

GATES FOUNDATION REVEALED:

How we work, and how we partner with ADB

ADB-Gates Foundation Learning Week, Day 2

2nd December 2020

Dr. Roshan Shrestha, Deputy Director

With Gates Foundation WSH Team

WSH TEAM STRATEGY



WSH VISION

Enable widespread use of safely managed, sustainable sanitation services, contributing to positive health, economic, and gender equality outcomes for the world's poorest.

INITIATIVES



TRANSFORMATIVE
TECHNOLOGIES &
COMMERCIALIZATION



MEASUREMENT,
EVIDENCE &
DISSEMINATION FOR
SCALE



URBAN SANITATION
MARKETS



POLICY &
ADVOCACY

Strategy Overview Brief here:

<https://www.gatesfoundation.org/What-We-Do/Global-Growth-and-Opportunity/Water-Sanitation-and-Hygiene>

WSH STRATEGY OVERVIEW

2025 KEY OUTCOMES

VISION

Through partnerships, fundamentally transform the sanitation sector to reach **universal use of sustainable sanitation**, contributing to better health, economic, and gender equality outcomes for the world's underserved

THEORY OF CHANGE

(MAJOR REQUIREMENTS FOR SANITATION TRANSFORMATION)

- Political will to transform sanitation, at highest levels of government
- Accountable institutions with suitable policies, regulations and frameworks in place
- Cultural and social acceptance & demand for toilet usage and FSM
- Women and girls' needs prioritized
- Human-centered design
- Sufficient funding dedicated at all levels
- Capability & capacity to provide quality services across the FSM value chain
- Means to accurately monitor
- Existence of transformative, low cost, off grid sanitation technologies
- Sustainable business & service models for utilities & the commercial sector to provide at scale

FOCUS AREAS

(SUCCESS REQUIRES ALL OF THESE & THEY ARE INTERDEPENDENT)

AGENDA SETTING

INSTITUTIONAL & REGULATORY FRAMEWORKS

USER ENGAGEMENT

CAPACITY TO DELIVER & MONITOR

INNOVATION

THEORY OF ACTION

(OUR BODIES OF WORK)

- Policy definition & uptake
- Align donor support & funding for CWIS
- Inspire global uptake of evidence & best practices
- Identify service & financing mechanisms
- Demonstrate and replicate CWIS models
- Gender mainstreaming
- Build consumer demand
- Optimize donor CWIS investments
- Build capacity for CWIS
- Enhance SDG 6.2 Measurement
- Invent innovative technologies (RT, OP, OI)
- Commercialize with private sector
- Stimulate early adoption & market development
- Define global standards

1

SURT AVAILABILITY IN LAUNCH MARKETS

At least 1 SURT* for sale for appropriate wiper/washer/ dry/flush combination in China, India & S. Africa

2

SURT AFFORDABILITY

At least 1 SURT* that is commercially available has credible plans towards reaching \$.05/person/day

3

OP & MURT GA UNITS OPERATIONAL

X small OP, x large OP and x MURT* global access units in operation

4

GENDER (TBD)

5

PARTNER CAPACITY & SUSTAINABILITY

Key anchor partners in our focus countries (4 in India, 4 in Senegal/West Africa, 3 in Bangladesh) have high capacity for sanitation service delivery & sustainable operating models

6

FSM SCALE IN FOCUS COUNTRIES

India, at least 500 FSTPs operational & 200 WWTPs co-processing fecal sludge; Bangladesh at least 75 FSTPs operational; Senegal 26. At least half of operational FSTPs operating at 50+% capacity Ain each country

7

DATA GAPS FILLED

Major data gaps are filled, including a) SDG 6.2 indicators b) Domestic financing (India, B'desh & 80% of SSA population for both a & b); c) International funding (6 DFIs) and d) Equity Dashboard (7 countries)

8

MULTI- AND BI-LATERAL FUNDING & MONITORING

WB, AfDB, ADB, AfDF meet or exceed their RTE CWIS funding commitments (including adopting monitoring frameworks to demonstrate it); add at least 3 new funders and an incremental \$4B

