



AGENDA FOR CHANGE

Strengthening water, sanitation, and hygiene systems together.

Governance Framework

REVISED: 11 June 2021

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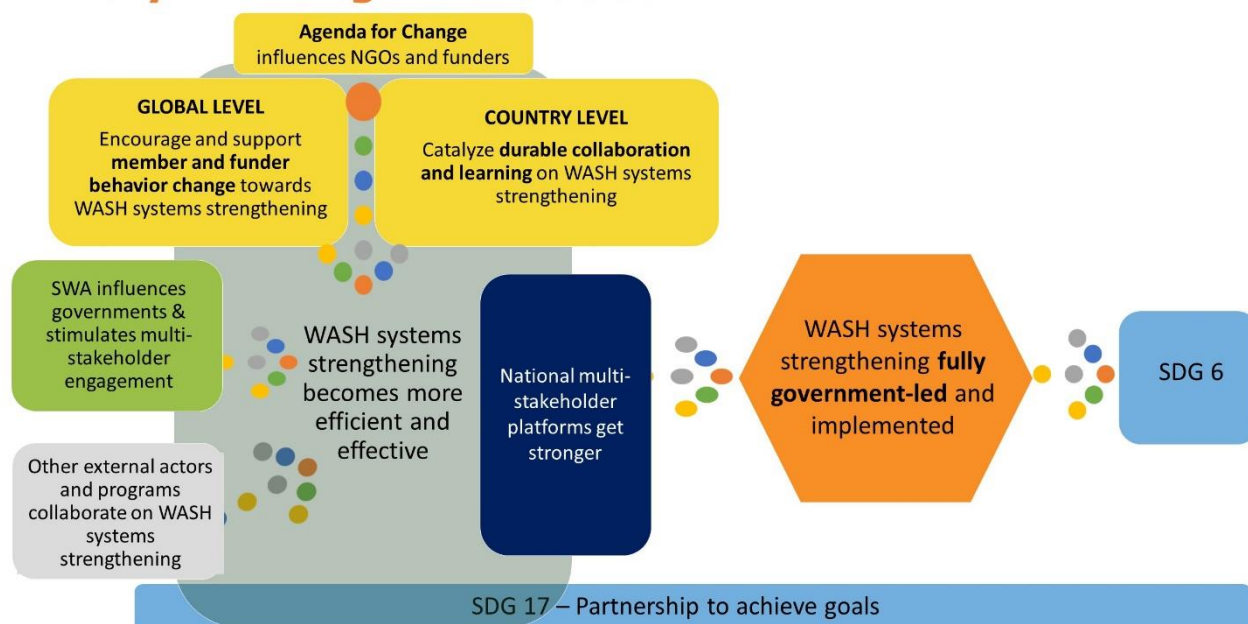
1. Overview of Agenda for Change

Established in May 2015, Agenda for Change is a collaboration of like-minded organizations (members) that have adopted a set of common principles and approaches. Our members work collectively to advocate for, and support national and local governments in, strengthening the water, sanitation, and hygiene (WASH) systems required to deliver universal, sustained access as outlined under Sustainable Development Goal 6¹.

By 2030, Agenda for Change wants to ensure that strong WASH systems are in place everywhere, and that future populations have access to WASH services forever. Thus, Agenda for Change is encouraging our members and other WASH systems actors to collaboratively strengthen national and local systems in every country where they are engaging in WASH activities (see Figure 1).

Figure 1 Agenda for Change theory of change and action

Theory of change and action



Our renewed vision for 2030 is that Agenda for Change members support each other in collaboration and encourage other systems actors to do the same in each country, ultimately supporting governments to lead achievements towards SDG 6. In other words, we will work to make collective action for WASH systems strengthening the norm.

2. Global Hub structure

Agenda for Change is not a registered or independent entity. We do not aspire to have Agenda for Change-branded efforts in every country. Rather, we see the collaboration and its members as catalysts of collaborative system change and supporters of existing local and global networks, platforms, and priorities.

¹ Systems strengthening terms can be found in the online [glossary](#).

Agenda for Change is governed by a Global Hub (see Figure 1) comprising a General Assembly, Executive Committee, Membership Committee, and Secretariat.

