSCC will support the rollout in 2013 of nationwide training for Government employees to implement the new policy provision.

Technical expertise on equity

WSSCC also provided technical expertise to ensure that equity issues were a part of the Post-2015 development process, including discussions convened by the UNICEF/World Health Organization Joint Monitoring Programme (JMP). WSSCC wrote technical papers for and lobbied in the Equity and Non-Discrimination (END) Group, and the Hygiene and Sanitation groups, for mechanisms and instruments that go beyond household surveys and capture gender and vulnerability indicators.

The END Group persuaded participants of the JMP to include in the proposed Sanitation Goal for Post-2015 universal access and sustainable use for all people with progressive realization that focuses on the most difficult groups. WHO and UNICEF published a WSSCC paper on Menstrual Hygiene Management, contributing to the dialogue. All sub-groups agreed to incorporate MHM as a target in the Post-2015 process, a sign that WSSCC’s global level advocacy was successful. In addition, Post-2015 indicators set a useful benchmark to engage policymakers regionally and nationally. In Nepal, WSSCC scrutinized the outputs of the Post-2015 technical process with officials from eight South Asian countries in November. They resoundingly endorsed the technical equity indicators for targets on WASH.

The knowledge publications and products developed by WSSCC in 2012 enhanced sector capacity on equity. Many of them built on the Global Forum theme, and the evidence from this last decade, that the conventional programmes on sanitation and hygiene often leave out marginalized people. WSSCC’s Sanitation 101 DVD, along with materials on CLTS and sanitation marketing, contained practical guidelines on how to ensure CLTS, sanitation marketing and monitoring include the poor.

Equity as access

The GSF programmes provide a concrete opportunity for WSSCC to promote equity. These programmes aim to measure the outreach to vulnerable or marginalized populations in the target areas. For example in the Indian State of Jharkhand, the programmes will assure that 73% of households from socially and economically disadvantaged groups use sustainable basic sanitation. In countries like Madagascar, WSSCC has selected programmes that work in the most difficult regions, with the lowest access to sanitation and experiencing the direct effects of this lack on their health. In selecting target districts in this way, WSSCC assures that the national programme financed by GSF support the most vulnerable in the country.

To complement this practical global and focus-country work, WSSCC spoke actively about equity in a various platforms and events. These included equity sessions at the World Water Forum, UN-Habitat World Urban Forum, and the World Toilet Summit. Foremost among these equity messages was that sanitation is a human right for all people. In addition to the focus on women and girls – improved sanitation and MHM, for example, as a means of keeping girls in school – the Council paid attention to other marginalized groups such as the disabled or pastoralists.

By addressing the taboo subject of menstrual hygiene management during the Yatra, its safety and hygienic aspects, and questions of disposal, WSSCC placed young women at the centre of sanitation and hygiene initiatives with positive implications for their dignity, education and environment. Photo: Zelda Yanovich, WSSCC
5.3 Increasing Engagement and Involvement in Sanitation and Hygiene

WSSCC worked with its newly appointed National Coordinators to develop country strategies that were streamlined, outcome-oriented and supported involvement, collaboration and coordination of WASH actors at national and local levels. The National Coordinators have strong civil society credentials, solid knowledge of the WASH sector, and good relationships with their respective governments.

As described earlier, WSSCC provided substantial support to ANEW to ensure the voice of African civil society networks in regional and global processes. Support also went to the Freshwater Action Network South Asia. WSSCC collaborated with FANSA to bring evidence on access for vulnerable groups in South Asian countries to SACOSAN 2013. The aim is to follow up from earlier commitments to influence regional policies and monitoring on equity and sustainability.

In providing this brokering role, WSSCC demonstrates the strength of its global vantage point. It identified synergies and support for civil society groups to work in greater harmony with each other so that collaboration, indeed, leads to greater impact. WSSCC used its influence to support greater alignment between the CLTS Foundation that serves as a clearinghouse for exchange, and IDS, which works locally to create demand (including Nepal, where IDS is a GSF Sub-grantee).

WSSCC and the International Water Association jointly delivered the World Water Forum’s well-received sanitation stream. These plenary sessions and side events featured heavy civil society representation, and a Community of Practice session was dedicated to students. The Council also participated in the Global Action Programme for Diarrhoea (GAPD) meetings at the UN in December 2012 and worked with a small group of WASH advocates to bring prevention (through safe sanitation and hygiene) to the fore of a GAPD heavily centred on oral rehydration solutions. Preparations also began for a 2013 Civil Society Forum to bring evidence on access for vulnerable groups.

This work is part of a broader partnership with ANEW, WaterAid and SWA, and focuses on a particular area of identified need.

Private Sector

World Toilet Day (November 19) involved significant WSSCC interaction with Unilever, in particular the section responsible for the Domestos brand, and served as a possible basis for future joint work on in-country sanitation projects (e.g. in Viet Nam) and advocacy around the Post-2015 agenda. The World Toilet Summit (WTS) in December provided a platform for increased collaboration with the private sector, in particular Unilever and Reckitt Benckiser. WSSCC participated actively in WTS, taking note of the growing importance of select private industries in the WASH sector.