9

POLICY & CWIS PRINCIPLE IMPLEMENTATION

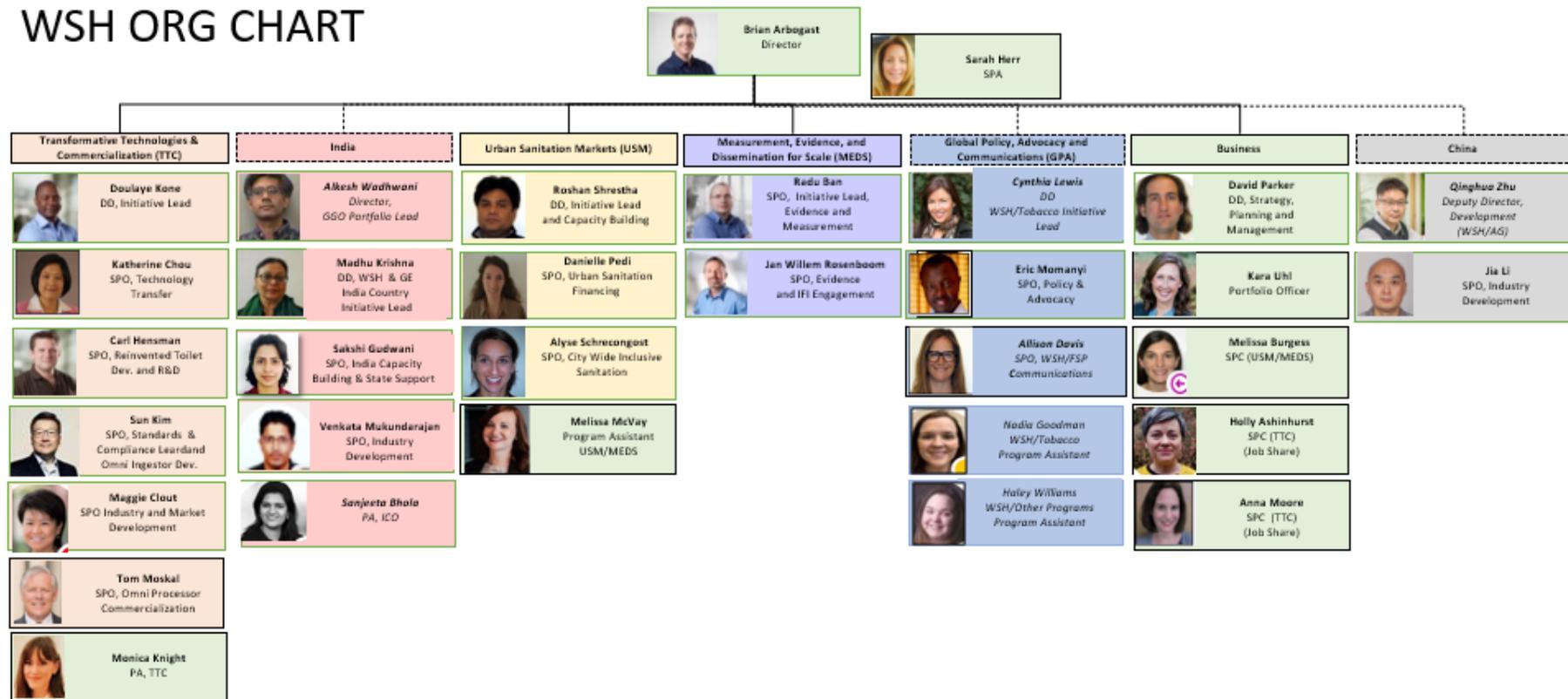
At least 7 countries and 5 Indian states have adopted inclusive sanitation policies* and have begun implementation

10

CWIS CITY ACHIEVEMENT & REPLICATION

7 of 8 CWIS cities achieve their safely managed sanitation targets; 100 cities initiating replication in the three focus countries

WSH ORG CHART



Supporting business partners



Italicized: not full time on WSH

Primary position focus is included with title, but does not represent full scope of responsibilities

GATES FOUNDATION 'MODUS OPERANDI': HOW WE WORK IN ASIA AND BEYOND

HOW WE WORK



We are a small team responsible for managing a large number of grants



We have small teams in India and China; we do not have country presence in other countries



We rely on grantees & partners for implementation; we care most about outcomes, not activities/outputs



We do not need any recognition; we do not encourage our partners to use our logo



We are 'impatient optimists'

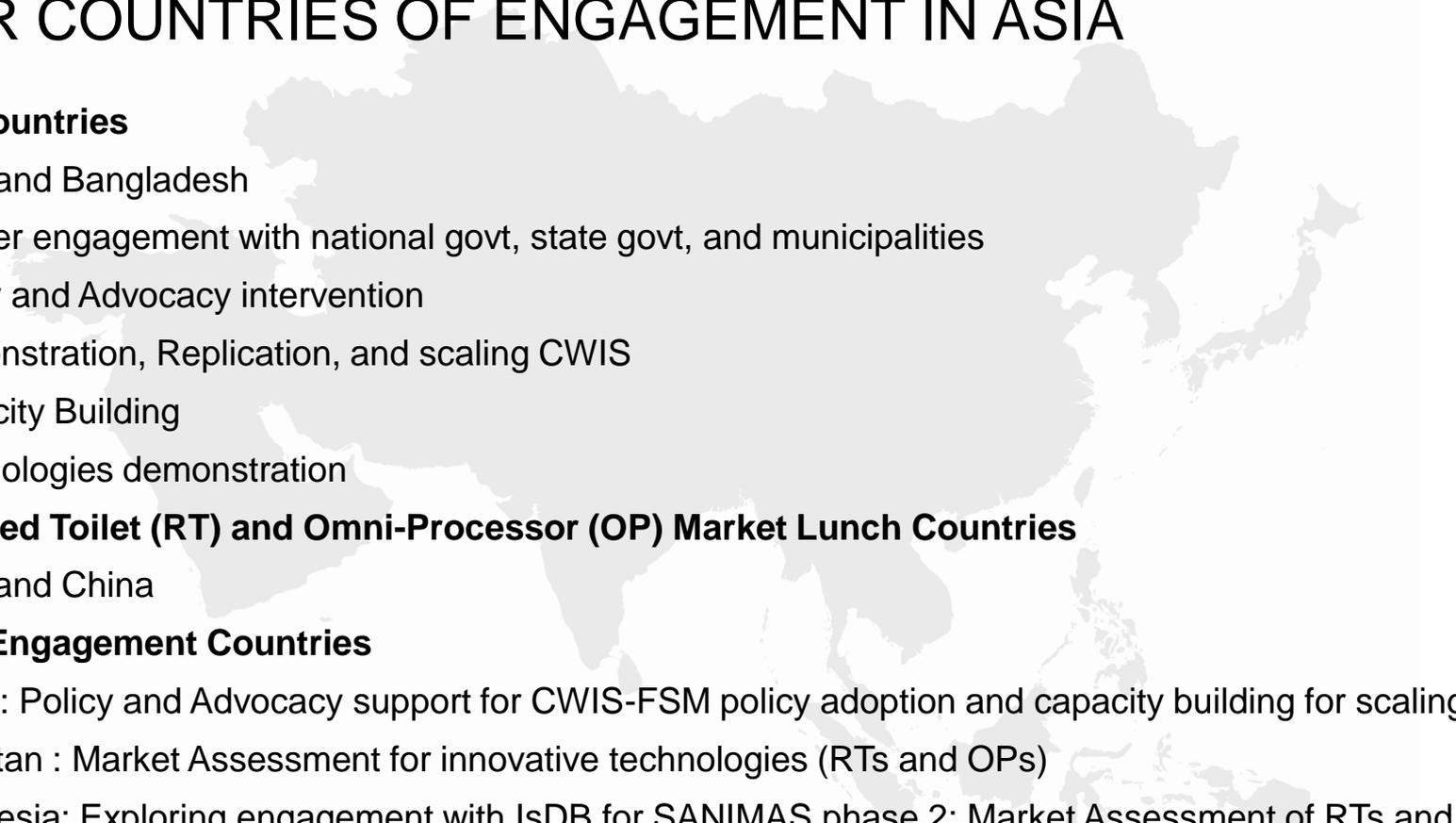


We take risks and encourage our partners to consider the same



We believe in innovations, and we support a change from doing 'business as usual'