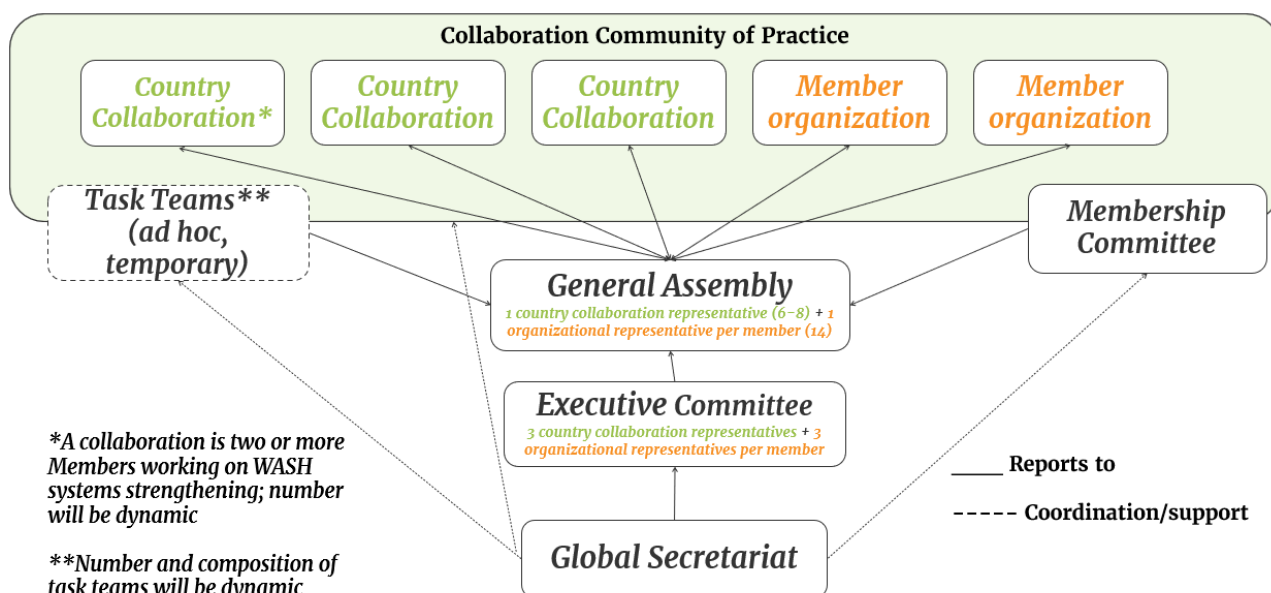
Country collaborations are made up of two or more members and other local stakeholders working together on systems strengthening; the number is likely to vary over time.

The Secretariat consists of staff hired by the hosting member(s) (see Section 2.3). The Executive Committee can decide to add Secretariat staff and modify roles as needed to achieve strategic objectives if available budget allows.

The General Assembly can identify time-limited tasks to be completed by small temporary teams composed of in-kind contributions by willing representatives of Agenda for Change members.

The Secretariat will support matchmaking for technical assistance as needed.

Figure 2. Agenda for Change Global Hub Structure



2.1 General Assembly and Committees

Agenda for Change has two governing bodies: a General Assembly, which will make strategic decisions on behalf of the collaboration, and an Executive Committee, which will make operational decisions to carry out the strategy. A Membership Committee will guide the General Assembly in identifying and screening potential new members. The Executive Committee can create additional committees as needed.

2.1.1 General Assembly

The General Assembly is made up of:

- One representative from each member organization (organizational representative)
- One representative from each country collaboration (defined as two or more Agenda for Change members and other local stakeholders in a country purposefully working together on WASH systems strengthening)

General Assembly roles and responsibilities

The role of the General Assembly is to serve as a strategic decision-making body for Agenda for Change. The General Assembly meets every two months. Responsibilities include:

- Developing a shared vision and associated strategy
- Providing guidance for and approving strategic plans, work plans, budgets, and governance framework developed by the Executive Committee
- Holding members accountable for their contributions
- Reviewing the progress of the Agenda for Change collaboration
- Furthering the mission of Agenda for Change by sharing the messages and evidence from the collaboration with key sector players and at different events
- Supporting and overseeing the Agenda for Change membership base by:
 - Reviewing criteria upon which member activities can be identified as coming under the aegis of the collaboration
 - Mediating challenges across organizations
 - Providing political support for staff in countries and globally to engage in Agenda for Change