Sanitation marketing as applied by national programmes financed by GSF has been successful in bringing the local private sector into the picture. The programmes facilitate and monitor the participation of small enterprises that provide sanitation services to communities, and trains individuals in masonry and entrepreneurship.

This approach gives low-income populations opportunities for employment while also providing needed services to their communities.

WSSCC brokered relationships, pushed for sector harmonization and consolidation, and actively engaged new private sector partners especially in its work following from the 2011 Global Forum and from the Nirmal Bharat Yatra. As a result of the Yatra, in December 2012 the WSSCC team started planning for a meeting in Geneva for the first quarter of 2013 on the occasion of International Women’s Day with partners including the management consulting firm Accenture, Proctor and Gamble, and the ILO, UNESCO and UNFPA.

Journalists

Journalists are key gateways to larger audiences, and so WSSCC continued to emphasize media coverage and relationship building. WSSCC channelled its collaborative media work around the SWA High Level Meeting and key milestone days, as well as through support to a regional journalist network in West Africa.

In part because of WSSCC’s effort – which included reaching out to journalist networks and individual journalists, primarily in developing countries – the HLM captured the attention of the world’s media. Published media outputs included over 250 articles in broadsheet and online media, with over 80 in Africa and over 30 in South Asia. Where there is a national or regional WASH journalist network, there was significantly more press attention, demonstrating the effectiveness of having the participation of journalists in country.

The Council also arranged the WASH Media Awards competition in collaboration with the Stockholm International Water Institute (SIWI) at the closing session of World Water Week Stockholm. There were 150 journalist participants from developing countries. Over the years, this programme has allowed WSSCC to encourage more and better coverage of WASH issues in all parts of the world.

The West Africa WASH Journalist’s network received financial and technical support through a three-year partnership between WaterAid and WSSCC and focused on national-level WASH reporting. Eleven of 13 national journalist networks carried out print, radio, online and television journalism that resulted in over 100 new stories on WASH. In addition, WSSCC staff provided media training to WASH practitioners in Ethiopia and to GSF programme partners.

WSSCC used milestone days strategically to reach out to the media. The Council secured an interview for the Executive Director on World Toilet Day by the BBC World Service Television, and a quotation in a New York Times article on menstrual hygiene. These were a direct result of WSSCC media relations work.

Multi-stakeholder platforms

The Council increases involvement of new actors and supports WASH sector coordination, in part, through its GSF programmes. Each GSF Programme Coordinating Mechanism includes representatives of key government ministries, bilateral and multi-lateral international agencies, national NGOs and civil society.

In Madagascar, the PCM fostered sector collaboration to address the sanitation situation on a national scale and to provide strategic guidance for the programme. In Malawi, the National Sanitation and Hygiene Coordination Unit (NSCHU) guided the Malawi Programme as active members of the PCM.
The NSCHU, a multi-stakeholder group, began operating after the Global Sanitation Fund programme inspired increased coordination and joint planning and programming amongst key sector actors.

In Nepal, UN-Habitat, the Executing Agency, developed strong working relationships with the district and regional local government officials through active engagement with the District and Regional WASH Coordinating Committees. This involved a number of capacity development activities on total sanitation initiatives, supporting the formulation of district strategies and action plans on total sanitation. It also included the development of future strategies for the sanitation programme initiated by the Department of Water Supply and Sanitation. In Senegal, the national GSF programme strengthened partnerships at the local, national and regional levels to promote sanitation and hygiene practices. The partnerships enhanced many elements of the programme, including advocacy, sensitization of government leaders, CLTS and supply chain development.

The GSF mode of programme implementation also assures that a wide range of organizations and individuals become involved in WASH. Sub-grantees – the implementing partners of national programmes financed by GSF – are regional or local organizations, often CBOs and NGOs with extensive local knowledge. At year-end, 94 Sub-grantees had been actively involved in the programmes, many completely new to the WASH sector. WSSCC, through Executing Agencies, provided training to a wide range of people both working for Sub-grantees and in the community. This has enlarged the pool of people able to promote behaviour change in sanitation and hygiene.

In Nepal, the training of trainers within each Village Development Committee led to five times more people trained than originally planned. In Nigeria, the Rural Sanitation and Hygiene Promotion in Nigeria (RUSHPIN) programme contains a strong element of capacity development and is dedicated to ensure sustainability of the results achieved. Through working closely with state and local government counterparts and building strong inter-institutional linkages between various stakeholders involved, the programme creates an enabling environment for achieving sanitation coverage throughout the entire State.
5.4 Enhancing Knowledge and Skills in Sanitation and Hygiene

During 2012, WSSCC continued to build up the Community of Practice (CoP) on Sanitation and Hygiene into a major resource for sharing and learning among its 3,000 members. Recognized globally, the CoP is a valuable resource for the sector and fostered topical discussions electronically and at face-to-face events in India, Sweden and the USA. The CoP also has a GSF sub-site that became a lively forum for exchange on programme implementation. The CoP had good regional balance, with many participants from West Africa, East Africa, Southern Africa, South East Asia, South Asia, Latin America, North America and Europe.

