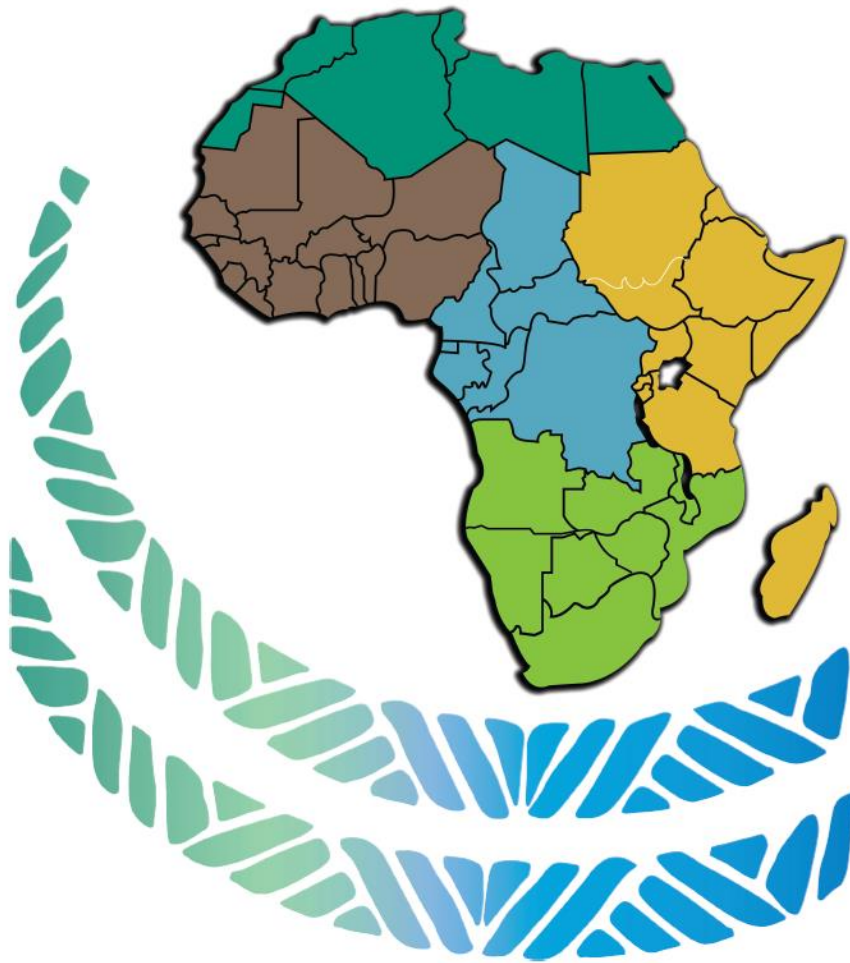




**Eastern and Southern Africa Water and Sanitation
(ESAWAS) Regulators Association**



STRATEGIC PLAN
2025-2027
(Final)

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EXECUTIVE SUMMARY

The Eastern and Southern Africa Water and Sanitation (ESAWAS) Regulators Association is a network of water supply and sanitation regulators seeking to promote effective development of water supply and sanitation regulation through cooperation and collaboration in areas of mutual interest.

Since its establishment, activities of ESAWAS are guided by three-year Strategic Plans aligned with the key objectives under the ESAWAS Constitution which are two-fold: (i) Capacity Building and Information Sharing and (ii) Regional Regulatory Co-operation.

In the 2022-24 Strategic Plan period, ESAWAS implemented a business growth strategy that saw the recruitment of full-time staff at the Secretariat, the creation of an External Services Unit (expertise group) for technical assistance and the establishment of a dedicated Africa-based WSS Regulation Training Centre. ESAWAS also begun the expansion of its offerings and membership across the continent as endorsed by 44 African countries and partners at the 2nd Africa WSS Regulator's Conference in 2023.

In recent years, the beneficial role of regulation has been increasingly recognized as a key driver for achieving the SDG6 targets of universal access to safe water supply and sanitation. This is now backed by a multi-partner 'Global Call to Action for Strengthening Water and Sanitation Regulatory Systems'. An environmental scan further revealed pertinent issues that are impacting the water supply and sanitation sub sector that need consideration in regulatory design.