General Assembly decision making protocols

- The General Assembly shall strive to make decisions by consensus. Where consensus cannot be reached, decisions will be taken based on a two-thirds majority vote.
- Once decisions are taken, they should be recorded in the General Assembly meeting summary and assumed as final. Only if significant information comes to light that may influence the outcome of the decision should it be revisited.
- If General Assembly members are unable to participate in a decision (due to absence or having declared a conflict of interest), they shall accept and adopt the decision of the consensus or majority.
- Decisions that directly affect a specific member should not be taken unless the organization's representative is present.
- Decisions that need to be made between General Assembly meetings shall be made by email generally on a no-objection, time-limited basis unless otherwise determined.
- The Global Hub budget shall be approved at the last General Assembly meeting, of each year.

General Assembly representative nomination process

The normal nomination process will take place at the annual General Assembly meeting, typically held in September or October. Special nominations (e.g., if a General Assembly representative leaves the member organization or changes roles) can take place via e-mail to the General Assembly Chair.

- Each member organization will nominate one person with decision-making authority within their organizations (e.g., WASH Team Director, CEO) for the General Assembly. This person does not have to be based at the central/global/headquarters level.
- The Agenda for Change member representatives within each country collaboration will nominate one Agenda for Change member representative for the General Assembly.
- A newly formed collaboration in a country can request to be represented on the General Assembly by notifying the Secretariat with a simple letter of agreement ("to collaborate").
- All nominees shall become General Assembly representatives.

General Assembly operational modalities

- There are no term limits for General Assembly representatives. Where the organization has enough staff for turnover, the expected commitment is two years, no more than two consecutive terms. When a country collaboration ends, the representative will leave the General Assembly.
- Representatives may not receive remuneration from Agenda for Change for their work on the General Assembly.
- The nominated representative is expected to attend all General Assembly calls and meetings for consistency. However, in the rare case that a representative is unable to attend, another representative from the member organization or country collaboration, as relevant, may act as proxy.
- General Assembly representatives shall serve the best interests of the Agenda for Change collaboration (not their individual organization). Where the interests of the collaboration and the member conflict, the representative shall withdraw from participation on that issue in accordance with the code of conduct (see Section 4).
- Non-General Assembly representatives may be invited to General Assembly meetings to provide context or expert advice.

2.1.1.1 General Assembly Chair

There shall be a Chair of the General Assembly who shall also serve as Chair of the Executive Committee. The roles and responsibilities of the General Assembly Chair include but are not limited to:

- Chairing General Assembly and Executive Committee meetings, bringing each committee to decision, and confirming and recording decisions that are taken.
- Leading a self-reflective appraisal process of General Assembly and Executive Committee
- Supervising and supporting the Secretariat:
 - Leading on setting performance targets for the Secretariat
 - Reviewing and approving regular day-to-day activities as appropriate
- Supervising the Global Coordinator:
 - Conducting regular check in meetings (frequency to be determined between Global Coordinator and General Assembly Chair).
 - Conducting annual appraisals
 - Supporting, as needed, internal Agenda for Change dispute resolution

General Assembly Chair election process

The election process shall take place at the annual General Assembly meeting, typically held in September or October. Special elections (e.g., if the Chair steps down or leaves the member organization before the end of the term) can take place via e-mail as necessary.

- Any General Assembly member can self-nominate to be Chair. However, to avoid the perception of a power imbalance, a representative of the program host organization may not serve as General Assembly Chair.
- Nominees should have served on the General Assembly at least one year.
- If there is more than one nominee, all General Assembly members will vote to choose the Chair.

General Assembly Chair operational modalities

- The General Assembly Chair term is two years.
- General Assembly Chairs may serve a maximum of two terms.

- No member organization may have a representative as General Assembly Chair serve for more than two consecutive terms.
- General Assembly representatives shall review information and respond to requests in a timely manner.