The Council contributed to key learning and sharing events for dissemination, testing and feedback on a wide range of issues. WSSCC co-convened a Right to Information Act workshop in India and prepared to lead the sanitation and hygiene sessions at the 2013 IRC Monitoring Symposium. It supported with partners a Hygiene Practitioners Workshop in Bangladesh in early 2012 and the CLTS Foundation workshop in Jharkhand, one of the GSF focal states in India. WSSCC also provided funds for the East Asia Sanitation conference.

Knowledge-focused partnerships included collaboration with the UN Office of the High Commissioner for Human Rights (OHCHR), specifically, Catarina de Albuquerque, Special Rapporteur on the human right to safe drinking water and sanitation. OHCHR and WSSCC continue to work on an initiative to translate human rights policy into practice. These efforts will feature prominently in the Special Rapporteur’s guidance manual in 2014.

Building on the Global Forum, WSSCC also collaborated with India’s largest WASH foundation, Argyham, to work on WSSCC’s Menstrual Hygiene Lab. As well, WSSCC joined a Hygiene Practitioners Workshop in Bangladesh in early 2012 and the CLTS Foundation workshop in Jharkhand, one of the GSF focal states in India. WSSCC also provided funds for the East Asia Sanitation conference.

Supporting and learning from membership

The membership of WSSCC is central to the knowledge base of the organization both as a target audience and as a contributor. WSSCC distributes the monthly Member Newsletter, which contains information about Council activities and the latest WASH news and reports. In November, the Executive Director surveyed members for their opinions about the Post-2015 agenda in order to feed these into presentations at various high-level forums.

As a knowledge portal, document downloads from the WSSCC website are an indicator of member and general public interest. There were 22,500 documents of various types downloaded from the website in 2012, up from 13,500 the year before. The most popular knowledge documents or reports were the GSF progress reports (February and August versions, respectively), followed closely by WSSCC’s Compendium of Sanitation Software and Systems.

Harvesting knowledge and sharing experience of national programmes

In 2012, there were numerous opportunities to identify and exchange lessons learned across the programme. In the coming years WSSCC will need to institutionalize how it collects and disseminates knowledge.

In September, the Council held its first annual GSF learning event in Malawi. Fourteen countries participated with PCM, EA and CPM representatives. The theme of the meeting was improving GSF systems to better facilitate planning, implementing and reporting performance. The resulting event report contains more than 150 recommendations. Interestingly, more than 100 of these recommendations are from one country to another and highlight experiences in one country that could address challenges in another. The 50 or so recommendations to WSSCC were mainly advice on streamlining and simplifying procedures and respecting the diverse contexts of each country. WSSCC will incorporate these recommendations in an updated GSF procedures manual in 2013.

Inter-country exchanges have proven an effective vehicle to exchange experiences and improve programme performance. In November 2012, the EA in Nigeria organized an inception workshop bringing together sanitation sector stakeholders, representatives from the Togo GSF Programme and Dr. Kamal Kar of the CLTS Foundation to kick-start the Programme. In Nepal, a dynamic research and implementation partnership now exists with iDE and UNICEF on sanitation marketing, building upon experiences and successes in country. The Cambodian programme hosted visits by representatives from China (with WSSCC support), Senegal and Ethiopia to exchange experiences with CLTS and sanitation marketing experience.

A number of national programmes financed by GSF are setting up national monitoring and evaluation frameworks in which government personnel will manage associated systems. In Nepal, for example, the Ministry of Rural Development is benefitting from support to establish the first national monitoring and evaluation system for sanitation and hygiene. UNICEF and WSP together with WSSCC are supporting this initiative with financial and technical contributions.

National Global Sanitation Fund representatives shared information and experiences in order to better facilitate planning, implementing and reporting performance. Here, several discuss information, education and communication materials. Photo: Saran Koly, WSSCC.

Research and tool development

WSSCC initiated agreements with prominent research institutes to conduct studies in a number of GSF countries. The Nigeria programme launched a joint study between WSSCC and the London School of Hygiene and Tropical Medicine. The research seeks to gain insights on the effectiveness of interventions designed to promote hand washing and whether such interventions result in sustainable hand washing behaviour change at scale. In Malawi, WSSCC collaborates with Imperial College London on a study on bilharzias, the parasitic disease born by schistosomes.

In addition to research, WSSCC made efforts in 2012 to assess the impact of its tools for capacity building by analyzing the uptake and use of its knowledge products. WSSCC surveyed its members, National Coordinators, GSF programme participants, and Global Forum attendees, who provided insight into how they receive information. They offered recommendations about how products could be more effectively developed and distributed to help them learn and grow as professionals. This practical advice will help WSSCC improve its future products.
5.5 Ensuring that WSSCC Can Deliver on Its Outcomes

In 2012, WSSCC and the Swiss office of UNOPS agreed to streamline administrative arrangements that resulted in smoother working relations. Managers from both offices have used these arrangements to begin to develop standard operating procedures that will enhance travel, procurement, recruitment and grants management. Also in 2012, bilateral development cooperation agencies that support WSSCC approved a new fee structure for UNOPS that clarifies the type and cost of services that UNOPS provides WSSCC. In addition to providing WSSCC a mechanism to hold UNOPS accountable to the delivery of services, the fee structure also offers WSSCC cost-saving opportunities as the portfolio increases in size and scope.

