



WATER SUPPLY AND SANITATION COLLABORATIVE COUNCIL

Governance Guidelines



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LIST OF ABBREVIATIONS

DAM	Donor Accountability Meeting
DSA	Daily Subsistence Allowance
SC	Steering Committee
SDGs	Sustainable Development Goals
SLT	Senior Leadership Team
SOPs	Standard Operating Procedures
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
WASH	Water, sanitation and hygiene
WHO	World Health Organization
WSSCC	Water Supply and Sanitation Collaborative Council

* Annex 5: WSSCC Risk Management Strategy is currently in development

1. PREAMBLE

The Water Supply and Sanitation Collaborative Council (WSSCC) is a global, multi-stakeholder membership and partnership-based organization that works with poor people, non-State actors and civil society organizations, national and local governments, the private sector and other stakeholders at the national, regional and global levels to improve sanitation and hygiene at scale. WSSCC works to advance sanitation and hygiene and uses this as a foundation for related achievements in health, education, gender equality, urbanization and climate change.

Founded in 1990 with the aim of promoting collaboration between all stakeholders in the water supply and sanitation sector, WSSCC now focuses more broadly in alignment with the global development agenda, “Transforming our World: the 2030 Agenda for Sustainable Development,” including its Sustainable Development Goals¹. WSSCC’s members are spread across 130 countries and comprise thousands of individuals and organizations from water, sanitation and hygiene (WASH), and other fields. As WSSCC is not a legal entity itself, it is hosted within the United Nations system. Since 2010, the United Nations Office for Project Services (UNOPS) is the legal and administrative host of WSSCC. Between 1990 and 2009, the World Health Organization (WHO) served as its host. WSSCC was created by a United Nations General Assembly resolution in 1990.²

WSSCC’s mission is “to enable all people, and especially women, girls and those living in vulnerable situations, to practice the right to sanitation and hygiene across their human life course with dignity and safety,” with special attention to the poorest and most marginalized members of society in low- and middle-income countries in Africa and Asia. To achieve its mission, WSSCC promotes and facilitates sector collaboration and coordination at national, regional and global levels, and engages rights holders and duty bearers to adopt policy guidelines. The Council also supports national sanitation and hygiene improvement programmes through its direct implementation mechanism, coordinates knowledge platforms and advocates on behalf of the 4.5 billion people lacking safely managed sanitation services.

The WSSCC Strategic Plan 2017-2020³ presents organizational values that reinforce the strategic priorities of the Sustainable Development Goals and are therefore adopted as the guiding values for governance of WSSCC. Those values are:

- Respect for differences: we value diversity and strive to uphold the rights of all human beings
- Integrity: we act with honesty, upholding the highest principles of the United Nations
- Collaboration: we work with individuals and partners in-country and across the world, valuing diverse contributions to amplify overall impact and sustainability
- Conviction: we undertake our mission with determination and do not fear to fight stigma and discrimination

1. WSSCC’s Strategic Plan includes a results framework which links WSSCC specifically to Target 6.2 in SDG 6 on Water and Sanitation and six other SDGs.

2. <https://www.un.org/documents/ga/res/45/a45r181.htm>

3. Annex 1: WSSCC Strategic Plan 2017-2020.

Good governance is at the heart of WSSCC's commitment to serve those central to its organizational mission and to provide accountability to all stakeholders and donors. The z, which provides the legal foundation for the operationalization of WSSCC, was previously amended in October 2011 and approved by the Steering Committee (SC) at that time. Since then, WSSCC's substantive mandate on normative policy advocacy work and its operational direct delivery through a dedicated grants financing mechanism has grown significantly. Overall, WSSCC's footprint, as reflected in its membership size, activity and staffing levels, has seen dramatic growth. A mid-term review of the WSSCC Medium-Term Strategic Plan 2012-2016 recommended a review of the governance structure with the purpose of ensuring that it is fit for purpose, properly constituted and guides the implementation of the new Strategic Plan 2017-2020.

Nothing in relation to this document shall imply the obligation of the Host Agency to submit to any national legislation or jurisdiction or be deemed a waiver of any of the privileges and immunities of the Host Agency approved by the General Assembly, or the United Nations or otherwise under any national or international law, convention or agreement.

In addition, to the extent that any provision of this document conflicts with the rules, regulations and administrative practices of the Host Agency, then those of the Host Agency shall prevail.

2. MEMBERSHIP⁴

As a membership-based organization, WSSCC recognizes the fundamental value of a diverse and engaged membership and as such, seeks to serve its members by strengthening and amplifying their voices.

WSSCC aims to recruit organizations and individuals who support WSSCC's vision of a world where everybody has sustained water supply and access to quality sanitation and adequate hygiene. By becoming members, individuals and organizations solidify their commitment to a global coalition which supports improved water access, sanitation, and hygiene for all. Members are thus part of a global alliance dedicated to collaboration, knowledge sharing and advocacy at various levels.

All WSSCC members have an important role in advocating the priorities of WSSCC to all stakeholders. WSSCC provides a platform for its thousands of members around the world to share their knowledge and experience, and work to ensure that sanitation policies and practices everywhere are informed by the best possible information. WSSCC, through and with its members, advocates for the leadership and resources needed to transform and save lives.

WSSCC's membership comprises individual WASH professionals who may be working in, or representing, civil society, local and National Governments, academia, the development sector and United Nations agencies, among others.