2.1.2 Executive Committee

The Executive Committee supports the operational functions of the Secretariat and has advisory and oversight roles for the Global Hub. It comprises the General Assembly Chair, two General Assembly organizational representatives (one of whom should be an employee of the program host organization), three General Assembly country collaboration representatives, and the Global Coordinator. The Executive Committee meets monthly.

Executive Committee roles and responsibilities

- Establishing the Agenda for Change governance document, holding the collaboration to account for it, and revising it when necessary, subject to the approval of the General Assembly.
- Delegating management, implementation, and other operational aspects of the collaboration to the Secretariat.
- Developing annual work plans and budgets for the Global Hub and Secretariat to support the Agenda for Change vision and strategy and ensuring their effective and efficient implementation.
- Supporting the Secretariat with fundraising in line with strategic objectives and plans.
- Engaging in periodic reviews and evaluations of the Secretariat's work.
- Delegating the financial and legal management of the collaboration's staff and funds to the host organization.
- Hiring/firing the Global Coordinator.
- Providing oversight on reporting to financing agencies for Agenda for Change.

Executive Committee selection process

The Executive Committee will be elected every two years. The election process will take place at the annual General Assembly meeting, typically held in September or October. Special elections (e.g., if a representative steps down or leaves the member organization before the end of the term) can take place via e-mail as necessary.

- Any General Assembly representative can self-nominate for the Executive Committee. Nominees should have served on the General Assembly for at least one year.
- If there are the right number and composition of nominees to meet the criteria above, General Assembly members can vote "no objection" to the list of nominees.
- If there are more than the number and composition of nominees that meet the criteria above, General Assembly members will cast votes for three Executive Committee representatives.

Executive Committee operational modalities

- Executive Committee terms are two years.
- Representatives may serve a maximum of two consecutive terms on the Executive Committee.
- Representatives are volunteers and may not receive remuneration from Agenda for Change for their work on the Executive Committee.

- Executive Committee representatives shall review information and respond to requests in a timely manner.
- Executive Committee representatives shall serve the best interests of the Agenda for Change collaboration, not their individual organization. Where the interests of the collaboration and the member conflict, the representative shall withdraw from participation on that issue in accordance with the code of conduct (see Section 4).
- Quarterly Global Hub expense reports and progress towards the work plans will be shared with the Executive Committee; however, they are not required or expected to make decisions on day-to-day operational aspects.

2.1.3 Membership Committee

The Membership Committee is responsible for reviewing and approving new members of Agenda for Change. The Membership Committee will follow the process described in Section 3.3, and it will ensure that potential new members are aligned with the Agenda for Change joint principles (see Annex 1) and meet the minimum criteria for membership (see Section 3.1). The Committee members will determine when to meet.

Membership Committee nomination process

The Membership Committee is comprised of the General Assembly Chair, the Global Coordinator, and three nominated representatives from the General Assembly. It is preferred that at least one of the nominees represent a relatively new member of Agenda for Change. Representatives shall be knowledgeable about Agenda for Change joint principles and contributions.

The nomination process will take place at the same time as the annual General Assembly meeting, typically held in September or October. Special nominations (e.g., if a Membership Committee representative steps down or leaves the member organization before the end of the term) may be conducted via e-mail as necessary.

- Any member may nominate a representative for the Membership Committee.
- If there are the right number and composition of nominees to meet the criteria above, General Assembly members can vote "no objection" to the list of nominees.
- If there are more than the right number and composition of nominees to meet the criteria above, General Assembly members will cast votes for the appropriate number of Membership Committee representatives.

Membership Committee operational modalities

- Membership Committee terms are two years.
- Representatives may serve a maximum of two consecutive terms on the Membership Committee.
- Representatives are volunteers and may not receive remuneration from Agenda for Change for their work on the Membership Committee.

2.2 Ad hoc task teams

Temporary Task Teams may be created by the General Assembly for a specific purpose and dissolved when the task is complete. They will be made up of interested member representatives who offer in-kind contributions.