A large part of WSSCC’s work on delivery systems in 2012 focused on strengthening the capacity of the organization to deliver with impact at the national level. The recruitment of new National Coordinators and the development of guidelines for Country Strategies was part of this work, as was an increased focus on monitoring and evaluation and membership.

Recruitment of a monitoring and evaluation (M&E) officer for the organization began in 2012. When posted, the M&E officer will support the development of improved monitoring systems across the organization, enabling better, clearer evidence of the results that WSSCC achieves and the impact it is having.

Governance

WSSCC’s governance process functioned smoothly during the year, with the Steering Committee holding its two meetings in March and October 2012. The March meeting included several new members. Between November 2011 and January 2012, WSSCC members around the world voted in elections for the Steering Committee. As a result, three new members, as well as an existing member (renewed term) were elected by their peers.

The elected WSSCC Steering Committee members, including their constituencies are as follows. Open Seat: Barry Jackson, Independent Consultant, South Africa; North Middle and West Africa region: Peter Cooky, Lecturer and Independent Consultant, River State of College of Health Science and Technology, Nigeria (renewed term); and Eastern and Southern Africa region: Victor Chipofya, Professor of Water and Environment, Institute of Water and Environmental Sanitation, Malawi (unopposed nomination).

Resource mobilization

The Council held its fourth annual Donor Accountability Meeting in March, chaired by the UNOPS Regional Director, Ms. Fatima Serour. All donors, except for AusAID, were present. The meeting included a focus on the results of the GSF country programmes. In-country fundraising and co-financing were also discussed with donors, reiterating potential opportunities for national offices to support GSF country programmes. The Steering Committee then adopted a policy for in-country fundraising and co-financing which would enable WSSCC to earmark funds for a specific country.

As instructed by the Steering Committee, WSSCC has proceeded with this new approach with caution and three GSF pilot countries are currently exploring the model.

Overall, donor support remained strong in 2012. Negotiations for continued support from the Swiss, Australian and Dutch governments proved successful. WSSCC will consult with these three countries on the renewal of cooperation agreements in 2013. The Swedish Government increased its contribution by US$ 20 million at the close of 2012, a strong indication of their continued support to the GSF. WSSCC was a subject of AusAID’s Independent Evaluation of its Infrastructure Partnerships Programme and Water and Sanitation Initiative Global Programme. Having received an overall favourable review, WSSCC signed a three-year agreement with the Government of Australia in June.

WSSCC completed negotiations with a new donor, Finland, and is now pleased to report that the Government of Finland has signed a three-year agreement to contribute to WSSCC.

Organizational development

The focus of organizational development of WSSCC in 2012 was to ensure that the human resources of the Secretariat are appropriate to achieve the Medium-Term Strategic Plan. The Management Team’s staffing review, together with the advice received from an external consultant on human resources, resulted in some changes to the internal staff structure.

WSSCC continued to work to keep its office running costs as low as possible. UNOPS rules and regulations help ensure good value for money in the procurement of goods and services from suppliers and vendors for office equipment, IT support and associated office requirements.

The organization started implementing its Sustainability Strategy, which arose from staff concerns over WSSCC’s environmental impact. Building upon work by the Sustainable United Nations, WSSCC’s efforts focus on four areas: energy conservation, sustainable travel, waste reduction and sustainable procurement.

Visibility

WSSCC’s corporate communications work supported the overall effort to elevate WSSCC’s visibility and strengthen its brand at the global, regional and national levels. WSSCC developed an Annual Report, produced presentations and speeches for international conferences and GSF country programme launches; developed a number of communications products and tools, and supported WASH Ambassadors and the WSSCC Chair.

WSSCC also ramped up its social media work on Facebook and Twitter, and increasingly used those outlets to reach out to new audiences and support campaigns and programmes. For example, WSSCC initiated or supported social media activities for World Water Day, GSF programme milestones, the World Water Forum, the SWA High Level Meeting and World Toilet Day.

WSSCC also sought to communicate in collaboration with its donors and worked with the Swedish International Development Cooperation agency (Sida) to produce an article for the Sida website. This strengthened relations with Sida and supported messaging to Swedish nationals about the value and use of their overseas aid.
6. REFLECTION AND ANALYSIS

One year in, the coherence, focus and logic of the MTSP have proven to be relevant and viable. While there is need to sharpen indicators, the five Outcomes of the plan continue to guide the work of the Council and give it direction. Especially important is the Outcome on “equity,” that has served as a constant reminder that WSSCC is about improving sanitation, hygiene and water supply for very low-income households and their communities, women and the historically disadvantaged. The MTSP has also helped the Council avoid the tendency of being all things to all people. WSSCC remains focused geographically on 35 countries in which WASH needs are paramount, and it has elected not to work in countries experiencing disaster or conflict. Importantly, this portfolio includes middle-income countries, demonstrating the importance to WSSCC of addressing the service delivery shortfalls for large populations that have not benefitted directly from overall gains in GNP. Further, WSSCC regards sanitation and hygiene, and a behaviour change approach, as strategic entry points to social and economic development. This has helped give balance to the WASH sector that has historically invested disproportionately in water.