4. Annex 2: WSSCC - Our Members, Membership Policy

WSSCC has two broad categories of members: Individual and Organizational. Any individual or organization may apply to be a member of WSSCC. An organizational member is an agency, including but not limited to multi-lateral agencies, that is active at any geographic level in the WASH sector or another sector with intersecting objectives.

All members support WSSCC's strategic priorities and contribute actively to advocating collaboration, inclusive approaches and the principles to "leave no one behind" through WSSCC's work.

Members are eligible to stand for election to dedicated seats in the Steering Committee and to vote in elections for those seats (see Election process, section 3.2).

The Steering Committee shall be kept informed about membership issues and reserves the right to deregister any member or refuse new membership without assigning any reason.

2.1 Membership Management

The WSSCC Secretariat is responsible for managing day-to-day membership operations, including processing applications, maintaining a database, engaging with members, conducting membership recruitment drives, inter alia..

2.2 Membership Fees

WSSCC does not charge membership fees. The decision to not charge membership fees is reviewed periodically by the Steering Committee.

3. WSSCC STEERING COMMITTEE⁵

The Steering Committee is the governing body of WSSCC, and its members act in the best interests of all WSSCC members and stakeholders, in line with agreed strategic priorities of WSSCC. Combined, the skills, experiences and expertise of the Steering Committee should ensure achievement of the results described in WSSCC's Strategic Plan, in the annual workplans and the management of the organization. Members of the Steering Committee are elected and/or appointed as per the agreed composition of the Steering Committee (see Composition of the Steering Committee, section 3.1 and Election Process, section 3.2).

3.1 Composition of the Steering Committee

The WSSCC Steering Committee is composed of the following members with voting rights:

- Chairperson (see Chairperson, section 3.8) (1)
- Non-multilateral WSSCC organizational members nominated and elected by all non-multilateral WSSCC organizational members (2)

5. Annex 3: WSSCC Steering Committee organigramme.

- Regional Members elected by WSSCC members⁶, are as follows:
 - Eastern and Southern Africa (1)
 - Latin America and the Caribbean (1)
 - Middle, Northern and Western Africa (1)
 - Small Island Developing States (1)
 - South Asia (1)
 - South-Eastern and Eastern Asia (1)
 - Eastern and Southern Europe, Western and Central Asia (1)
 - Global (2)
- Multilateral agency⁷, nominated by the Chair, which must be a United Nations organization with a substantive mandate e.g. WHO, United Nations Children’s Fund (UNICEF). (1)

and the following members with non-voting rights:

- Multilateral agency, in addition to the Host Agency, nominated by the Chair. (1)
- *Ex-officio* members who participate in meetings in their professional capacity (3):
 - Host Agency representatives (2)
 - WSSCC Executive Director (1)
- Donor Representatives contributing at least US\$ 250,000 annually.
- The composition of a Steering Committee allows for a maximum of two members to be co-opted when there is an identified technical/knowledge gap of the required expertise in the Steering Committee. The co-opted nominations are at the invitation of the Chairperson for a fixed period, decided in advance and endorsed by the Steering Committee as a whole. The Chairperson can request an additional duration based on need.
- To fulfil immediate, short-terms needs of standing or ad hoc subcommittees, the Chairperson may invite up to three technical experts. The nomination of technical experts is at the invitation of the Chair for a fixed period, decided in advance and endorsed by the Steering Committee as a whole. The Chair can request an additional duration based on need.

3.2 Election Process for the Steering Committee

WSSCC’s election process is based upon principles designed to ensure good governance, democratic representation, gender and geographic balance, continuity of composition and technical competency.

- Elections are overseen by the Chairperson of the Steering Committee and guided by the Chairperson of the Governance Standing Committee.

⁶ Annex 4: WSSCC Geographic Regions.

⁷ As per requirement of the Host Agency, at least one United Nations system organization with a substantive mandate has to be constituted as a partner on the WSSCC Steering Committee.

- All members are eligible to vote (one vote) in their respective constituencies in the elections. WSSCC membership comprises individual members and organizational members. A designated representative, who is an organizational member voting on behalf of the organization, cannot also vote as an individual member.
- Elections are held in three-year cycles, unless the Chairperson decides otherwise due to exceptional circumstances and after consultation with the whole membership. The cycles are staggered so that not all the Steering Committee members are elected at the same time. Each Steering Committee member can hold office for a maximum of two three-year electoral cycles consecutively. The same person may stand for election again after three years have elapsed since ending a previous term of office.
- Elections occur regularly to ensure a staggered arrival and departure of members and continuity of capacity, experience and gender balance on the Steering Committee.
- The Chairperson of the Steering Committee supervises the election process and is assisted by the Governance Standing Committee. The Governance Standing Committee may in turn decide whether an ad hoc elections subcommittee is required.
- If there is any doubt as to the status of a particular organization or person, or to the interpretation of any aspect of these electoral rules, the Chairperson’s formal decision shall be binding.
- The Secretary of the Steering Committee is responsible for circulating the final report of the Governance Standing Committee on the conclusions of the elections to the WSSCC membership.
- Results of elections are published on WSSCC’s website, including the number of votes cast for the first three candidates. Candidates are to be notified beforehand.
- In the event of a premature termination resulting from demise, dismissal or resignation of a Steering Committee member within the first year of a term in office, the second-best candidate will be invited to serve on the Steering Committee for the remainder of the term. In case of refusal, the seat will be filled through the regular election process.
- The Steering Committee will remain committed to ensuring equal representation of all genders, in line with WSSCC’s commitment to gender equality and the principles of equality and non-discrimination.