In the next three-year planning period, ESAWAS will continue to galvanise and consolidate efforts towards supporting African countries to develop effective regulation that is cognizant of the needs of sector actors, particularly service providers, policy-makers and consumers. This means increasing dialogue and consultation at various levels, as well as enhancing capacities to execute mandates, to ensure regulation facilitates WSS sector progress to deliver quality and sustainable services for all. This will also be coupled with steering innovations in regulation for context-applicable solutions that enhance regulator and service provider operations, as well as closing data gaps for evidence-based decision-making and performance monitoring.

The 2025-2027 Strategic Plan will therefore be guided by the following:

Vision: To be a global leader in promoting effective and innovative regulation of water supply and sanitation services

Strategic Objectives

- i) Promote and support effective and efficient WSS Regulation - *accelerate uptake of good regulatory practices, tools and instruments*
- ii) Global resource for WSS regulatory knowledge and experiences- *strengthen capacity of sector actors to execute mandates*
- iii) Consolidate ESAWAS presence and influence on the African continent and globally - *increase visibility and sustainability of ESAWAS and offerings*

ESAWAS will finance the Plan of USD 6,289,000 from internally generated funds (membership fees and fee- for-service offerings) and externally sourced funds.

1. INTRODUCTION

1.1. Background

The Eastern and Southern African Water and Sanitation (ESAWAS) Regulators Association is a network of water supply and sanitation (WSS) regulators, formed by an MoU in 2009 to enhance the regulatory capacity of members to deliver quality and effective regulation to achieve public policy objectives through cooperation and mutual assistance.

ESAWAS is registered under the Societies Act Cap 119 of the Laws of Zambia and is governed by a constitution ratified among the members. The seat of Secretariat is Zambia and is hosted by the member, NWASCO.

1.2. Purpose of the Strategic Plan

The 5th Strategic Plan for the period 2025 to 2027 consolidates the trajectory of growth from the foundations established in the 4th Strategic Plan. It leverages increased Africa continental and global calls and efforts for advancing effective WSS regulation, as well as addressing emergent issues for the sector through the following objectives:

- i) **Promote and support effective and efficient WSS Regulation**
- ii) **Global resource for WSS regulatory knowledge and experiences**
- iii) **Consolidate ESAWAS presence and influence on the African continent and globally**

1.3. The Planning Process

A consultative and participatory approach was followed in developing the fundamental elements of the 5th Strategic Plan (SP). The planning process had the overall guidance of the ESAWAS Technical Committee on Regulatory Issues (TeCRI) and was closely steered by Secretariat.

A detailed appraisal of the SP which covered the period 2022 to 2024 was undertaken to assess the level of performance, challenges and key issues to be considered when developing the current SP. Furthermore, an internal and external environmental scanning was systematically undertaken to assess and establish strategic issues which needed attention when developing the strategic objectives and the key results for this plan.

The development of this SP included stakeholder consultations with service providers through the 1st Service Provider + Regulator Engagement Platform on issues key to improving WSS services. This was followed by consultations with members and extensive inputs were provided for consideration. The final SP is validated and approved by the Annual General Meeting of ESAWAS.

1.4. Organisation of the Plan

The Strategic Plan is divided into seven major chapters as follows:

Chapter 1 - **introduction** of the plan highlighting the role of ESAWAS, the purpose of the plan and the planning process of the SP.

Chapter 2 - **institutional framework of ESAWAS**, in terms of the institutional background, structure, and current members of the association.

Chapter 3 - findings from the **situation analysis** including results from the review of the performance of previous strategic plan (2022 to 2024), stakeholders' analysis, SWOC analysis.

Chapter 4 - **strategic framework** of ESAWAS which describes: Vision; Mission and strategic objectives which will guide the implementation of the Strategic Plan.

Chapter 5 - **implementation plan** which includes key actions (strategies), key results and activities for implementation of strategies.

Chapter 6 - **risk management plan** for implementing the strategic plan and mitigation measures to counter the risk.

Chapter 7 - **monitoring and evaluation** describes how and when the Strategic Plan will be monitored and evaluated for implementation progress.

2. OVERVIEW OF THE ESAWAS REGULATORS ASSOCIATION

An overview of the ESAWAS Regulators Association provides the institutional background, its structure, and members of the Association.