Results, delivery, and institutional footprint

The overall position of GSF delivery for 2012 is quite positive as compared to 2011. Access to improved sanitation is up 200%. The logic of a slow start followed by gradual acceleration leading to exponential growth is beginning to take shape, albeit with a delay of eighteen months. WSSCC attributes this delay to a series of transaction costs that were not fully anticipated. These include the time necessary to build up the capacity of implementing partners (Sub-grantees), to manage institutional politics among government, private and NGO actors, and to apply procedures for managing contracts and grants. While these delays are frustrating and have prevented the GSF from achieving the results expected at this time, WSSCC considers its efforts to work through the obstacles as time well spent. Training implementing partners in techniques of community-led total sanitation and patiently nurturing the politics of the Programme Coordinating Mechanism has not only improved delivery. It has also left a positive institutional footprint – active community leaders, trained professionals, enhanced coordination mechanisms, and a model for behaviour change that delivers at scale.

Monitoring, evaluation and sustainable impact

As this report shows, WSSCC has made progress in aligning its activities directly to the five Outcomes of the MTSP. While these are encouraging developments much work remains. The Council does not yet have a robust M&E conceptual framework that captures the disparate elements of the organization. The Council lacks ways of measuring in a comprehensive manner the impact of our advocacy, communications, networking, knowledge management and GSF funded activities, globally and at country level. In addition, WSSCC has not yet embarked upon evaluation research. If WSSCC can better substantiate claims about the impact of sanitation and hygiene behaviour change on improved health outcomes, human dignity and productivity, this will be an important contributor to the sector.
A further challenge is the long-term effectiveness of the Council. This is in part a reflection of the absence in the WASH sector of consensus on a framework for defining sustainability, let alone identifying robust indicators. WSSCC will need in future to improve upon its monitoring and evaluation in ways that contribute not only to the work of the Council but also to the WASH sector.

Networks, communities of practice and membership

WSSCC has in place an exceptionally diverse set of groups who associate themselves with the Council. There are roughly 2,500 members in 130 countries, and 35 countries that either have National Coordinators or WASH Coalitions or both. In twelve, soon to be sixteen countries WSSCC works through GSF with government officials (local, regional and national), international development partners, Executing Agencies, implementing partners, and as many as 2,000 natural leaders and community consultants per country. At the global level, WSSCC spearheads a community of practicing WASH professionals from over fifty organizations. Yet another set of affiliated groups are networks of journalists, regional associations of local NGOs and CBOs, and inter-institutional partnerships such as Sanitation and Water for All. A central challenge for WSSCC is how to consolidate these affiliated networks so that they can guide the work of the Council while at the same time better utilize its expertise and support.

Harmonization of NKM, WSSCC and GSF

The focus of WSSCC has evolved progressively from supporting a network of water and sanitation professionals, to playing a global advocacy role in elevating the importance of WASH, to advancing a funding instrument to finance national programmes that improve sanitation and hygiene at scale. The Council retains each of these functions but the Networking and Knowledge Management and Advocacy and Communications departments have tended to operate in relative isolation from the GSF. This is in part because ensuring that the GSF operates effectively required in 2011 and 2012 significant time, resources and attention that have created an imbalance among the departments. WSSCC is unusual among international organizations in that it has developed a global fund for sanitation on a foundation of networking and advocacy. An important challenge ahead is to identify ways to integrate the departments to create synergies so that the departments are mutually reinforcing one another to achieve the results of the MTSP.

Synergies at country level

The same challenges and opportunities of combining networking, advocacy and fund management in the Secretariat are also apparent at country level. The gradual introduction of GSF in Africa and South and Southeast Asia between 2008 and 2012 did not always align with the types of networking and advocacy work of WSSCC. In some countries, the introduction of GSF built upon and strengthened the National Coordinators and WASH coalitions. In other countries, the relationship was less synergistic, in some cases competitive. The potential at country level for combining networking, advocacy and fund management is enormous. When it works, local actors successfully utilize the GSF Programme Coordination Mechanism and the Executing/Sub-grantee delivery model to demonstrate concrete results, and draw upon the WASH Coalitions to inform government policy, advocate for national budget support, and facilitate donor coordination. It will be crucial for WSSCC in future to consider how best to orient NCs and WASH Coalitions into GSF design and/or PCM programming for expansion.

Learning and peer exchange

The GSF Learning Event in Malawi in 2012 demonstrated the power of peer exchange. Participants from 14 countries utilized the space created by WSSCC to compare and contrast the efforts of their counterparts implementing national programmes supported by GSF. The event also generated momentum in GSF globally as national representatives (government and NGO) saw themselves as part of something larger. While the learning event in Malawi was an important first step, it will be important for WSSCC both to improve upon the model and to explore ways to apply learning at different levels. The purpose of the Malawi exchange was to bring together practitioners responsible for implementing GSF-funded programmes. Only a handful of National Coordinators were invited. It may be useful in future to host exchanges that include where possible a better mix of GSF-PCMs and NC-Coalitions (as inferred above). Another possibility is to organize sub-regional peer exchanges that convene country delegations comprised of representatives from government, PCM, EA/SG and NC-Coalition. A further area of innovation is peer exchanges within countries. These could assemble delegations constituting sub-national representatives of the same entities as a method of scaling the work of GSF or regional WASH Coalitions, or both. All of the above could feed into the next Global Forum.