OUR COUNTRIES OF ENGAGEMENT IN ASIA



Focus Countries

- India and Bangladesh
- Deeper engagement with national govt, state govt, and municipalities
- Policy and Advocacy intervention
- Demonstration, Replication, and scaling CWIS
- Capacity Building
- Technologies demonstration

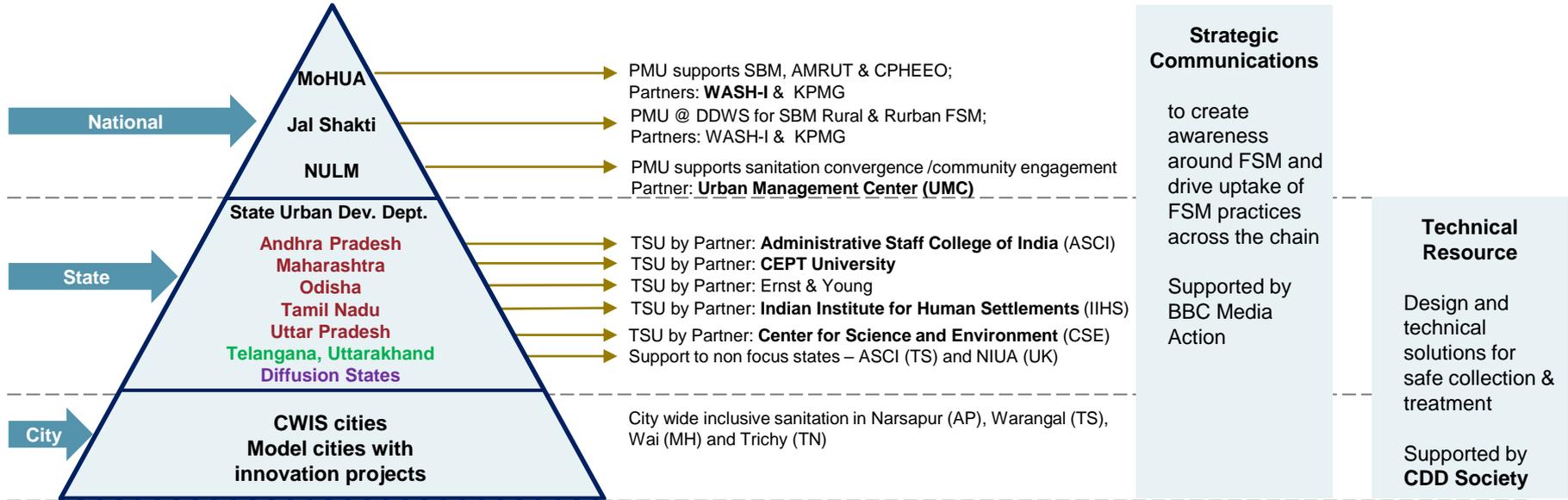
Reinvented Toilet (RT) and Omni-Processor (OP) Market Launch Countries

- India and China

Limited Engagement Countries

- Nepal: Policy and Advocacy support for CWIS-FSM policy adoption and capacity building for scaling
- Pakistan : Market Assessment for innovative technologies (RTs and OPs)
- Indonesia: Exploring engagement with IsDB for SANIMAS phase 2; Market Assessment of RTs and OPs

WSH India: Operational structure and engagement with key government, grantee partners and platforms



Strategic Communications

to create awareness around FSM and drive uptake of FSM practices across the chain

Supported by BBC Media Action

Technical Resource

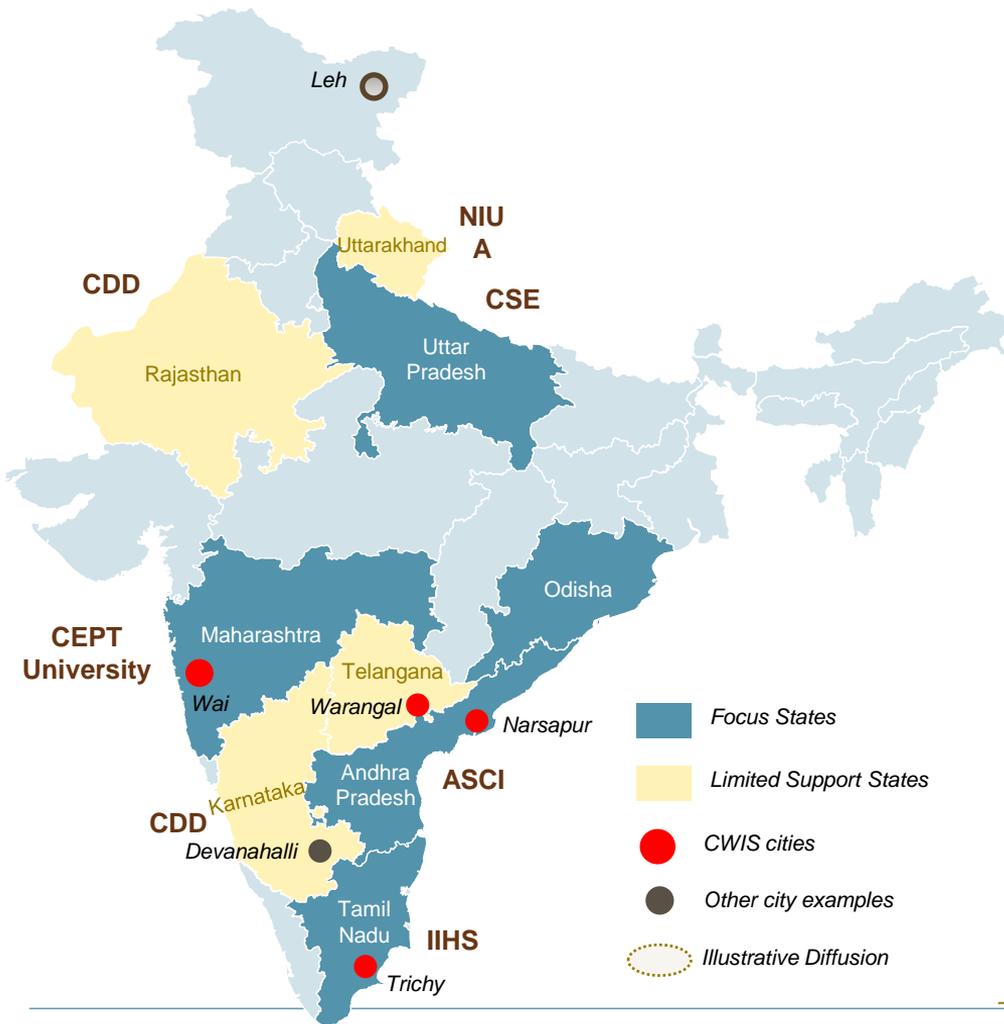
Design and technical solutions for safe collection & treatment