2.1. Institutional Background

The ESAWAS Regulators Association began in 2007 as an informal meeting in Zambia supported by the then Deutsche Gesellschaft für Technische Zusammenarbeit GmbH (GTZ), now GIZ. The meeting was held among five autonomous WSS Regulators from different countries in the Eastern and Southern African region to exchange experiences and knowledge on water supply and sanitation (WSS) regulation and water sector reforms.

Based on this first meeting, the five WSS regulators from Mozambique, Tanzania, Zambia, Rwanda and Kenya resolved to establish a network for regional cooperation on issues of mutual concern and interest in the areas of water supply and sanitation regulation.

Subsequently, in 2009, a Memorandum of Understanding (MoU) was signed among the five regulators that set out the framework for cooperation. In 2010, a constitution was ratified among the regulators that formalised the cooperation, gave the Association a legal personality and named it the ESAWAS Regulators Association.

Since 2011, ESAWAS is registered under the Societies Act Cap 119 of the Laws of Zambia and is governed by a Constitution and Rules of Operation. The seat of Secretariat is in Zambia and hosted by one of the members, NWASCO.

2.2. Objectives

The objectives of the ESAWAS Regulators Association as stated in its Constitution are:

a) **Capacity Building and Information Sharing**

Facilitate information sharing and skills training at national, regional and international level to enhance the capacity of members in WSS regulation.

b) **Regional Regulatory Cooperation**

Identify and encourage the adoption of best practices to improve the effectiveness of WSS regulation in the region.

2.3. Functions

The functions of the ESAWAS Regulators Association are to:

- i. Promote quality regulation and monitor and evaluate regulatory practices.
- ii. Strengthen the operational capacity of the WSS regulators for the effective, efficient, and sustainable provision of WSS services.
- iii. Achieve a better understanding of each member's regulatory system and share the benefits of expertise to enhance the efficacy of regulation and to share best practices

- on implementation and compliance with regulations.
- iv. Enhance the understanding by members of good regulatory governance and working toward the promotion of best practices in the development of regulatory proposals, legislation, directives and guidelines for sector development.
 - v. Facilitate information sharing and promote networking among members, through study and exchange visits.
 - vi. Provide a framework for the discussion of regulatory issues and exchange experiences to facilitate conveyance of views and common positions where appropriate.
 - vii. Provide the necessary elements for the development of regulation and promote increased harmonization and efficiency in the regulatory framework and processes and where necessary, the establishment of common norms and standards.
 - viii. Promote and support the enhancement of independence among the regulators.
 - ix. Promote research on various aspects of regulation.
 - x. Establish working relationships with other agencies that promote regulatory development.
 - xi. Promote a peer-review mechanism amongst the members.

2.4. Guiding Principles

The ESAWAS Regulators Association Members are guided by the following principles enshrined in its Constitution:

- a) Independence
- b) Good governance
- c) Professionalism

2.5. Structure

The structure of the ESAWAS Regulators Association comprises of the governing body headed by a Chairperson and the Secretariat headed by an Executive Secretary. The organs of ESAWAS are as follows:

2.5.1. Annual General Meeting

The Annual General Meeting (AGM) is the highest decision-making authority of the ESAWAS Regulators Association and is comprised of the chief executive officers (or their representatives) of all the members of the ESAWAS Regulators Association that ratify the Constitution.

2.5.2. Executive Committee

The Executive Committee (ExCo) is responsible for the conduct of the affairs of the ESAWAS Regulators Association and is composed of at least five Chief Executive Officers of the members appointed by the Annual General Meeting for a tenure of three years.

2.5.3. The Chairperson

The Chairperson of the ESAWAS Regulators Association is selected by simple majority by all members voting at the AGM. The Chairperson holds office for a period of three years running in tandem with the period of the strategic plan. The chairperson of the AGM is also the chairperson of the Executive Committee.