Procedures, guidelines and systems

One of the typical growing pains of relative success is when programming gets ahead of systems management. WSSCC is no exception. The increase in 2012 of contracts, travel, service agreements, recruitment and small grants has outpaced the procedures necessary to support the volume of these types of transactions. Similarly, the systems for managing the cash transactions. Similarly, the systems for managing the cash position of WSSCC are not yet up to speed for an organization that in 2012 doubled its rate of delivery. Problematic also are the reporting mechanisms, particularly for GSF, that are not yet standardized. Moving forward, the Council will give serious consideration to upgrading its procedures, guidelines and systems. The active engagement of the GSF Advisory Committee will also provide pressure to ensure benchmarks are achieved for improved procedures and guidelines specific to GSF.

Substantive focus

In 2012, WSSCC made significant gains eliminating open defecation, increasing access to improved sanitation, and raising awareness about hygiene. These efforts have elevated sanitation and hygiene in a sector that has historically invested disproportionately in water. The Council has also placed great emphasis on equity ensuring that marginalized populations are genuine development partners informing interventions, at once prioritizing their needs and drawing upon their expertise. A case in point in 2012 was our support to the Yatra in India on Menstrual Hygiene Management. By addressing a taboo subject, its safety and hygienic aspects, and questions of disposal, WSSCC placed young women at the centre of sanitation and hygiene initiatives.
with positive implications for their dignity, education and environment. While the focus on sanitation and hygiene and the emphasis on equity remain crucial ingredients, the Council faces new demands. One is the demand for WASH in unplanned, informal settlements in rural districts where conventional approaches to CLTS require experimentation. Another is the need for access to water to maintain latrines and ensure hand washing at critical times. A third is the demand from schools, health clinics and other institutions that may have latrines but are not sensitized about the importance of sanitation and hygiene to public health. WSSCC will need to provide innovative solutions to these challenges.

Partnerships and positioning of WSSCC in the WASH sector

In addition to meeting with donors, the Executive Director in 2012 actively reached out to UNICEF, WaterAid, WSP, Plan International, WHO and other key partners in the sector. He also drew upon his connections in New York and Washington to consult with the Executive Office of the Secretary General (EOSG) and key member States, including the United States, and the Friends of Water (Hungary, Tajikistan, Netherlands and Switzerland). He also played an active role in partnership forums such as Sanitation and Water for All, the Joint Monitoring Programme and UN-Water. External relations of this kind are a delicate balancing act for WSSCC in light of competing priorities. The broad agenda of consolidation, integration and gradual expansion as laid out in the 2013 work plan and budget will warrant intense focus. Yet the engagement of WSSCC in the WASH sector is arguably of equal, if not more importance. The sector is seized with the issue of the Post-2015 development planning process, as well as with renewed focus on meeting the sanitation targets of the current MDGs set to expire in 2015. What will be important is for WSSCC to participate in the future development landscape, placing strategically the advocacy, networking and fund management activities of the organization.

Predictability of funding

WSSCC finished 2012 with a significant increase in funding. In addition to ongoing support of several donors under existing cooperation agreements, WSSCC received substantial supplementary funding from the Governments of Sweden and the Netherlands. These funds were received in 2012 and will be deployed in 2013. While sending a strong vote of confidence for the work of the Council, the increase in donor funding must be managed carefully. WSSCC is now in a position to recruit staff, support partner networks, develop a more ambitious communication strategy, and expand GSF operations. However, the funding required to sustain these activities is not assured indefinitely. WSSCC will need to define its engagements with staff, partners and countries so that it is in a position to honour its commitments. It will also need to specify clearly the resources it will require to implement the MTSP, including a strategy for scaling up activities in 2014, 2015 and 2016. This will place WSSCC in a stronger position to negotiate multi-year agreements and competitive challenge grants thus ensuring more predictable funding.
In 2012, WSSCC’s overall financial position was sound despite the global economic downturn. The Council finished the year with a significant increase of funding. Donor relations and fundraising remained a priority and resulted in constructive engagements with on-going support from donors under existing cooperation agreements, commitment from a new donor, Finland and additional contributions from Governments of Sweden and Netherlands.