2.3 Secretariat

The Secretariat is responsible for the day-to-day operations of the collaboration. Specific responsibilities include:

- Support to Executive Committee and Global Assembly (e.g., co-developing work plans, budgets, results frameworks, etc.).
- Work with the Executive Committee to fundraise from a wide variety of sources in line with strategic objectives and plans.
- Hiring and managing consultants as needed to achieve the work plan.
- Coordinating knowledge sharing among members.
- Internal communication between the Global Hub and other member organization representatives.
- Membership outreach and member screening.
- Co-ordination of global events.

2.3.1 Secretariat staffing process

Secretariat roles are full-time staff positions selected by an ad hoc hiring task team. While employed by a host organization, they report to the Executive Committee. Consultants will be selected by the Secretariat staff with approval of the Executive Committee.

2.3.2 Secretariat hosting arrangements

The Secretariat is hosted by one or more of the member organizations. The Executive Committee will review the hosting arrangements every 5 years but can choose to move the Secretariat to a different organization at any time if that suits the needs of the collaboration. The responsibilities of the Secretariat host will be defined in an agreement between the host organization and the Executive Committee and should include providing office space or equipment/software to work from home, human resources support, and grant management such as expense processing and financial reporting.

3. Membership

Members of Agenda for Change are expected to affirm their commitment to and support for the Joint Principles (see Annex 1) and align with and model the Sanitation and Water for All (SWA) collaborative behaviors (see Box 1 in Annex 1). Each Member's CEO and General Assembly member will be asked to sign a letter of commitment annually. This letter will be updated as needed with new membership expectations (for example, if the Governance Framework changes).

Members are encouraged to work with or in support of local WASH, civil society, or multi-stakeholder platforms. Members may coordinate with any other organizations, align with, or create whatever alliances, memberships, and/or consortia are relevant to their country or program contexts.

Every member of Agenda for Change will have an organizational representative on the General Assembly (see Section 2.1.1).

3.1 Membership criteria

To qualify for membership in Agenda for Change, an organization must be supporting or engaging in systems strengthening approaches (e.g., providing funding, technical assistance, or market-based services) and additionally, be committed to:

- In at least one country, collaboratively strengthening WASH systems in accordance with the Joint Principles (Annex 1) and monitoring for accountability.
- In at least one country, working collaboratively with at least one other member on systems strengthening.
- At national and global levels, actively participating in learning and sharing around the organization's systems-based work.

- Supporting the “upstream” organizational changes necessary to work in collaborative systems strengthening approaches, such as ensuring that collaboration is built into staff job descriptions (i.e., CEOs/Executive Directors, country directors, program advisors, fundraisers).
- If these commitments are demonstrated in only one country where an organization operates, the organization must currently and actively be advocating for these ways of working across the entire organization.
- Agreeing to adhere to the code of conduct (see Section 4).

3.2 Joining Agenda for Change

The Secretariat and the Membership Committee (see Section 2.1.3) shall be responsible for soliciting nominations from country collaborations and reviewing nominations to ensure they meet criteria. The membership review process involves the following steps:

- Country collaborations can nominate organizations currently supporting or engaging in collaborative WASH systems strengthening approaches to the Membership Committee on a rolling basis.
- The Global Coordinator will assess the nominated organization's apparent degree of alignment with Agenda for Change’s membership criteria (see Section 3.1)
- Organizations that appear to meet the criteria will be invited to apply² to the Membership Committee:
 - The Membership Committee will consider the candidate’s ability and willingness to participate in the global collaboration, which might involve an interview.
 - On a rolling basis, the Membership Committee will recommend all qualified applicants for consideration by the General Assembly at the next meeting.
- The General Assembly will vote on proposed members: “Approved,” “Not approved – needs further vetting,” or “Not approved.”
- The Secretariat will notify applicants of the result:
 - For applications that are approved, the Secretariat will notify the new member and coordinate onboarding for Agenda for Change.
 - If an application is not approved, the Secretariat will provide brief feedback to the applicant on behalf of the Membership Committee.³
 - If an application needs further vetting, someone from the Membership Committee will contact the applicant or the nominating country collaboration to resolve outstanding questions. Once the questions are resolved, the applicant may be reconsidered during the next Membership Committee meeting.