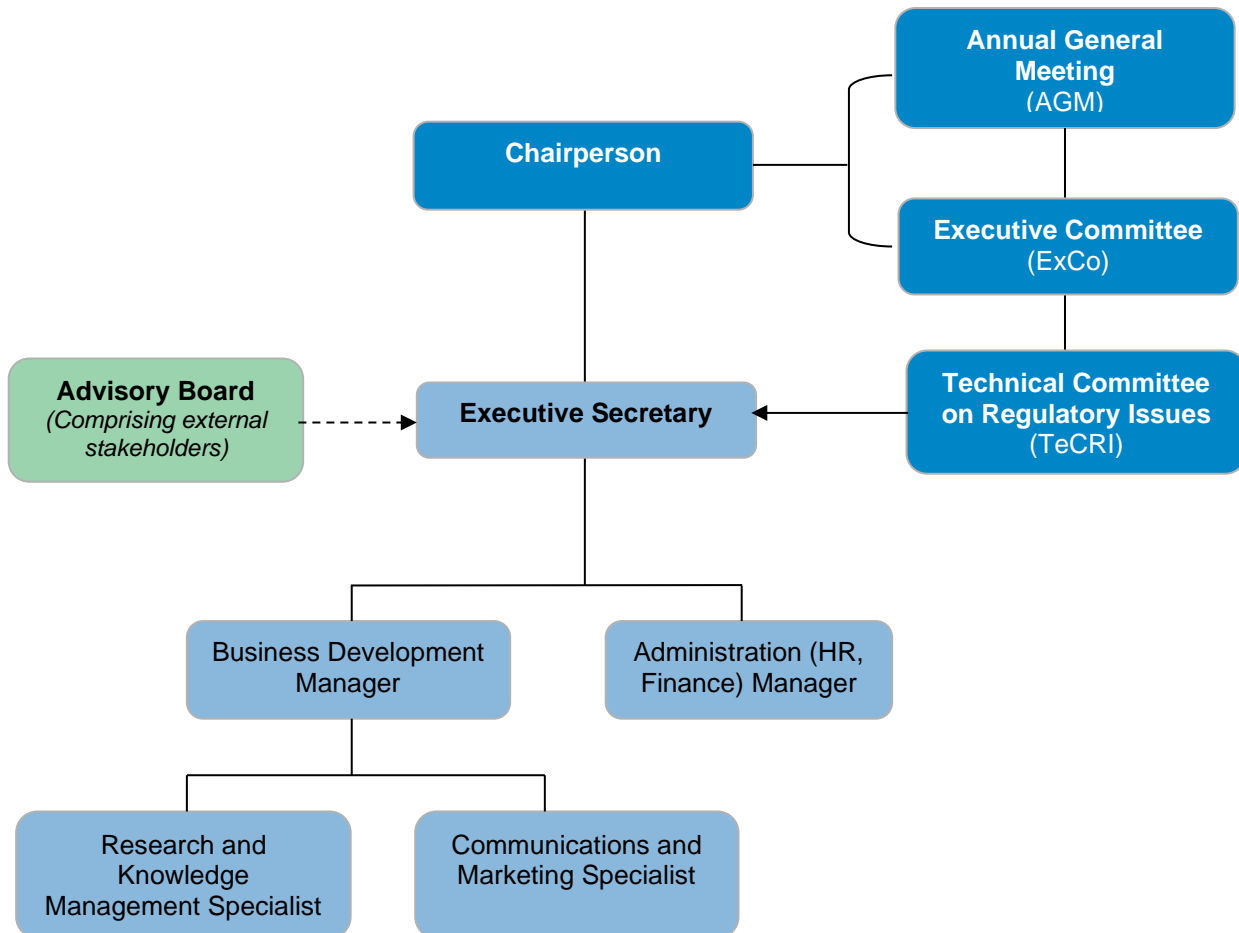


Figure 1: ESAWAS governing and organisational structure

2.5.4. Technical Committee on Regulatory Issues

There is a standing Technical Committee on Regulatory Issues (TeCRI) that is tasked to support the execution of annual technical activities of ESAWAS. The TeCRI is composed of at least one technical expert from eight Members in the fields of engineering, finance, legal and economics.

2.5.5. The Secretariat

The Secretariat is responsible for the day-to-day activities of the ESAWAS Regulators Association and is based in Zambia under the auspices of NAWASCO. It consists of an Executive Secretary in the top management position and other staff as determined by the Annual General Meeting.

2.5.6. *Advisory Board*

An Advisory Board is a group of individuals that provides non-binding strategic advice to the management of an organization. They do not have voting or approval rights but merely serve as a sounding board for expertise and contacts.

The ESAWAS Advisory Board is composed of key sector actors that include public and private institutions, civil society and international cooperation partners that provide governance, strategic, technical and financial guidance to ESAWAS. The Advisory Board also facilitates synergies in advancing WSS regulation development with an Africa-wide and global focus.