**Figure 1:**
Income distribution by Donor (In millions US$ | % total of 2012)

<table>
<thead>
<tr>
<th>DONOR</th>
<th>GSF</th>
<th>SLTF</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>AusAID, Australia</td>
<td>3,039,300</td>
<td>1,581,550</td>
<td>6,078,600</td>
<td>9.88%</td>
</tr>
<tr>
<td>DFID, United Kingdom</td>
<td>−</td>
<td>23,182,360</td>
<td>23,182,360</td>
<td>37.70%</td>
</tr>
<tr>
<td>DGIS, Netherlands</td>
<td>23,182,360</td>
<td>−</td>
<td>23,182,360</td>
<td>37.70%</td>
</tr>
<tr>
<td>Norad, Norway</td>
<td>17,794,589</td>
<td>712,855</td>
<td>22,407,444</td>
<td>36.17%</td>
</tr>
<tr>
<td>Sida, Sweden</td>
<td>6,346,527</td>
<td>1,095,170</td>
<td>7,441,698</td>
<td>12.10%</td>
</tr>
<tr>
<td>SDC, Switzerland</td>
<td>236,598</td>
<td>21,353</td>
<td>257,951</td>
<td>0.42%</td>
</tr>
<tr>
<td>Interest Income</td>
<td>21,353</td>
<td>257,951</td>
<td>279,304</td>
<td>0.45%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50,599,374</strong></td>
<td><strong>10,898,888</strong></td>
<td><strong>61,498,263</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

**Table 1:**
Income distribution by Donor and Trust Fund (In millions US$)

WSSCC gratefully acknowledges the donors who support its work. In 2012 funding support was received from the following donors, the Australian Agency for International Development (AusAID), the Directorate General for International Cooperation (DGIS) of the Netherlands, the United Kingdom Department of International Development (DFID), the Norwegian Agency for Development Cooperation (Norad), the Swedish International Development Cooperation Agency (Sida) and the Swiss Agency for Development Cooperation. The income received in 2012 totalled US$ 61.5 million which included advance contributions of US$ 26.1 million made by some donors for future periods. The income was distributed to the WSSCC two Trust Funds as per the allocations agreed in the contributions agreements US$ 50.6 million or 82% to Global Sanitation Fund (GSF) and US$ 10.9 million or 18% to Sanitation Leadership Trust Fund (SLTF).
Financial Structure and Accounting Policy

Starting 2012 WSSCC operated two trust funds, GSF and SLTF. This followed the implementation of the new financial structure as per the recommendation and decision of the Donor Accountability Meeting (DAM) in March 2011 to merge Networking and Knowledge Management (NKM), Advocacy and Communication (ADC) and the Governance and Management to Sanitation and Leadership Trust Fund (SLTF).

United Nations Office for Project Services (UNOPS) the Host Agency for the WSSCC Secretariat and the Trust Fund Manager for WSSCC funds implemented new accounting policy, the International Public Sector Accounting Standards (IPSAS), starting 1 January 2012. IPSAS are accounting standards developed by ISPAS Board, an independent standard setting organ of International Federation of Accounting (IFAC) for use by public sector entities around the world. IPSAS brings best practices in the area of accounting and financial reporting and thus the WSSCC programme will benefit from the improved financial management and better financial reporting under the new accounting regime.

Commitments and Expenditure

The Council reviewed its overall financial management and adopted improved financial planning that included recognition of commitments for the five year GSF country programme in the financial period they were approved. The total funding for 2012 consisting of balance brought forward from 2011 and 2012 receipts totalled US$ 37.8 million, out of which US$ 26.2 million for GSF and US$ 11.6 million for SLTF. The commitments approved in 2012 totalled US$ 31.1 or 82% commitment rate and for individual trust funds, GSF 91% and SLTF 63%. The details are provided in Table 2 and graphical presentation in Figure 2 below.

The expenditure in 2012 totalled US$17.6 million of the approved budget of US$ 26.4 million which translates to a financial delivery rate of 67% out of which GSF accounts for 75% and SLTF 25%. The GSF expenditure was US$ 13.3 million of the US$ 19.7 million budget, a 67% financial delivery rate while SLTF delivered US$ 4.3 million or 65% of the budget of US$ 6.7 million. The details are provided in Table 2 and graphical presentation in Figure 2 below.

Figure 2:
Comparison of Funding to Commitments, Budget and Expenditure (in millions of US$)

Table 2:
Comparison of Funding to Commitments, Budget and Expenditure (in US$)

<table>
<thead>
<tr>
<th></th>
<th>WSSCC</th>
<th>GSF</th>
<th>SLTF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>37,781,170</td>
<td>26,147,635</td>
<td>11,633,535</td>
</tr>
<tr>
<td>Commitment</td>
<td>31,078,351</td>
<td>23,801,292</td>
<td>7,277,059</td>
</tr>
<tr>
<td>% of Commitment to Funding</td>
<td>82%</td>
<td>91%</td>
<td>63%</td>
</tr>
<tr>
<td>Budget</td>
<td>26,408,648</td>
<td>19,686,283</td>
<td>6,722,365</td>
</tr>
<tr>
<td>Expenditure</td>
<td>17,618,595</td>
<td>13,267,529</td>
<td>4,351,066</td>
</tr>
<tr>
<td>% of Expenditure to Budget</td>
<td>67%</td>
<td>67%</td>
<td>65%</td>
</tr>
</tbody>
</table>

4 Refer to www.ifac.org/public-sector for more information on IPSAS.
Financial status

The income including opening balances as of 1 January 2012 before adjustment of future commitments approved by 31 December 2011 of US$ 36.9 million totalled US$ 98.4 million less expenditure of US$ 17.6 million and adjustment of commitments yet to be delivered of US$ 0.71 million brings the balance to US$ 80.1 million.