3.3 Leaving Agenda for Change

Agenda for Change’s General Assembly shall have the right for good and sufficient reason to terminate the membership of any organization that in the opinion of the General Assembly:

- Has failed to fulfill the requirements of proper professional and ethical standards;
- Is engaged in activities that are deemed to be detrimental or contrary to the joint principles or interests of Agenda for Change;
- Misrepresents the collaboration causing serious reputational damage;

² Information to be requested will be determined by the Membership Committee.

³ The form and content of feedback will be agreed upon by the Membership Committee.

- Commits Agenda for Change to activities or expenditures that are not agreed in advance by the Secretariat or the Executive Committee; and/or
- Has been convicted of criminal activity in a court of law.

If the need arises, the Executive Committee shall agree on a process for removing members and communicating any removal publicly.

If members cannot adhere to membership criteria, or want to leave the collaboration for any reason, they should notify the General Assembly Chair and Global Coordinator.

4. Member code of conduct

It is fundamental to the integrity, credibility, and continued progress of Agenda for Change that every member supports, promotes, and works towards the shared goal of sustainable WASH service delivery through strong national and local WASH systems. All members must act in good faith towards this goal and commit to adhering to the principles set out in this code.

This code provides guidance on the standards and expected behaviors of Agenda for Change members and complements the Joint Principles and other agreed-upon governance procedures and structures. The aim is to ensure that Agenda for Change maintains high standards of integrity and to ensure that, as a voluntary collaboration, Agenda for Change is effective, open, and accountable.

Members and their representatives shall operate under the following principles whereby they:

- Shall take decisions objectively and openly regarding what is in the best interests of the Agenda for Change collaboration (using professional, organizational, and stakeholder perspectives to inform these decisions), recognizing that Agenda for Change and its members must use resources prudently and in accordance with the collaboration's mandate and governing law(s).
- Shall promote the joint principles and activities of Agenda for Change by representing the collaboration before a range of audiences as appropriate.
- Shall adhere to the Agenda for Change funding protocols (see Annex 2).
- Shall respect the fellow people and institutions of Agenda for Change, and the roles they play, always treating them with courtesy.
- Shall disclose all financial and related interests and relationships when they are relevant to the work of Agenda for Change. To preclude or resolve conflicts before they arise, members shall take the following steps:
 - Declaring a financial or other interest in a matter as soon as discussion begins, or, preferably earlier;
 - Withdrawing from the discussion for that item unless expressly invited to remain to give information;
 - Not being counted in the quorum for the part of the meeting devoted to that item; and
 - Withdrawing during any vote and having no vote on the matter.
- Members have a duty to report another member to the Global Coordinator if they believe that the specific member has violated any of the Agenda for Change Joint Principles (see Annex 1) or code of conduct (see Section 4), causing meaningful harm to the collaboration, its members, or the work of Agenda for Change.
- At the request of the General Assembly Chair, the Global Coordinator may have discussions with any member that might have breached the code of conduct or the joint principles. Members who are found to have breached the code of conduct or the joint principles may be asked to remediate the situation or leave the collaboration, as appropriate, by the General Assembly.

5. Dispute resolution

Members should seek to resolve disputes directly with other members in a timely fashion. If the dispute cannot be resolved directly, resolution of disputes among members may be addressed by the following mechanisms:

- Members shall report the dispute to the Global Coordinator, who will clarify what the dispute is through confidential discussions with all parties concerned.
- The Global Coordinator will aim to establish a common goal as agreed by both/all parties (i.e., the desired outcome of the dispute) and share ideas for solutions with both/all sides for meeting the common goal. This process will continue until all parties conclude on a satisfactory resolution.
- Once agreement is reached, all parties will discuss the responsibility each party has in implementing and maintaining the solution.
- If a resolution cannot be reached, the discussion will be elevated to the General Assembly Chair to determine a method of resolution.

6. Revisions to this framework

At the annual General Assembly meeting, typically held in September or October, the Secretariat and General Assembly can suggest and agree upon revisions to this governance framework or the Joint Principles. Any revisions shall be communicated in writing to all members.

Annex 1 - Agenda for Change Joint Principles

Global Level

We, as sector stakeholders, are committed to achieving the goal of universal access to WASH by 2030. Our mission is driven by evidence of the fundamental role of WASH in all development outcomes and in the broader poverty-eradication agenda. This target date is non-negotiable if we are to deliver on the internationally agreed SDGs.