Supported by **CDD Society**

MULTI STAKEHOLDER ENGAGEMENT PLATFORMS

- India Sanitation Coalition (hosted at FICCI)
- National FSSM Alliance (supported by **Dasra**)
- BMGF WSH Partners' Collaborative Platform (supported by Dasra)
- Sanitation Capacity Building Platform (supported by **National Institute of Urban Affairs**)

WSH INDIA - PATH TOWARDS SCALE: INSTITUTION BUILDING



Diffusion through the PMU @ Central Ministry: by WASH Institute

Anchor Partners:

- **ASCI:** Administrative Staff College of India
- **IIHS:** Indian Institute for Human Settlements
- **CSE:** Center for Science and Environment
- **CDD Society:** Consortium for DEWATS Dissemination Society
- **CEPT University:** Centre for Environmental Planning & Technology

Organizations that support diffusion:

- *WASH Institute – technical assistance provider at national level*
- *Dasra – partner network platform for cross learning*
- *National Institute for Urban Affairs (NIUA): capacity building platform*



CWIS-FSM SUPPORT CELL | DRIVING SUSTAINABLE INCLUSIVE SANITATION



LGD

NATIONAL COORDINATION COMMITTEE (NCC)

CHAIR

HON. Md TAJUL ISLAM
Minister, Ministry of Local Government,
Rural Development & Cooperative

VICE-CHAIR

Md HELAL UDDIN AHMED
Sr Secretary, Ministry of Local Government,
Rural Development & Cooperative

CWIS / FSM SUPPORT CELL - DPHE (SECRETARIAT FOR NCC)

CHAIR / CEO

MD SAIFUR RAHMAN
Chief Engineer, DPHE

CWIS-FSM SUPPORT CELL - DPHE

CO-CHAIR, SE

MD. SHAFIQUH HASSAN
DPHE

NGO Partners
TA HUB
ITN BUET
Bangladesh
Municipal
Association

National Partners



World Bank
ADB, IsDB,
JICA
Other
development
partners
(Unicef,
UNDP, etc.)

Dev Partners

DISASTER MANAGEMENT UNIT - DPHE

CWIS-FSM CITIES SUPPORT UNIT (C-FCSU)

TECHNICAL
SUPPORT

TECHNOLOGY
EVALUATION

FINANCIAL
RESOURCE
PLANNING, MGMT

STRATEGY,
PLANNING
& MARKETS

COO
ABDULLAH AL-MUYEED

TECHNICAL
EXPERT

SUMAN KANTI NATH

FINANCE / ECONOMIST
EXPERT

EXPERT

Dotted line of responsibility - Collaboration between the two units as appropriate

CROSS-CUTTING FUNCTIONAL AREAS Joint Responsibility with Individual Performance Indicators

CAPACITY
BUILDING
CB-HUB
ITN-BUET

MONITORING &
EVALUATION
DPHE
M&E Expert

IEC/
BCC
SANJOY
MUKHERJEE

GENDER
MAINSTREAMING
RIFAT BINTE
JHA

SUPPORTED BY TA-HUB

DISASTER - CLIMATE CHANGE SUPPORT UNIT (DCCSU)

DISASTER
MANAGEMENT

CLIMATE
CHANGE
MANAGEMENT

COO
SHAILA SHAHID

DRR / CC
EXPERT
**AFTABUZZAMAN
KHAN**

GENDER
EXPERT
**RIFAT BINTE
JHA**

Supported by





GOAL: To support the Government of Bangladesh in achieving **SDG 6.2** – access to adequate and equitable sanitation and hygiene for all; including **scaling City-wide Inclusive Sanitation (CWIS)** facilitating private sector participation by enhancing coordination between the private and public sector players, improving fecal sludge management and paying special attention to the needs of women and girls and those vulnerable



2021

CWIS REPLICATION INITIATED IN ADDITIONAL
5 PAURASHAVAS & 1 CITY CORPORATION

POLICY, ADVOCACY & COMMUNICATION

- Engage GOB through CWIS/FSM Cell at DPHE for scaling CWIS
- Strengthen partnerships with Municipal Association & FSM Network for National & local advocacy and awareness
- Support in implementation of CWIS-FSM National Action Plan