2.6. Membership and Funding of the ESAWAS Regulators Association

Membership to the ESAWAS Regulators Association is open to all WSS regulatory bodies in Africa that subscribe to and ratify the Constitution in various categories. These include autonomous WSS regulators, government departments and any recognised body with regulatory responsibility or interest.

The Association currently has fourteen members as follows:

- Ten autonomous WSS regulators: the Water Services Regulatory Board (WASREB) of Kenya; the Autoridade Reguladora de Águas, Instituto Público (AURA,IP) of Mozambique; the Rwanda Utilities Regulatory Authority (RURA) of Rwanda; the Energy and Water Utilities Regulatory Authority (EWURA) of Tanzania; the National Water Supply and Sanitation Council (NWASCO) of Zambia; the Lesotho Electricity and Water Authority (LEWA) of Lesotho; the Autorité de Régulation des secteurs de l'Eau potable et de l'Energie (AREEN) of Burundi; the Zanzibar Utilities Regulatory Authority (ZURA) of Zanzibar; the Instituto Regulador dos Serviços de Electricidade e de Água (IRSEA) of Angola; and the Ekiti State Water and Sanitation Regulatory Agency (EK-WASRA) of Nigeria.
- Three ministry departments: the Water Utility Regulation Department (WURD) of Uganda; the Department of Water and Sanitation (DWS) of South Africa; the Department of Water and Sanitation (DWS) of Botswana; and
- One association of water and sanitation Utilities with regulatory oversight: the Water Services Association of Malawi (WASAMA).

The main source of funding for operations are annual subscription fees. Since inception, ESAWAS has been able to mobilise over US\$7million in external funding from cooperating partners in the form of project grants and direct support for activities.

2.6.1. *Regulatory functions*

ESAWAS member regulators have common functions. The regulators have generally been mandated to undertake both economic and technical regulation of WSS service provision to ensure a balance between the quality of the service, the interests of consumers and the financial sustainability of the providers. The major functions of a WSS regulator are to:

- (a) Issue licences for the provision of water and sanitation services
- (b) Develop guidelines and rules for regulation
- (c) Monitor and enforce compliance to regulations and standards
- (d) Determine and approve tariffs and service agreements for water and sanitation services
- (e) Promote competition in the water services sub-sector
- (f) Assess the performance of providers
- (g) Gather, document, and disseminate information
- (h) Establish procedures for handling customer complaints and dispute resolution
- (i) Advise Government on any matter in connection with WSS services.

2.7. Collaborative Partners

ESAWAS has established partnerships with like-minded institutions in the pursuit of common objectives to improve WSS service provision through agreements and MoUs. The collaborative frameworks generally outline joint-working efforts, capacity-building and execution of specific tasks aligned to the ESAWAS SP activities. Partners include:

- The African Ministers' Council on Water (AMCOW) – for WSS policy support.
- The African Water and Sanitation Association (AfWASA)- for service provider support.
- The African Forum for Utility Regulators (AFUR) – for complementary support for WSS regulation
- Pan African Association of Sanitation Actors (PASA) – to strengthen the enabling environment and operations for sanitation actors under formalised regulatory arrangements
- The Gates Foundation – for inclusive urban sanitation and public data systems strengthening.
- The Conrad N. Hilton Foundation – for regulation of rural WSS services
- The Water and Sanitation for Urban Poor (WSUP) – for pro-poor approaches.
- WHO-RegNet- for drinking water and sanitation standards and guidelines.
- Water Integrity Network (WIN) – for inclusion of integrity in tools and instruments.
- NewIBNET- strengthening water supply and sanitation data for sector monitoring and reporting
- International Water Association (IWA) – for joint actions necessary to respond to the demand for solutions that improve water management and services