3.2.1 Regional/Global Elected Members

Nine Steering Committee members will be elected by the WSSCC members to represent seven regional and two global elected constituencies. In addition to meeting the qualifications and experience requirements for Steering Committee members (see Composition of Steering Committee, section 3.1), the following requirements must be considered:

- A candidate must have been a member of WSSCC for at least two years at the time of filing of nomination form.

- A candidate may be nominated by him/herself or by another member. A nomination must be countersigned by (a) at least one National Coordinator or Steering Committee member who is not standing for re-election; and (b) at least four WSSCC members from at least two countries with no more than two members from any one country, i.e. a minimum of five countersignatures. The candidate must have been a member of WSSCC for at least two years.
- No counter-signatory can be a close relative (parent, spouse, sibling or child) of the candidate.
- Upon nomination the candidate must indicate the following in the nomination form:
 - Confirmation of their membership of WSSCC
 - Suitability for the position against the agreed criteria/qualities/responsibilities required for Steering Committee Members (see Steering Committee, section 3)
 - Region from the electable constituencies they represent
 - Current affiliation with or employment with an active multilateral agency
 - Full understanding of the WSSCC/UNOPS Conflict of Interest Policy
- All nominated candidates will be assessed by the Governance Standing Committee in terms of eligibility vis-à-vis meeting the qualifications and experience requirements for Steering Committee members (see Composition of Steering Committee, section 3.1). The Governance Standing Committee will report the results to the Steering Committee.

3.3 Regularity of Meetings

- The Steering Committee meets twice a year in Geneva, or at a location agreed by the Steering Committee. If extra meetings are required, they may be held virtually.
- A quorum for a meeting is two-thirds of the voting membership⁸ of the total Steering Committee in attendance either in person or electronically.
- For specific matters on the agenda, closed sessions shall be arranged for items deemed appropriate by the Chairperson, who shall ensure the required participation and expected time frame for such session in advance.

3.4 Roles and Responsibilities of Steering Committee

The roles and responsibilities of the WSSCC Steering Committee include but are not limited to the following:

3.4.1 Policies and Strategies

- Approve the mission, aims and objectives, long-term strategy and biennial workplans and budgets, annual budgets, operational policies, risk management strategies⁹, framework/organizational structures of the WSSCC Secretariat and updates thereof.

⁸ Excluding Donor Representatives and ad hoc technical experts.

⁹ Annex 5: WSSCC Risk-Management Policy.

3.4.2 Financial Viability

- Support the establishment of financial viability for WSSCC, including cost-efficiency measures in daily operations and proactive advice and approval of annual resource mobilization strategies.
- Review and approve all budgets and finance reports guided by the recommendation from the Finance Standing Committee.

3.4.3 Monitor WSSCC Performance and Results

- Approve and oversee ongoing monitoring of the WSSCC results framework.
- Approve and oversee annual reports of the overall work completed by WSSCC.
- Advise and approve the evaluation plan, including the commissioning of an independent evaluation of WSSCC strategic outcomes towards the end of each planning cycle.

3.4.4 Management of WSSCC Secretariat

- Ensure the establishment of effective organizational structure, monitoring frameworks and annual workplans.

3.4.5 Regular Engagement with Constituents

- Maintain regular dialogue with respective constituencies prior to and after Steering Committee meetings.

3.4.6 Recruitment of WSSCC Chairperson

- Support the Chair of the Governance Standing Committee and the Executive Director in the development of the TOR and the identification of a suitable WSSCC Chairperson.
- Provide guidance for drafting and approval of the TOR of the Chairperson.
- Approve the continuation of term of the Chairperson, when the Chairperson is eligible for a term renewal.

3.4.7 Recruitment and Performance Review of Executive Director

- Develop and endorse the TOR of the Executive Director for review and approval by the Host Agency. The Host Agency reserves the right to make modifications to the TOR of the Executive Director prior to advertisement.
- Instruct the Governance Standing Committee to set up the ad hoc subcommittee for recruitment of the Executive Director and endorse the final selection of the Executive Director by the Host Agency.
- Monitor the performance of the Executive Director on an annual basis, through the Chairperson and in line with Host Agency performance appraisal system.

3.4.8 Manage the Governance Processes

- Review and approve all minutes of meetings.

- Oversee the establishment and work of the Standing Committees in line with established TORs and relevant organizational policies.
- Establish and oversee the results of time bound or ad hoc subcommittees as needed to address specific issues relevant to the governance of WSSCC.
- Review the performance of Standing Committees and ad hoc subcommittees.
- Undertake review of the Governance Guidelines every five years. In addition to the five-year review, the Governance Guidelines may be amended by a full consensus decision of the Steering Committee.

3.4.9 Promote Donor Partnerships

- Liaise with the established donors and proactively engage new donors and the resource mobilization strategies.
- Attend and engage with donors at Steering Committee meetings.

3.5 WSSCC Steering Committee Members

3.5.1 Qualifications and Experience Requirements for Steering Committee Members

- WSSCC Steering Committee members must be a member of WSSCC for a minimum of two years, an experienced professional with a minimum of ten years' experience, and willing and able to commit sufficient time to discharge duties as a member of the Steering Committee. In addition, those seeking appointment to the Steering Committee must satisfy at least six of the following:
 - Experience in at least one of the following areas: advocacy, financial management, governance, monitoring and evaluation, strategic planning and/or development financing.
 - Broad knowledge around one or more of the following areas: water, sanitation and hygiene, education, health, women empowerment, reducing inequalities, climate action or urban issues.
 - Recognized leadership in social and/or economic development with the understanding and knowledge required to help shape the overall strategic direction of WSSCC.
 - Experience serving in partnerships and governing bodies/steering committees, and the ability and capacity to network effectively and broadly.
 - Ability to act as an ambassador/advocate and to represent WSSCC and the Steering Committee at all levels.
 - Proven leadership, organizational and management skills.
 - Experience working in multi-stakeholder settings in a multicultural environment.
 - Experience with partnership building and resource mobilization.
- The Steering Committee members must have a proven record of ethical conduct and integrity to perform their duties, roles and responsibilities in line with the highest ethical standards and work in full transparency.