CAPACITY BUILDING

- Enhance knowledge around CWIS & FSM to officials from DPHE, LGIs & private sector through customized training, peer to peer learning & exposure visits

FINANCING FOR CWIS and FSM

- Support integration of CWIS in all IFIs (ADB, WB, IsDB and JICA) projects and replication of CWIS initiated in the cities.
- Integration of RTs and OPs in their investment

MEASUREMENT, EVIDENCE & DISSEMINATION

- Track progress in 4 CWIS cities (Khulna; Khustia, Jhendaidah, & Faridpur) & develop guidelines / best practices
- Develop National level CWIS monitoring framework with credible indicators disaggregated by gender & socio-economic status and establish IMIS



2022

CWIS REPLICATION INITIATED IN ADDITIONAL
15 PAURASHAVAS & 2 CITY CORPORATIONS

POLICY, ADVOCACY & COMMUNICATION

- Support in implement the national level communication strategy
- Continue support in implementation of IRF as per National Action Plan

CAPACITY BUILDING

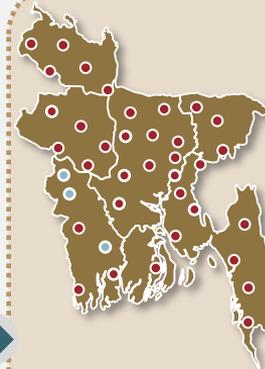
- Continued Capacity Building of key officials from govt, LGIs and private sectors
- Produce knowledge products as per field experiences, integration into the cap building program and communication campaign

FINANCING FOR CWIS and FSM

- Continue replication of CWIS in IFIs projects and increasing infrastructures for FSM
- New investment for CWIS aligned projects approved that also includes investment for RT and OPs

MEASUREMENT, EVIDENCE & DISSEMINATION

- Established National Level IMIS and track the progress
- Continuously develop knowledge products for sharing and learnings



2023 - 2025

END OF 2025
50+ CITIES
(ALL ADB, WB, ISDB CITIES) TO REPLICATE & MAINSTREAM CWIS

POLICY, ADVOCACY & COMMUNICATION

- Institutionalized policy, regulation at all level and govt and LGIs to continue its implementation

CAPACITY BUILDING

- Continued Capacity Building & awareness raising through the established system

FINANCING FOR CWIS and FSM

- Continue replication of CWIS in IFIs projects and increasing infrastructures for FSM
- New investment for CWIS aligned projects approved
- Increased demand for RT and OPs

MEASUREMENT, EVIDENCE & DISSEMINATION

- Capture learnings and impact from the towns
- Track the approval of NAP and its implementation

REVOLUTION IN BANGLADESH'S WSH SITUATION THROUGH CWIS INTEGRATION

ADB RELATIONSHIP: WSH TEAM, GRANTEES, PARTNERS & EXPERTS

WSH TEAM



ROSHAN SHRESTHA
ADB – BMGF Relationship
Manager; & Non-India Focal
Point



DANIELLE PEDI
LEAD Urban Sanitation Finance



SAKSHI GUDWANI
BMGF India Focal Point

GRANTEES & PARTNERS

INDIA

CAPACITY
BUILDING 
National Institute of Urban Affairs

 **WASH Institute**
Water, Sanitation and Hygiene Institute
National TA support

ANDRAPRADESH
TELANGANA

Administrative Staff
College of India

TAMILNADU

iihs
INDIAN INSTITUTE FOR
HUMAN SETTLEMENTS

UTTAR PRADESH

CSE

 Consortium for
DEWATS
Implementation
Society
Resource partner

MAHARASTRA
CEPT
UNIVERSITY

BANGLADESH & SOUTH ASIA

TA HUB - DHAKA

DerCon
Leading Today for Tomorrow

TA HUB PARTNER
(KATHMANDU)



DPHE – CWIS FSM CELL



CAPACITY BUILDING PARTNERS
 **ENPHO**
Creating Eco Societies
NEPAL  **ITN-BUET**
Center for Urban Supply and Water Management
BANGLADESH

NGOs

Practical ACTION  **SNV**

 **IWM**
International Water
Management Institute  **UPM**

 **WaterAid**

UN AGENCIES



UN HABITAT
FOR A BETTER URBAN FUTURE



SENIOR EXPERTS



NEELIMA THOTA



DORAI NARAYANA

DAVE ROBBINS

MARKET ENTRY:

TRANSFORMATIVE TECHNOLOGIES

TRANSFORMATIVE TECHNOLOGIES: 3 SUB-PORTFOLIOS

REINVENTED TOILET



Single-unit (SURT)



Multi-unit (MURT)