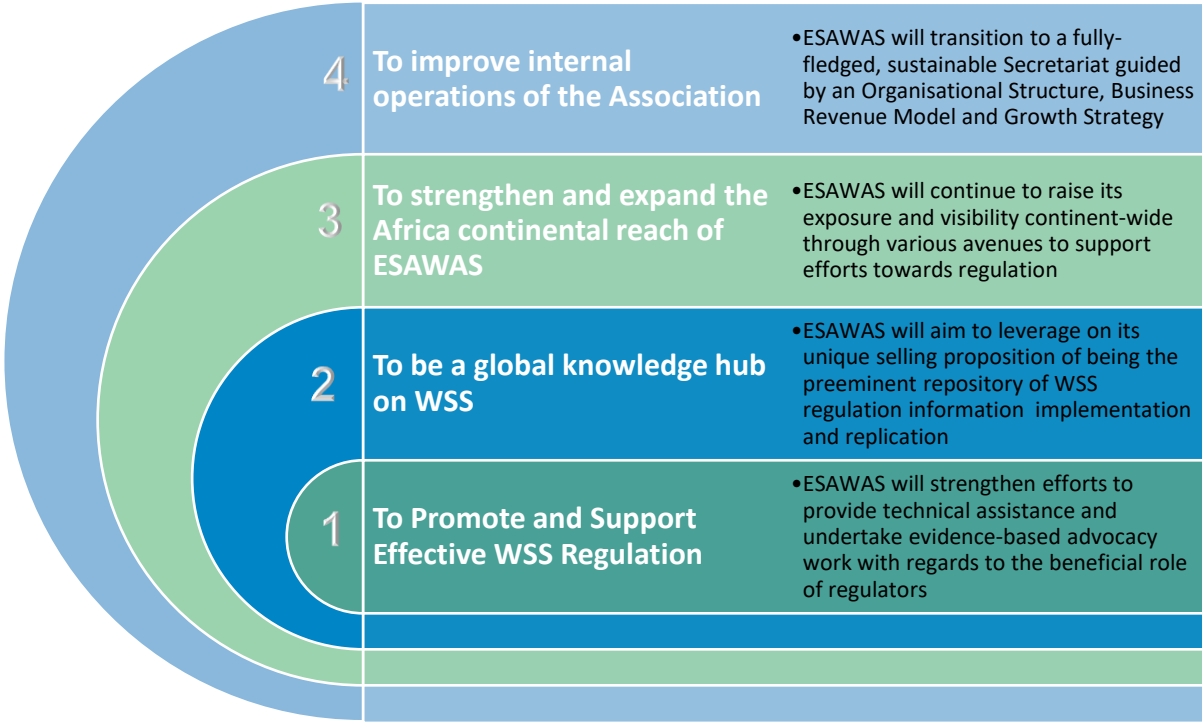
Other partners that ESAWAS collaborates with using other avenues include the African Development Bank (AfDB), World Bank, UNICEF, ADERASA and LIS-Water.

3. SITUATION ANALYSIS

To formulate an appropriate strategy, a situational analysis was done to identify the key strategic issues for focus. The analysis covered the: performance on previous strategic plan, ESAWAS’ internal and external environment, the continental regulatory situation, stakeholders’ analysis as well as, emerging issues in water supply and sanitation.

3.1. Performance on 2022-2024 Strategic Plan

The fourth ESAWAS Strategic Plan for the period 2022- 2024 focused on achieving the following objectives:



Key achievements from the implementation of 2022-2024 SP included:

- undertaking of a 2022 landmark survey of the WSS regulatory landscape in 54 countries in Africa that is guiding ESAWAS and stakeholder interventions in WSS regulation.
- establishment of a dedicated Africa-based WSS Regulation Training Centre in 2023.
- expansion of ESAWAS offerings to the continent and globally.
- transition to a stand-alone Secretariat with four full-time staff that can handle a growing portfolio of activities and effectively implement the strategic plan.
- A membership satisfaction survey conducted in April 2024 among the ten oldest members of ESAWAS, revealed high appreciation for the technical outputs, capacity building opportunities and professional networking that has enhanced regulatory systems and practices.

By mid of 2024, the achievement of the 4th Strategic Plan against expected outputs was assessed at 92.3% as shown in Table 1. Details of the achievements versus expected outputs is in Annex 1.