- The Governance Standing Committee (see section 3.11.1) will review the composition of the Steering Committee and the WSSCC Governance Guidelines on a continuous basis to ensure that the required technical experience and expertise is available for the Steering Committee to perform its duties. The findings for the reviews will be shared with the Chairperson of the Steering Committee for consideration and action as needed.

3.5.2 Attendance at Steering Committee Meetings

- Steering Committee members are required to attend and participate actively in all Steering Committee meetings, and expected to attend other meetings or events when requested by the Chairperson.
- If unable to attend in person, Steering Committee members may attend the meeting via teleconference, advising the Secretary in writing at least 15 working days prior to the meeting.
- Steering Committee members must support the Chairperson between Steering Committee meetings as and when requested.

3.5.3 Conflict of Interest for Steering Committee Members

- Steering Committee members, whether elected or non-elected, shall not hold a financial contract with the Host Agency pertaining to WSSCC's work during their term of office.
- Steering Committee members with financial, contractual or operational conflicts of interest (including consultancy contracts with WSSCC/Host Agency) which have arisen since the start of their term of office – including those of third parties such as family members or affiliated entities – must declare the conflict in writing. Depending on the nature of the conflict of interest, the Steering Committee will decide whether that member may continue to hold office or should stand down.
- Any Steering Committee member, who individually or through affiliation, has a financial, contractual or operational interest in any agenda item, or any action or decision, of the Steering Committee must declare their interest and recuse themselves from discussions about that item and any decision making related to that item.
- The conflict of interest must be recorded in the minutes of that meeting or as part of the record of an out-of-meeting decision.
- Any Steering Committee member, who is reported as breaching the conflict of interest provision, or any other unethical or inappropriate conduct, will be subject to due process which may result in termination of term of office.

3.5.4 Honoraria and Reimbursement of Costs for Steering Committee Members

- The Steering Committee Chairperson and members do not receive honoraria for their service on the Steering Committee.

- Elected Steering Committee members (except the multilateral agency representatives) are entitled to a Daily Subsistence Allowance (DSA) to cover the costs of attending WSSCC Steering Committee meetings, as well as for events when formally requested by the Chairperson to represent WSSCC. Costs associated with travel and standard United Nations DSA can be claimed in accordance with the Host Agency's relevant travel policies and procedures.
- Any operational expenses for the Steering Committee, including grant support, external consultancies and honoraria, shall be discussed and endorsed by the Steering Committee. The same conflict of interest provisions (as outlined under 3.3.1) apply for such arrangements.

3.5.5 Resignation or Disqualification of Steering Committee Members

- If circumstances require that a Steering Committee member must resign they must do so by submitting such advice in writing to the Chairperson citing the reason for their resignation.
- Any elected member of the WSSCC Steering Committee, who is absent from two consecutive meetings without written notice, will be disqualified from the Steering Committee after the second meeting, unless the Chairperson indicates otherwise on the basis of explained extenuating circumstances.
- Any Steering Committee member, who applies for the position of the Executive Director, or for any other WSSCC staff position, must first resign from their position on the Steering Committee. The rules of re-election for the second term shall apply.

3.6 Decision Making Process for Steering Committee

- All decisions of the Steering Committee shall be based on consensus. In an event where consensus is not reached, voting will be either by a show of hands or secret ballot seeking a simple majority. In case of a tie, the Chairperson shall have the deciding vote.
- In the case of decisions of the Steering Committee needing to be made outside of formal meetings, the following procedure applies:
 - It is the responsibility of the Chair of the Governance Standing Committee to manage the motions and decisions required. An email will be sent with the motion on which a decision is required to be taken to all Steering Committee members, along with all necessary background information and recommendations, where relevant.
 - It is mandatory for the Steering Committee members to respond to the email within three weeks (or the time period specified for more urgent matters) to state his/her response – in favour/against/abstain.
 - A reminder email will be sent one week prior to the expiry of the deadline to those who have not responded. If no response is received by the deadline, the vote is recorded as an abstention.
 - The Secretary to the Steering Committee reports the results to the Chairperson for his/her confirmation. In the event of a tie, the Chairperson casts the deciding vote as per the delegated authority as Chairperson.

- The Secretary to the Steering Committee informs all members of the outcome via email.
- The decision is recorded in the Chairperson's report to the subsequent Steering Committee meeting and recorded in that meeting's minutes.

3.7 Secretary

The Secretary to the Steering Committee is the Executive Director of WSSCC. The Secretary will be supported by the WSSCC Secretariat to carry out this function.

3.8 Chairperson

The Chairperson is provided administrative support from the Secretariat in the discharge of their duties. In case where the Chairperson requires additional administrative support other than that provided by the Secretariat, this will be subject to the approval of the Steering Committee.