Following UNOPS implementation of IPSAS as described above, the accounting of receipts and expenses follow full accrual basis of accounting, thus the above balance excludes future commitments approved by 31 December 2012 totalling US$ 47.4 million. After adjustments of these future commitments which include multi-year GSF country activities, grants, staff contracts and other services, the ending fund balance was US$ 32.7 million. GSF balance was US$ 21.8 million or 67% and SLTF 10.9 million or 33%.

Table 3:
WATER SUPPLY & SANITATION COLLABORATIVE COUNCIL (WSSCC)
Consolidated Financial Report For The Period 1 January 2012 to 31 December 2012 (in US$)

<table>
<thead>
<tr>
<th></th>
<th>Sanitation Leadership Fund</th>
<th>Global Sanitation Fund</th>
<th>Total WSSCC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Fund Balance as of 1 Jan 2012, b/f</td>
<td>7,513,396.56</td>
<td>29,368,548.54</td>
<td>36,881,955.10</td>
</tr>
<tr>
<td>Income - Deposits</td>
<td>10,877,535.00</td>
<td>50,362,776.00</td>
<td>61,240,311.00</td>
</tr>
<tr>
<td>Interest Income</td>
<td>21,353.00</td>
<td>236,598.00</td>
<td>257,951.00</td>
</tr>
<tr>
<td>Total Income (A)</td>
<td>18,412,194.56</td>
<td>79,967,922.54</td>
<td>98,380,117.10</td>
</tr>
<tr>
<td>Disbursements</td>
<td>3,781,698.00</td>
<td>11,915,446.00</td>
<td>15,697,144.00</td>
</tr>
<tr>
<td>Receipt Accruals</td>
<td>25,990.00</td>
<td>23,217.00</td>
<td>49,207.00</td>
</tr>
<tr>
<td>Net Exchange Loss (Gain)</td>
<td>(321.00)</td>
<td>(467.00)</td>
<td>(788.00)</td>
</tr>
<tr>
<td>Management Fee</td>
<td>543,699.00</td>
<td>1,329,333.00</td>
<td>1,873,032.00</td>
</tr>
<tr>
<td>Total Project Expenses (B)</td>
<td>4,351,066.00</td>
<td>13,267,529.00</td>
<td>17,618,595.00</td>
</tr>
<tr>
<td>Project Advances (C)</td>
<td>–</td>
<td>12,039.00</td>
<td>12,039.00</td>
</tr>
<tr>
<td>Open Purchase Orders (D)</td>
<td>206,202.00</td>
<td>494,174.00</td>
<td>700,376.00</td>
</tr>
<tr>
<td>Ending Fund Balance as of 31 Dec 2012, c/f</td>
<td>3,854,926.56</td>
<td>66,194,126.54</td>
<td>80,049,053.10</td>
</tr>
</tbody>
</table>

Notes:
1 The Income and Expenditures in this report are based on the Certified Financial Statement as at 31 December 2012.
2 Funding balance before adjustment of future commitments as at 31 Dec 2011, which are now included in the adjustment section.
3 Net Exchange Loss (Gain) represents exchange rate-related fluctuations for the project-related financial transactions.
4 Management Fee includes adjustment for 2011 management fee shortfall charged in 2012 after closure of 2011 books.
5 Project Advances represent amounts yet to be settled against Project Expenses for goods / services yet to be delivered / rendered.
6 Open Purchase Orders (PO) represent amounts committed against goods / services yet to be delivered / rendered.
7 UNOPS operates on a cash basis and the Ending Fund Balance as of 31 December 2012 excludes future commitments totalling USD 47,365,945.72 concluded between 2010 - 2012. The balance after adjustment of future commitments was USD 32,683,107.38
8 Future Commitments represent approved commitments by 31 December 2012 for which period for delivery and payment schedule falls beyond 2012. They include multi-year commitments for GSF country activities, grants support, contracts for staff and services.

Adjustment Of Future Commitments On WSSCC Ending Fund Balance As Of 31 December 2012

<table>
<thead>
<tr>
<th></th>
<th>Sanitation Leadership Fund</th>
<th>Global Sanitation Fund</th>
<th>Total WSSCC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ending Fund Balance as of 31 Dec 2012 before adjustment of Future Commitments (F = E)</td>
<td>13,854,926.56</td>
<td>66,194,126.54</td>
<td>66,194,126.54</td>
</tr>
<tr>
<td>Future Commitments as of 31 Dec 2012</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multi-year commitments for country activities</td>
<td>–</td>
<td>42,630,737.12</td>
<td>42,630,737.12</td>
</tr>
<tr>
<td>Other commitments - staff, grants and services</td>
<td>2,925,992.60</td>
<td>23,217.00</td>
<td>4,739,209.60</td>
</tr>
<tr>
<td>Total Future Commitments as of 31 Dec 2012 (G)</td>
<td>2,925,992.60</td>
<td>44,439,953.12</td>
<td>47,365,945.72</td>
</tr>
<tr>
<td>Ending Fund Balance as of 31 Dec 2012, after adjustment of Future Commitments (H = F - G)</td>
<td>10,928,933.96</td>
<td>21,754,173.42</td>
<td>32,683,107.38</td>
</tr>
</tbody>
</table>