Access to sustainable WASH services, as recognized by the United Nations (UN), is a fundamental human right.

To achieve universal access to sustainable WASH services by 2030, all agencies must redouble their efforts and fundamentally change their practices.

We are convinced the sector can achieve lasting universal access by 2030 but understand that this will require new partnerships, better use of existing finances coupled with new funding sources, and a serious commitment to monitoring for improvement.

We know that governments must lead efforts and that external agencies must work in a way that supports and builds government capacity to lead and to succeed. We commit to work collectively and adhere to key behaviors that strengthen countries' capabilities to deliver permanent and accountable access to WASH services (see Box 1).

We know that work needs to be financed more creatively and effectively and must address all stages of the service delivery cycle. We know that financing must come from individuals, communities, and district and national governments, and be combined with and supported by traditional aid and/or philanthropy and crucial funding vehicles like loans, social impact investments, and bonds. No robust country plan aiming to achieve universal access by 2030 should fail because of a lack of finance.

We understand that achieving universal access to permanent WASH services requires improvement in integration and alliance-building with other sectors, including health, education, finance, and the environment.

We commit to building on and supporting country-led institutions, processes and networks aiming to achieve universal access by 2030 and will find creative ways to support countries' participation and leadership in broader sector initiatives like the Sanitation and Water for All (SWA) membership.

National Level

Achieving universal access to WASH services that last is only possible with government leadership and political commitment, and when policy makers and service providers are held to account for responsive services that reach all communities.

Strong institutions that are accountable, responsive, and well-coordinated are necessary to deliver and sustain services. All members will work together to strengthen key sector building blocks, including:

- Sector policy/strategy
- Sector coordination

- Sector finance
- Institutional arrangements—which include frameworks for regulation and accountability
- Performance monitoring—which can lead to regulation of service providers and services, and ensures inevitable challenges are understood and addressed in a timely way

We commit to investing and participating in a continuous process of planning, monitoring, assessment, and corrective action. The ability of a sector to continuously learn and adapt, both for policy and operational practice, should be a core requirement and not viewed as an optional extra.

To deliver universal services we must tackle inequalities by targeting resources at the most marginalized and excluded people and ensure the articulation of their rights to WASH services is met with responsive and accountable service provision—in short, including everyone.

National policymaking and monitoring systems should enable—and be informed by—implementation processes at the district level, especially where there are significant gaps between stated policy and actual practices.

City and District Level

Success will mean every household and public institution (e.g., schools and clinics) has access to water and sanitation services that last. Although hard to achieve, this is measurable and is the cornerstone of our efforts, with a focus on nobody being left behind.

Success at district and city levels will require new alliances and working relationships between local government, local communities, and the local private sector, with governments taking the lead. External agencies should work with all these players to ensure success—and we commit to doing this in our work.

We are not ideological about who provides WASH services. The outcome we seek is simply that water flows and sanitation and hygiene services are guaranteed for all, permanently. Different management arrangements can be constructed to achieve this result: public, private, community or combined.

Achievement of district-wide or city-wide access requires planning, including comprehensive investment plans. We will support district-level and city-level agencies to coordinate around the development and delivery of these plans. As external agents we and others must respect the primacy of district and city-level planning, coordinated, and led by local government.

District-based or city-based models of universal service provision should inform national (and global) policy, programming, finance, systems, and practice priorities. We commit to investing in documentation and learning from our own and others' work at the local level, and to dissemination of this to higher levels through learning mechanisms.

The monitoring systems used by all WASH agencies should aim to strengthen local and national monitoring systems, and, where these systems are available and sufficiently robust, to use them for their own monitoring.

Box 1: Behaviors for effective, equitable, and sustainable development cooperation in the WASH sector

1. Enhance government leadership of sector planning processes

Government leadership is essential for directing and coordinating resources—including external support—around nationally agreed sector priorities, strategies, and plans. In particular, sector development requires a government-led, multi-stakeholder cycle of planning, monitoring, and learning. Where such sector planning processes are weak or not in place, partners should jointly support efforts to build and strengthen them.