In addition to the duties as a member of the Steering Committee (see Roles and Responsibilities of Steering Committee, section 3.4), the Chairperson has the following individual duties:

3.8.1 Spokesperson, Advocacy and Communication

- Acts as the principal spokesperson for WSSCC on behalf of the Steering Committee, representing WSSCC's vision, mission and strategic priorities.
- Represents WSSCC in meetings and key public events, liaising with members, partners and the media as required and within the budget parameters.
- Regularly engages with the Executive Director on relevant issues of WSSCC in order to keep the Steering Committee members and external audiences informed.
- Utilizes existing networks within the global water and sanitation community and political and development spaces to advocate for WSSCC and identifies opportunities to build new networks and develop relationships that will contribute to WSSCC's strategic and resource mobilization goals.
- Supports the Executive Director in advocating globally and actively fundraises for WSSCC, making new connections and utilizing existing relationships to increase awareness and funding for WSSCC's mission.
- Ensures ongoing communication between the Steering Committee and the Host Agency.
- Communicates regularly with the Executive Director and a representative of the Host Agency, either in person or electronically, to discuss the smooth running of the organization and delivery against combined functional, financial and administrative performance targets.

3.8.2 Responding to Urgent Matters

- Acts on behalf of the Steering Committee in matters of urgency and ensures that such actions are to be brought to the notice of the Steering Committee immediately thereafter.

3.8.3 WSSCC Steering Committee Meetings

- Chairs all WSSCC Steering Committee Meetings and any other ad hoc mechanism as required, and co-chairs, with the Host Agency, the Donor Accountability Meeting (DAM).
- Encourages active contributions by all Steering Committee members, leading deliberations toward consensus on clear decisions.
- Guides the Executive Director to finalize and approve the draft agenda and any supporting papers prior to circulation to Steering Committee meetings.
- Makes decisions and provides guidance to the Executive Director and Standing Committees outside of Steering Committee meetings, consulting with Steering Committee members where necessary.
- Approves and signs invitations for any special observers to WSSCC Steering Committee Meetings, or any Standing or ad hoc subcommittee meetings, or ad hoc working groups/ task teams.
- Chairs any pre-Steering Committee meetings to apprise SC members in light of the agenda and the decisions required within the meeting.
- Works with the Executive Director to inform Steering Committee members on substantive issues.
- Oversees the streamlined departure and timely replacement of Steering Committee members, in accordance with the agreed election processes (see section 3.2) and the recommendations of the Governance Standing Committee.

3.8.4 Management of the Executive Director

- The Chairperson contributes to the segregated management arrangements of the Executive Director by acting as line manager and oversees the individual's performance of functions; the Host Agency oversees administrative processes.¹⁰
- The functional line management responsibility of the Chairperson for the Executive Director includes but is not limited to:
 - Establish annual key performance indicators.
 - Complete annual performance appraisal of the Executive Director's work as inputs to the Host Agency appraisal system and framework.
 - Liaise with the Executive Director on a regular basis regarding guidance and advice needed in implementing the decisions of the WSSCC Steering Committee.

¹⁰ This includes human resources-related transactions, inputs for performance appraisal and travel approvals in line with semi-annual travel plans approved by the Steering Committee Chairperson, or a designated person.

- Obtain informal inputs from and provide briefing to the Steering Committee on the outcomes of the performance appraisal of the Executive Director.
- Ensures that the Executive Director brings relevant governance issues to the Steering Committee as a whole for guidance and/or resolution.
- Advises the Executive Director on partnership development and matters that require problem- solving and/or strategic decision-making of the WSSCC Steering Committee in relation to partner agencies and stakeholders.
- Reviews the Executive Director travel plans on a semi-annual basis.

3.8.5 Selection of the Executive Director

- The Chairperson of the WSSCC Steering Committee participates as a full voting member of the selection panel for recruitment of the Executive Director.
- On behalf of the Steering Committee and in close consultation with the Governance Standing Committee, the Chairperson:
 - Provides input to the drafting or update of job description/TOR for the Executive Director.
 - Participates in the short-listing of the suitable candidates for the position.
 - Participates in the recruitment panel chaired by the Host Agency and comprising of the majority of members from the Host Agency (ensuring alignment with procedures laid down in the human resource policies and procedures of the Host Agency), one donor representative.
 - Acknowledges all reference checks and endorses the final selection of the successful candidate for the position of Executive Director.

3.8.6 Exceptional Departure of Chairperson

- The Chairperson must advise his/her intention to depart as Chairperson in due time (normally three months) prior to departure, in writing to the Steering Committee and copied to the Executive Director.
- In the case of the sudden departure of the Chairperson, the Chair of the Governance Standing Committee takes over the responsibilities of the Chairperson in an interim capacity until a new Chair is identified (see Section 3.9).

3.9 Acting Chairperson

The Chair of the Governance Standing Committee will serve as the Acting Chairperson. In the absence of the Chair of the Governance Standing Committee, the Chair of the Finance Standing Committee will serve as Acting Chairperson.

- The Acting Chairperson does not have any extra powers except when delegated by the Chairperson. He/she chairs the SC meeting when delegated by the Chairperson in case of the Chairperson's absence, resulting from an inability to attend meetings.

- The Acting Chairperson would also provide leadership support in the Chairperson's absence due to demise, resignation or dismissal. However, this role will remain valid in the interim until the new Chairperson is selected.

3.10 WSSCC Secretariat Support to the Steering Committee

The work of the Steering Committee, including elections, will be supported by the WSSCC Secretariat. The Secretariat's human resources will include an Executive Director who serves as Secretary to the Steering Committee.