OMNI INGESTOR



OMNI PROCESSOR



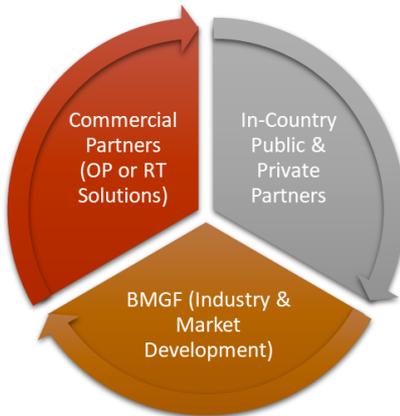
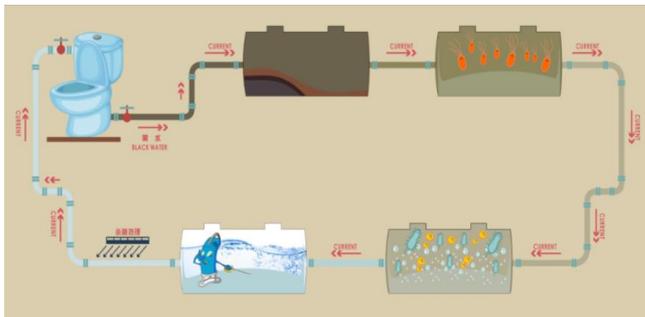
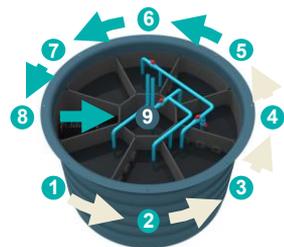
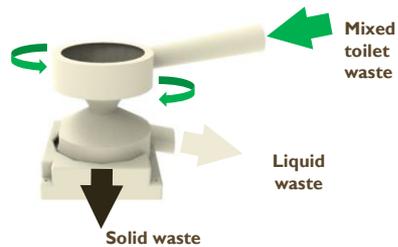
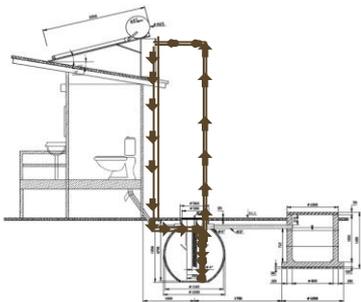
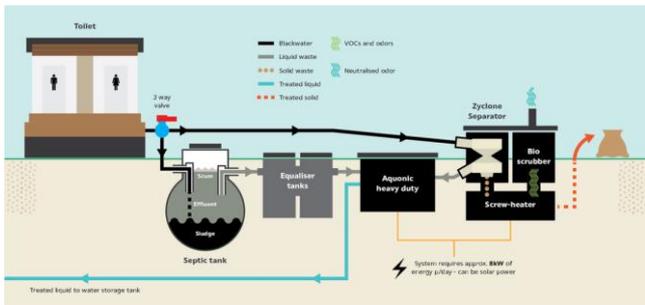
Household scale

Multi-unit scale

Pumping and processing



TECHNOLOGY DEVELOPMENT AND MARKET ENTRY IN ASIA



Technology Category	Commercial Supplier	Product Status
Omni Processor	CRRC (China)	Ready for market
	Ankur (India)	Ready for market
	Sedron (USA)	Ready for market
	Biomass (USA)	Ready for market
	Kalyani (India)	Technology licensed
Multi-Unit Reinvented Toilet	Clear (China)	Ready for market
	SCG (Thailand)	Ready for market (liquid)
	EnvironLoo (South Africa)	Technology licensed
Single-Unit Reinvented Toilet	Eram (India)	Technology licensed
	Huatie (China)	Technology licensed
	Rossi (South Africa)	Technology licensed
Peripheral Technology	Firmenich (malodor blocker)	Ready for market
	EOOS (urine trap FE)	Ready for market
	Envirosystem (EnviVac air flush FE)	Ready for market
	Laufen/Roca (water saving interface)	Ready for market

SHIFTING TOWARDS CITYWIDE INCLUSIVE
SANITATION (CWIS):

WHAT WE ARE LEARNING SO FAR

THE FUTURE: CITY WIDE INCLUSIVE SANITATION

We aim to achieve the following outcomes for sustainable changes in sanitation management:



EVERYONE BENEFITS from safe services and public investment equitably, with a focus on reaching the poorest



GENDER & SOCIAL EQUITY are designed into planning, management, monitoring



Human waste is **SAFELY MANAGED ALONG THE SANITATION CHAIN**, starting with containment



Authorities operate with a **CLEAR, INCLUSIVE MANDATE, PERFORMANCE TARGETS**, resources, and accountability



Authorities deploy **RANGE OF HARDWARE, FUNDING & BUSINESS MODELS** to meet goals



Comprehensive long-term planning **FOSTERS INNOVATION, PRO-POOR FINANCING**; informed by analysis of needs, resources



POLITICAL WILL & accountability incentivizes improvements in capacity, leadership, outcomes

GATES FOUNDATION CWIS FRAMEWORK: Promoting a Public Service Approach



CORE CWIS OUTCOMES



EQUITY

Services reflect fairness in distribution and prioritization of service quality, prices, deployment of public finance/ subsidies



SAFETY

Services safeguard customers, workers and communities from safety and health risks by reaching *everyone* with safe sanitation



SUSTAINABILITY

Services are reliably and continually delivered based on effective management of human, financial and natural resources



CORE CWIS FUNCTIONS

RESPONSIBILITY

Authority(s) execute a clear public mandate to ensure safe, equitable and sustainable, sanitation services for all

ACCOUNTABILITY

Authority's(ies)' performance against mandate is monitored and managed with data, transparency, and incentives

RESOURCE PLANNING & MANAGEMENT

Resources—human, financial, natural, assets—are effectively managed to support execution of mandate across time/space

BUILDING BLOCKS FOR CWIS AT SCALE



CITY WIDE INCLUSIVE SANITATION (CWIS)
AT SCALE

PLATFORMS FOR REPLICATION; INSTITUTIONAL, POLICY & REGULATORY ENVIRONMENT

USM 1
DEMONSTRATE &
REPLICATE CWIS MODELS

Demonstrate, in archetype locations, building systems for inclusive, equitable and sustainable sanitation services



USM 2
INFLUENCE URBAN
SANITATION FINANCING

Support a shift in financing and operational priorities towards scaled adoption of CWIS and innovation that reaches the poor.