Table 1: Performance on 2022-2024 Strategic Plan

SP Objective	Major activities done	Overall % Achieved	Key Challenges
1. To Promote and Support Effective WSS Regulation	Technical assistance and advocacy undertaken for more than 6 institutions	69%	-
	Members Supported to implement CWIS activities with over US\$1,287,676 in subgrants		
	7 th , 8 th and 9 th WSS Utility Regional Benchmarking Reports produced		Delayed submissions from Members for data requests.
	Development of Digital Benchmarking Platform underway		
	Sanitracker app developed and deployed as a digital system for enhancing non-sewered sanitation operations		Business model required for sustainability of system
	Development of Service Resilience and Emergency preparedness tool underway		
2. To be a Global Knowledge Hub on WSS Regulation	Development of Feasibility Strategy to establish a training centre. Two in-person paid courses offered by June 2024	100%	-
	Various capacity development initiatives implemented for members		
3. To Strengthen and Expand the Africa Continental Reach of ESAWAS	Membership benefits document disseminated with engagements ongoing	100%	4 new members. Remote engagement is not very effective. Secretariat factored in country visits for incentivising membership
	Feasibility Strategy and Operational documents formulated to establish an Africa WSS Regulators Association		
	Membership opened to the continent with non-region members as Affiliates		
	Awareness of ESAWAS increased through presentations and session convening in key conferences		High demand on Secretariat and Member staff time needs to be well managed
	Collaborative frameworks with strategic partners executed		High demand for collaboration needs to be managed for alignment
4. Improve Internal Operations of the Association	Four full-time staff engaged at Secretariat	100%	-
	Three Africa WSS Regulators Conferences held in Zanzibar, Uganda and Malawi		There is need to devise strategies for paid participation options
	External Service Unit operational and generates revenue – over US\$100,000		-
	Over US\$3.5 million mobilised in external funding		
Overall		92.3%	

3.2. SWOC Analysis

A Strength, Weakness, Opportunities and Challenges (SWOC) analysis of ESAWAS revealed issues detailed in Table 2:

Table 2: SWOC Analysis Findings

Strengths	Ideas for building on these strengths
<ul style="list-style-type: none"> • Has legal personality governed by a Constitution and Rules of Operation • Development of various outputs (guidance and tools) to support effective regulation • Strong established platforms for transferring and scaling-up experience and knowledge among Members e.g Peer Review processes, technical exchange meetings etc+ • Unparalleled dedicated WSS Regulation Training Centre for driving capacity development initiatives • Ability to attract funding for activities from Development Partners directly and other sources • Established partnerships and engagements with key WASH institutions in the continent and internationally • Recognised influence in WSS regulation with exposure to wider international experience (outside Sub Saharan Africa) • Externals Services Unit operational as an expertise group to extend the capacity of Secretariat 	<ul style="list-style-type: none"> • Increase membership • Sourcing funds • Engaging external stakeholders • Serve as a resource for WSS regulatory knowledge and experiences
Weaknesses	Ideas for reducing these weaknesses
<ul style="list-style-type: none"> • Limited expertise in some emerging areas such as rural regulation, service resilience • Low reserves for operations 	<ul style="list-style-type: none"> • Undertake training for Secretariat staff • Strengthen avenues for increased generation of funds from ESAWAS offerings
Opportunities	Ideas for taking advantage of these opportunities
<ul style="list-style-type: none"> • Strong global advocacy for instituting and strengthening WSS regulation • Interest from other institutions (non-region regulators, Government departments, and individuals) to become members. • Interests for collaboration with key sector institutions in areas of mutual interest • Potential demand for extension of the benchmarking exercise of WSS utilities to the rest of the region. • Universal access focus of SDG6 • Membership of strategic councils of IWA and AfWASA • Emerging issues and technologies with potential to impact regulation 	<ul style="list-style-type: none"> • Increase platforms for influence and advocacy • Grow/Increase members • Collate evidence for working regulation • Increase capacity development offerings • Strengthen consultation and synergy in mutual activities with complementing sector institutions • Develop new regulatory tools/approaches in emerging issues