3.11 Standing Committees

- The governance structure establishes Standing Committees and allows for ad hoc subcommittees to support and advise the Steering Committee.
- Standing Committee members are appointed by the Steering Committee. The Chairperson of a Standing Committee is always an elected Steering Committee member. The Standing Committee Chairperson reports directly to the Steering Committee Chairperson.
- The Chairperson appoints the Chair of the Finance Standing Committee, which is endorsed by the SC for a two-year renewable term.
- The Steering Committee appoints the Chair of the Governance Standing Committee among amongst the regional elected members (see section 3.1: Composition of the Steering Committee).
- Ad hoc subcommittee members are appointed by the Steering Committee and are always chaired by an elected Steering Committee member. The ad hoc subcommittee Chairperson reports to the Steering Committee Chairperson where applicable.
- Each Standing or Ad-hoc subcommittee shall be composed of a maximum of five Steering Committee members who can be either elected, non-elected, co-opted or serve as ad hoc technical advisors. The composition of Standing or ad hoc subcommittees shall be reviewed every two years by the Steering Committee.
- Non-voting, ad hoc technical advisers may be appointed to subcommittees as needed at the discretion of the relevant subcommittee Chairperson, in consultation with the Steering Committee Chairperson.
- The powers, duties, functions, composition, quorum and other rules of procedure of each Standing or ad hoc subcommittee are set forth in the respective TORs, which shall be approved by the Steering Committee.

3.11.1 Governance Standing Committee¹¹

- The Governance Standing Committee is responsible for supporting the Steering Committee in carrying out its due diligence function related to the healthy development

¹¹ Annex 6: Terms of Reference for Governance Standing Committee.

and operation of WSSCC. Duties of the Governance Standing Committee include but are not limited to the design and oversight of the organization's election processes, including for the Steering Committee and the search and selection of the Steering Committee Chairperson.

3.11.2 Finance Standing Committee¹²

- The Finance Standing Committee is responsible for supporting the Steering Committee in fulfilling its oversight responsibilities in a timely manner in respect of the organization's financial management, risks and control framework, including internal and external audit, and adherence to good standards, practices and ethics. The Finance Standing Committee will draw on data and financial reporting from the Host Agency as required.

3.11.3 Ad hoc Subcommittees

- The Steering Committee may decide to establish ad hoc subcommittees as it deems necessary to assist the Steering Committee or Standing Committees to address specific issues. The Steering Committee will develop specific terms of reference and duration for all ad hoc subcommittees.

4. NATIONAL COORDINATORS

The purpose of the National Coordinator position is to ensure strategic engagement of WSSCC at the country level, in a way that adds value to the WASH sector, makes use of the available programmatic components of WSSCC's strategy and structure and contributes to the achievement of WSSCC's mission, goal, outcomes and outputs.

The National Coordinator role is strategic, rather than implementation-focused. National Coordinators are part of WSSCC's operational structure. The position is a voluntary appointment, to which no rights of employment or automatic remuneration can be accorded. National Coordinators benefit from their link to WSSCC through their increased ability to influence sanitation and hygiene programming and sector coordination, to strengthen advocacy, to access funds, to link up to international campaigns or to otherwise use WSSCC's international profile. The relationship between WSSCC and its National Coordinators is one of mutual benefit and impact for advocacy in regard to sanitation and hygiene, at all levels:

- National Coordinators are appointed by the Executive Director in consultation with partners at the country level. They work in accordance with the specific terms of reference for their position to support WSSCC country engagement to enable Governments and non-State partners to achieve national sanitation and hygiene targets.
- National Coordinators cannot be a member of the WSSCC Steering Committee: if successfully elected to the Steering Committee, he/she must step down from their National Coordinator's role.

¹² Annex 7: Terms of Reference for Finance Standing Committee.

¹³ See Annex 8: Interim Terms of Reference for National Coordinators March 2018-December 2018 (new TOR for National Coordinators is under preparation and will come into effect 1 January 2019).

- The National Coordinators will perform their duties in accordance with the TOR for National Coordinators.¹³

5. DONORS

5.1 Role of Donors at Steering Committee Meetings

- Donors formally represent and constitute the funding sources to WSSCC and attend Steering Committee Meetings as non-voting members, who are consulted in discussions and accept formal decisions unless an objection is formally documented.
- Donors may also recommend relevant technical experts to take part in the Standing Committees and ad hoc sub-committees.

5.2 Donor Accountability Meeting (DAM)

- The Donor Accountability Meeting responds to the demands of donors to ensure a focused strategic dialogue with the leadership of the WSSCC Steering Committee, the senior representative of the Host Agency and the Executive Director on accountability for utilization of donor funds, challenges associated with the delivery of programmes and future opportunities for continued collaboration and partnership. The primary purpose of the DAM is to create a space whereby WSSCC reports annually to current donors on the results of implementing programmes in the reporting year, and in turn achieving WSSCC's strategic targets, contributing to the strategic development priorities of National Governments and attainment of relevant Sustainable Development Goals. In instances where WSSCC is unable to meet its resource requirements and/or is experiencing delays in the utilization of funds, the DAM provides a forum to discuss challenges and agree on strategies to address bottlenecks.
- The DAM is co-chaired by the Chairperson of the WSSCC Steering Committee and the Senior Representative of the Host Agency, and comprises donors, the Chairpersons of the Finance and Governance Standing Committees and the Executive Director, supported by other relevant technical staff from the WSSCC Secretariat and the Host Agency, when needed.
- The agenda is approved by the WSSCC Steering Committee Chairperson in consultation with Donors and the Executive Director, with inputs prepared by the WSSCC Secretariat technical teams and/or the Host Agency. Financial reports are prepared and presented by the Executive Director utilizing inputs provided by the Host Agency. Reports include updates on the disbursement of funds, results achieved and fund distribution and future year priorities and funding opportunities and needs. The Chair of the Finance Committee will also present a summary of WSSCC's financial position.
- Donors are responsible for covering the costs (travel, accommodation) pertaining to their own attendance in the meeting.