USM 3
DEVELOP MARKETS FOR
INNOVATIVE SANITATION TECH

Create market for transformative sanitation technologies by adoption of standards and demonstration of inclusive service and business models



USM 4
BUILD CAPACITY FOR
FSM/CWIS IMPLEMENTATION

Develop knowledge and expertise on FSM/CWIS amongst sanitation professionals, policymakers and other stakeholders



PAC
DEVELOP & STRENGTHEN
SANITATION POLICY
ENVIRONMENT

Develop and disseminate ASPG and support implementation in 'early adopter' countries. Strengthen regional platforms



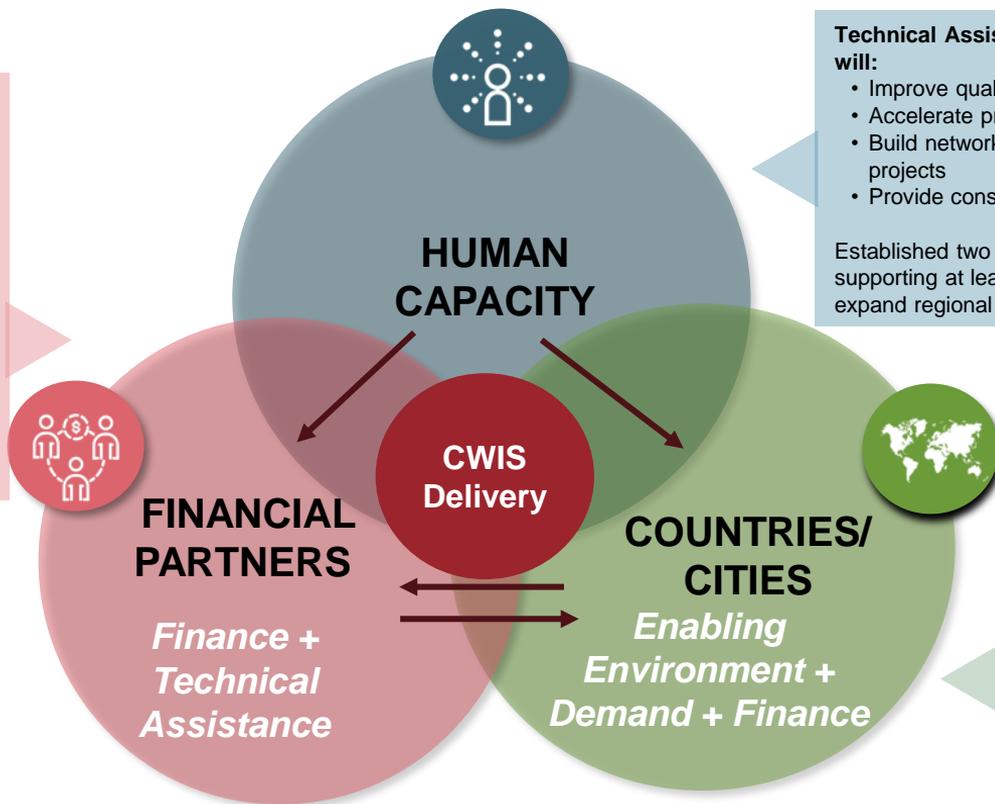
MEASUREMENT, EVALUATION AND DISSEMINATION, FOR SCALE (MEDS) CROSS-SUPPORT

WHAT WILL IT TAKE TO SCALE CWIS: OUR STRATEGY

Direct engagement with key DFIs in order to:

- Secure funding commitments and alignment with CWIS principles (including \$2.5B announced at RTE)
- Influence shifts in internal processes & incentives and provide enhanced skills & capacity for operational staff
- Align on key metrics, tools, knowledge sharing, and co-financing opportunities

Goal: Priority donors double funding for CWIS by 2025 with improved quality of implementation



Technical Assistance Hubs & related capacity investments will:

- Improve quality of project preparation and implementation
- Accelerate project cycle timelines & remove pain points
- Build networks of qualified and experienced firms to bid on projects
- Provide consistent metrics and knowledge sharing

Established two hubs to serve SSA and South Asia, initially supporting at least 3 projects while developing regional expertise; expand regional training & peer-exchange networks

'Follow the money' to influence demand at scale:

- CWIS embraced by all levels of government as a viable, long-term solution for urban sanitation service delivery
- Appropriate institutional frameworks, policies and domestic funding allocated for sustainability
- Scale achieved through networks & advocacy platforms
- Direct investment in 8 cities and 3 focus countries to demonstrate what good looks like

Goal: CWIS replication in at least 10 countries by 2025

WHAT WE ARE LEARNING SO FAR FROM **COUNTRY WORK**



COUNTRY ENGAGEMENT

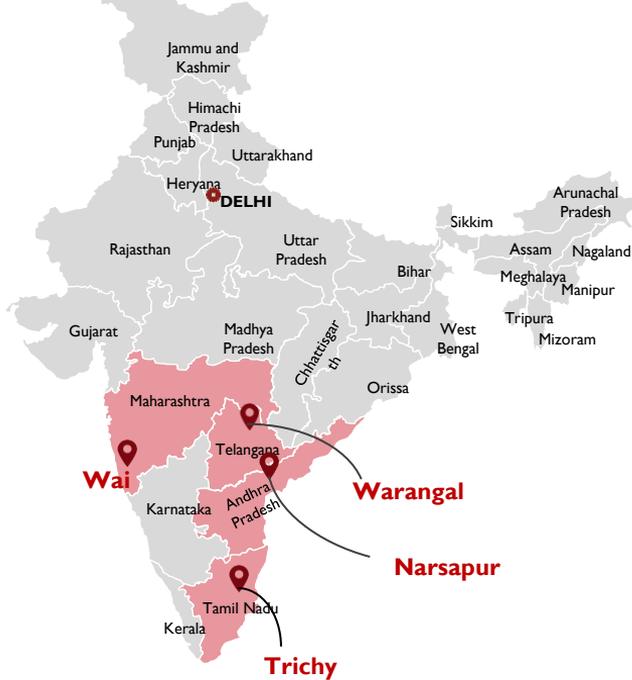
- Policy change does not drive change alone, the systems, budgets and human resources need to be in place
- Financing and infrastructure require a commensurate focus on service delivery systems
- Few countries have the institutional and regulatory framework (IRF) to incentivize provision of inclusive sustainable services
- Capacity gaps at all levels are real and pervasive; progress will be difficult without addressing this – and capacity development takes time
- Investments in national-level ‘systems’ or ‘soft’ infrastructure is needed for projects results to sustain and scale: e-governance, integrated MIS systems, IRF and capacity building of implementers
- Utility and municipal governance change management takes time – human resource capacity & internal structure and financing are huge endeavors that can be very difficult
- Political economy matters: not just about technical capacity, but also incentives, systems, data/evidence and **ADVOCACY** to ‘change hearts and minds’