2. Strengthen and use country systems

Core country systems are the fundamental capabilities of government needed for the effective and transparent management of public resources, including those received through development assistance. These systems include: public financial management, HR management, statistics, procurement and contract management. Core country systems are key to financing capital expenditure for water and sanitation services as well as for monitoring and regulating services. Government and partners should agree a set of intermediate steps to progressively strengthen and use country systems to develop, monitor and regulate water and sanitation services.

3. Use one information and mutual accountability platform

To decide where to invest, how to sustain and improve water and sanitation services and to understand which policies and strategies work, it is crucial that sectors have reliable data and engage in critical joint reflection and adaptive management. Effective development cooperation requires appropriate, inclusive processes that encourage all partners to demonstrate and demand mutual accountability for sector progress.

4. Build sustainable water and sanitation sector financing strategies

Transparency and predictability of all resources is critical in allowing governments to exercise a leadership role in directing and monitoring sector investment. Sector financing strategies are critical components of effective sector planning in the medium and longer term. They are critical both to domestic accountability, and to the governments' capacity to hold external support agencies accountable and vice versa.

We commit to jointly ensuring community empowerment and engagement is recognized as a fundamental part of ensuring the rights of all to WASH services are realized and ensuring that governments and service providers are held to account.

Annex 2 - Agenda for Change Funding Protocols

The following outlines a set of funding protocols or etiquette that guides the process for collaborative or joint funding for the coordination mechanisms for Agenda for Change including the Global Hub and possibly country coordination mechanisms.

- Each Agenda for Change member or consortium of members is free to seek funding for their systems-based work that aligns with the joint principles and may mention they are a member of the collaboration but will not represent the collaboration or seek funding using the Agenda for Change brand (see Annex 3 for branding guidelines).
- Exceptional opportunities (e.g., those proposed by donors) will be discussed by the Executive Committee.
- Members can only approach donors on others' behalf if in a formal consortium agreed in writing or for a specific bid or pitch agreed in writing with other members.
- Members should not, without consent, represent or comment on the approach, performance or programs of other members when talking to donors or other actors.
- If a donor approaches the Secretariat to fund either the Global Hub or a combination of support for the Global Hub and country specific support, the Global Coordinator will share that opportunity with all members working in that locale. Each member will have an equal opportunity to receive that funding and by Member representatives at the country level will decide on which organizations should receive funding with support from the Global Hub.
- Agenda for Change members should respect existing funding relationships of other members.

Annex 3 - Brand Usage Guide

This guide is intended to serve as a reference as to how and when the Agenda for Change name, logo and collaboration can and should be referenced. See the [branding guidance](#) document for technical specifications around the logo, colors, and fonts.

1. Collaborations

- There is no requirement that national or district-level systems strengthening activities are branded as Agenda for Change activities; ideally, the collaboration should be a catalyst, supporter, or strengthener of existing local and national WASH, CSO, or multi-stakeholder platforms, rather than a separate entity.
- However, collaborations that would like to use the Agenda for Change brand can do so, in accordance with the branding guidelines. When a member organization intends to use the Agenda for Change name/logo, they should coordinate with the Secretariat in advance.

2. Global Events

- External events (conferences, meetings, webinars, etc.) in which one or more members are participating can use the Agenda for Change brand if directed by the General Assembly.
- As directed by the General Assembly, the Secretariat will coordinate Agenda for Change meetings for members to learn, share, and coordinate.

3. Member Websites

- Members are encouraged, but are not required, to reference their membership in Agenda for Change on their website (including use of the Agenda for Change logo, which should be linked to the Agenda for Change website).
- The Secretariat can share the most recent boilerplate text for members to use. Any additional text associated with the logo or membership in Agenda for Change should be coordinated with the Secretariat in advance.

4. Print Materials/Presentations

- Global level materials branded Agenda for Change will be developed as directed by the General Assembly, using a task team or a consultant, and coordinated by the Secretariat.
- Member organizations are encouraged to reference their membership in Agenda for Change during presentations and in publications that are focused on their WASH systems strengthening work, with the disclaimer that they do not represent the entire collaboration.
- When a member organization intends to use the Agenda for Change name/logo in a presentation or publication, they should coordinate with the Secretariat in advance.