- Donor Accountability Meetings are convened by the Chairperson of the Steering Committee, the Host Agency and the WSSCC Secretariat with invitations being issued under the signature of the Chairperson of the Steering Committee.
- Donor Accountability Meetings are held at least once per year in connection with the WSSCC Steering Committee's first meeting of the year.

6. HOST AGENCY

- The Host Agency provides the WSSCC Secretariat with additional administrative, financial, human resources and operational services, particularly in the areas of procurement, contract administration and human resources, to ensure the efficient and effective use of resources, in line with the agreed Hosting Terms. All WSSCC personnel are engaged by the Host Agency and are therefore bound by its relevant rules and regulations.
- All relevant provisions pertaining to the hosting arrangements between the Host Agency and WSSCC are outlined in the Hosting Terms document (UNOPS Hosting Terms)¹⁴. This document is annexed to all donor Contribution Agreements, and thereby serves as the basis of the Host Agency responsibilities and duties to WSSCC Donors.
- Should the Steering Committee, the Donors or the Host Agency determine that this hosting arrangement be amended or brought to an end, the Steering Committee and the Host Agency will provide sufficient notice and cooperate to ensure a smooth transition for WSSCC to another hosting arrangement.
- Should any revision to the Hosting Terms be considered necessary, a review will be undertaken by the Host Agency in consultation with WSSCC, the Steering Committee and the Donors. The results of any such review, including but not limited to any proposed amendments or updates to the Hosting Terms, will be mutually agreed upon between the Host Agency and WSSCC, and be presented to the Steering Committee and Donors for formal endorsement.
- A representative/focal point from the Host Agency is designated to meet regularly with the Chairperson of the Steering Committee and the Executive Director to discuss the smooth running of the organization, including financial accountability and advice, and review of delivery against combined functional and administrative performance targets.

6.1 Hosting Services

Host Agency services include but are not limited to the following activities:

- Financial management (see Financial Management, Chapter 7)
- Human resources support

¹⁴ See Annex 9: Terms of Reference for the Host Agency of the WSSCC.

- Procurement and contract management
- Grant management and administration
- Project management support
- Administrative services (including standard office and travel support)
- Other services, upon request (if available by the Host Agency)

6.2 Host Agency Fee

- The Hosting Terms document includes the fee structure and principle that is agreed and endorsed by the WSSCC Donors and Steering Committee, following review and recommendation from the Governance Standing Committee and Finance Standing Committee at the time of approving the Hosting Terms.

6.3 Standard Operating Procedures (SOPs) ¹⁵

- The WSSCC SOPs outline the agreed operational workflows and procedures for WSSCC's work and the functioning of the WSSCC Secretariat. The SOPs are consistent with the organizational directives and administrative instructions of the Host Agency, including but not limited to internal and external auditing procedures.
- The WSSCC SOPs form an addendum to the Hosting Terms document and are updated on a regular basis as needed.

6.4 Review

The WSSCC Steering Committee (through its Governance Standing Committee and the Finance Standing Committee) has the responsibility to review the Hosting Terms of WSSCC and all its relevant addenda every two years, or as deemed necessary by the Chairperson of the Steering Committee.

7. FINANCIAL MANAGEMENT

The Host Agency has the administrative responsibility for the financial management of WSSCC and is therefore responsible for reviewing the status of the WSSCC accounts and making recommendations to the Executive Director on the measures to be taken to improve the efficiency and effectiveness of operations. The Host Agency will in turn discuss with the Finance Standing Committee and then report to the WSSCC Steering Committee.

¹⁵ See Annex 10: WSSCC Standard Operating Procedures - Best Practices and Simple Tools.

7.1 Responsibilities of the Host Agency

The Host Agency is responsible for the following financial management activities:

- Maintaining a financial management system to reflect transactions related to the implementation of WSSCC workplans. Collating and managing data regarding funds received from donors within a central database and making that data available to the WSSCC Secretariat and the WSSCC Steering Committee and its Finance Standing Committee.
- Monitoring expenditures to ensure funding is spent for the intended purpose, in accordance with the signed agreements and Steering Committee approved workplans and budgets.
- Monitoring the resources available in the WSSCC accounts, cash flow projections and making recommendations to the Executive Director, who in turn advises the Finance Standing Committee, and the WSSCC Steering Committee on funding status and resource mobilization needs.
- Maintaining full fiduciary responsibility and accountability for receipt, disbursement and reporting of all financial resources provided by donors under respective contribution agreements.
- In coordination with the WSSCC Directorate and Finance, advising the allocation of funds to ensure a sustainable cash flow.
- Advising on how to engage in multiyear contractual commitments and other financial planning which would impact longer-term cash flow.
- Preparing certified financial reports and statements (see Financial Reporting, section 7.3).

7.2 Financial Standards

Financial management of WSSCC, as carried out by the Host Agency, is undertaken in accordance with the Host Agency's financial regulations and rules, and in line with International Public Sector Accounting Standards (IPSAS).

7.3 Financial Reporting

- The Host Agency will provide data inputs and support for the financial reporting to the WSSCC Steering Committee and to Donors, which is the responsibility of the Executive Director.
- Financial reports are first reviewed by the Finance Standing Committee prior to being tabled to the WSSCC Steering Committee for approval and use in other internal or external forums.