CWIS CITY PORTFOLIO

ASIA



INDIA



BANGLADESH



AFRICA



WHAT WE'RE LEARNING SO FAR: CWIS CITIES



FUNCTIONS

- **Urban Sanitation Mandates** are sewer-limited, unclear, or decoupled from performance expectations and finance
- **Municipalities are rarely financed or incentivized** to improve service levels or coverage; may not have sufficient autonomy to hire, generate revenue to organize inclusive public sector service
- **Municipal governance reform** may determine limits and opportunities for sanitation system-strengthening
- **Performance Accountability systems, generally, do not exist** for municipalities, are not applied to NSS for utilities, **are not backed** by measurement systems when applied
- **Civic engagement needs to be built into institutions** to support behavior change, comm engagement, and reinforce transparency
- **Financing decisions and outcomes still political, opaque, unaligned, inequitable**; decision process transparency and clarity requires clear mandates and performance data
- **State/National Systems** that clarify mandates, establish accountability systems, and tie finance to policy priorities, are required if city-level project gains are to be sustained or replicated



OUTCOMES

- **On-site upgrading does not scale or reach the poor** with behavior change and marketing alone. Subsidies are required for safe, inclusive containment & connections
- **Services do not reach LICs** without meaningful and enforced incentives; different private sector engagement approaches are required to reach LICs
- **Formalizing emptying services does not guarantee safe emptying jobs**. Inappropriate/missing PPE gear, manual emptying, manual trash, broken/poorly designed mechanized equipment prevail if workers' labor rights are not actively protected
- **Integrated NSS/SS planning**, service coordination, finances can improve efficiency and accountability
- **Measurement & monitoring approaches** are unharmonized, but often expensive project-based monitoring fills data gaps in lieu of investing in monitoring systems for improved governance
- **Private sector finance** is available if gov't actively structures demand and addresses payment risk; this is required at all stages of 'value chain'



INNOVATIONS

- **City/Utility IMIS** can improve city services; requires training, software integration, time. Success greater if integrated into national accountability/planning requirements (NWASCO/Lusaka, DPHE/Jhenaidah)
- **Decanting stations** for fecal sludge/septage reduce travel, costs, infrastructure redundancies; ease private sector engagement, safety (Trichy/Lusaka)
- **City-scale revenue** using "payment commitment" devices like levies, property taxes, bundled tariffs are necessary for inclusive services, but insufficient for on-site upgrades or services; strengthens municipal incentives but difficult to tie to performance (Wai, Lusaka, Khulna)
- **Hardware is costly** for dense, unplanned, highwater areas, SS or NSS; no escaping long term gov't investment (Kampala, Warangal, Khulna, Dakar)
- **Revenue from reuse** possible but no breakeven opex outside orchestrated projects (all cities)
- **Gender training** req'd across city/utility departments; gender mainstreaming in all service engagements (Khulna, Warangal, Trichy)

WHAT WE ARE LEARNING SO FAR WITH DFI INVESTMENTS



DFI INVESTMENTS and PARTNERSHIPS

Country Engagement & Modus Operandi

- Upstream work (awareness, capacity building, client demand creation, knowledge) is crucial but not sufficient; clear links needed between policy/enabling environment strengthening and projects – country enabling environment is key
- We can't change everything – aim to FOCUS on what we care about most: '% poor with safely managed services'
- Our optimism can get the better of us; must openly discuss/agree on realistic timelines, especially for systems change goals
- It helps to structure teams and focal points at sub-regional level & prioritize countries of focus: Gates team is small, we can work more efficiently if we focus on shared geographies & comparative advantages

Systems Change

- Measurement and data matters: If we can't measure it, we can't manage it (accelerating SDG 6 will require creativity)
- We must work from within to change the sector: Build trust and internal allies; support demonstration of practical 'islands of success' and examples of what works; support you – the experts – to lead and shape the CWIS agenda
- Change management is all about PEOPLE! We will continue to focus on shifting internal incentives and process, training/exposure to new ways of working, identifying & nurturing champions at all levels (but especially POs)
- We understand that development banks have constraints – project cycle, procurement, etc. – and we are looking for the best ways to support you BOTH to work within the constraints, AND change what can be change

Collaboration for Scale

- We look for opportunities to leverage through collaboration: cross-bank learning retreat on sidelines of Sanitation Dialogue 2021; opportunities for co-finance at country level
- We want to use our investments and partnership to incent collaboration between banks & UN Agencies (UNICEF, UN-Habitat)

DFI PARTNERSHIPS: OUR PRIORITIES

Tracking results & adoption of key indicators is critical (and complicated).



High demand for short courses, peer to peer learning, twinning program especially to the officials from the public sector and consultants.



Linking finance to systems & accountability at national level, and the role that DFIs play in this process – how to accelerate?



Need to explore innovative financing mechanism and sources beyond traditional sovereign lending (PPPs, climate finance, etc)



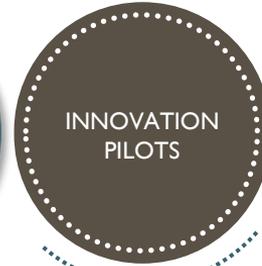
First cross-bank virtual retreat in 2021; Institute quarterly calls and/or quarterly 'newsletter' to share resources; sharefile options, others?



Integration of CWIS and innovations need rapid, flexible TA for during the project design and project implementation



Investment for demonstration of innovations across entire sanitation value chain – linking innovation to climate change





**CITYWIDE INCLUSIVE
SANITATION IN
ANGLADESH**

THANK YOU!