- Financial reporting to donors must comply with the terms of the signed Contribution Agreement.
- Financial reports, including Certified Annual Reports, are prepared in accordance with the reporting standards and formats of the Host Agency, inclusive of the narrative description that outlines the progress of activities and the impact and sustainability of results.

8. DELINEATION OF RESPONSIBILITIES ¹⁶

8.1 Host Agency

- At the strategic level, the Host Agency engages through its Regional Director and Deputy Director, Geneva office. Regular exchange between the Host Agency representatives, the Executive Director and the Chairperson of the Steering Committee will support continued clear delineation of responsibility and collaboration in the interest of attaining WSSCC's strategic priorities.

8.2 WSSCC Secretariat ¹⁷

The WSSCC Secretariat is responsible for implementing all aspects of WSSCC's work, in accordance with annual workplans and budgets. The Secretariat is led by the Executive Director. The WSSCC workplans and budgets aim to highlight organizational priorities to coordinate the support the Secretariat provides to implement the Strategic Plan.

The Directorate and Finance and Operations Unit provide the ultimate overview and basis for funding decisions and allocations to be taken by the Executive Director, with the Finance Standing Committee assigned the oversight role.

The WSSCC Secretariat provides administrative, logistical and secretarial support to the Chairperson, Vice Chairperson, Chairs of the Standing Committees and ad hoc subcommittees.

The WSSCC Secretariat provides first line support and oversight to National Coordinators and other country-level partners. This includes engagement and country strategies and development of country programmes.

8.3 Executive Director ¹⁸

The Executive Director provides overall management and leadership to the WSSCC Secretariat, and is responsible for the administration, guidance and direction of WSSCC's work. The

¹⁶ In the interest of clarity on the roles and responsibilities between the Host Agency and WSSCC Secretariat, a dedicated Roles Matrix is constituted as part of the Standard Operating Procedures (SOP) Annex.

¹⁷ Annex 11: WSSCC Secretariat Organigramme.

¹⁸ See Annex 12: Terms of Reference for WSSCC Executive Director.

Executive Director is responsible for formal communication and reporting lines between WSSCC personnel and the Steering Committee.

In accordance with the Host Agency specifications, the Executive Director reports to the Chairperson of the WSSCC Steering Committee on substantive matters and to the Host Agency on administrative matters.

In managing the WSSCC activities, the Executive Director follows the Host Agency's financial and human resources regulations and rules and is responsible for the execution of WSSCC's strategy in accordance with the Steering Committee-approved annual workplans and budgets.

The Executive Director will uphold the United Nations values and may obtain the relevant delegations of authority from the Host Agency, subject to Steering Committee approval, to allow him/her to execute WSSCC's strategy, in accordance with the approved workplans and budgets.

In case of a premature departure of the Executive Director, the Steering Committee will appoint an Officer-in-Charge/Interim Executive Director who normally will be the highest-ranking member of the Senior Management Team.

8.3.1 Duties and Responsibilities

The Executive Director is a staff member of the Host Agency and is contractually required to work in accordance with the duties detailed in the job description for the position, as established by the Host Agency.

The Executive Director serves as the principal executive officer of WSSCC, in accordance with the rules and regulations as outlined in this WSSCC Governance Guidelines and upon the terms prescribed by the Steering Committee.

In doing so, the duties of the Executive Director are to:

- Provide assistance to the Steering Committee on setting policies and strategies for WSSCC.
- Implement the decisions made by the Steering Committee.
- Provide clear and effective management leadership within the Secretariat, carrying out day-to-day management of the WSSCC, and specific duties and responsibilities assigned to him/her by the Steering Committee.
- Being functionally accountable to the Steering Committee through the Chairperson, keeping the Chairperson informed of all major developments, and seeking the guidance of the Chairperson in advance of major issues.
- Being administratively accountable to the Host Agency in accordance with the Hosting Terms and the Standard Operating Procedures (SOP).
- Provide strategic leadership and accountability for all WSSCC's activities carried out by its Secretariat and by its members acting in its name.

- Represent WSSCC in external settings, meetings, conferences, inter alia.
- Ensure appropriate consultation with, and information to, all WSSCC Members and Personnel.
- Present progress on performance, reporting against approved results framework of the strategic plan and targets of biennium workplan and budget, and annual workplans.
- Prepare biennium workplans and budgets for Steering Committee approval.
- Ensure that WSSCC has sufficient resources for its agreed activities, supervising proper use of those resources, and proactively seeking diverse funding opportunities.
- Ensure, in coordination with Steering Committee, that a protocol, approved by the Host Agency and acceptable to the Steering Committee, for communications and feedback mechanisms between WSSCC Personnel and the Steering Committee, is established and operationalized.
- Maintain relations with Donors, harmonizing funding requests with evaluations and the development of medium-term strategic plans.

The Executive Director meets regularly with the Chairperson of the Steering Committee and a representative of the Host Agency to discuss smooth running of the organization and will proactively report on any emerging issues or concerns.

8.4 Senior Leadership Team (SLT)

The Senior Leadership Team is established by the Executive Director based on the unit/department heads and most senior managers of WSSCC.

The Senior Leadership Team is responsible for overseeing the implementation of the WSSCC strategies and workplans, under the overall leadership of the Executive Director. The Senior Leadership Team delegates responsibility and authority to WSSCC Personnel in order to enhance efficiency and effectiveness.

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