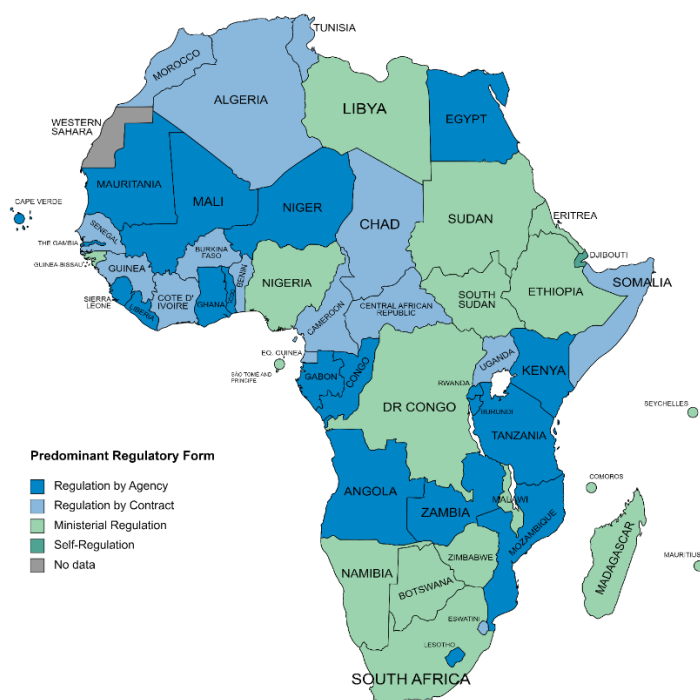
Challenges	Ideas for minimizing or overcoming these challenges
<ul style="list-style-type: none"> Limited political insulation of regulatory decisions Low financial investment to the sector impacting utility operations negatively, thereby undermining regulatory efforts Unprecedented impact of stresses and shocks (such as climate change, pandemics, economic downturn etc) on the sector and the way work is done Slow uptake of technological changes, low digitalisation and poor availability of data for decision-making and service performance Disparity in maturity of legal and regulatory frameworks among members slows down the uptake of the prepared tools 	<ul style="list-style-type: none"> Develop model provisions for regulatory autonomy Prepare advocacy / policy briefs/papers for parliamentary advice Implement service resilience mechanisms Design outputs that support Utility performance and closing data gaps Support differentiated regulatory approaches

3.3. Continental Regulatory Situation

In 2022, ESAWAS undertook a major landscape study that profiled the regulatory frameworks in place for WSS service provision in urban and rural areas in 54 African countries. Key findings and overviews are provided for the policy and legal backing for WSS regulation, different spheres of regulation (regulated service providers, regulated service delivery types), regulatory mechanisms, and the regulatory environment.

According to the findings, WSS regulation has started receiving more concerted attention in many countries, and has progressed at different levels across Africa over the last two decades. A diversity of regulatory frameworks exist for WSS service delivery, with most African countries having mixed approaches comprising multiple regulatory models. Regulation by agency performs considerably better than each of the other regulatory models in terms of strong legal backing, regulatory mechanisms developed and sector performance.

- Predominant regulatory model by number of countries:
 - 20 = Regulation by Agency
 - 15 = Regulation by Contract
 - 18 = Ministerial Regulation
 - 1 = Self-Regulation



Some key challenges and issues on the regulation of water and sanitation services from the study and proposed interventions are outlined in Table 3.

Table 3: WSS Sector Regulation Challenges and Proposed Intervention by the Association

Identified Challenges	Proposed Areas of Intervention by the Association
(i) Scope of regulation biased towards predominant service providers (i.e. national, or regional utilities and large private operators) and specifically on water service provision.	Research, document and disseminate examples of effective arrangements and mechanisms for regulating smaller, deconcentrated service providers such as water committees and private vacuum tanker operators and the lessons that can be drawn from these.
(ii) Weak legal backing for regulating water supply services and sanitation services	Preparation of strategy documents to guide and support the strengthening or reform of regulatory arrangements or the expansion of regulatory activities to new service providers and service delivery types.
(iii) Insufficient regulatory mechanisms including Standards and Guidelines, Monitoring and performance reporting, Incentives and Sanctions	(a) Develop or promote guidance on developing effective mechanisms for regulation. (b) Develop strategies and partnerships to strengthen performance monitoring and reporting at a continent level.
(iv) Regulatory environment - limited autonomy of regulators in areas i.e tariff approvals	Develop and promote guidance on strengthening regulatory autonomy for decision-making.
(v) Enabling and Constraining Factors	Develop capacity development interventions to strengthen the execution of mandates by sector actors

3.4. Stakeholders Analysis

A stakeholders' analysis was conducted as detailed in Table 4, to identify their expectations from ESAWAS and possible approach to manage the expectations.

Table 4: Stakeholders Analysis

Stakeholder(s)	Expectations	Approach
ESAWAS Members	Value for money in membership benefits that inform good regulatory practices for uptake to improve execution of mandate	Strengthen support in areas that enhance regulatory effectiveness
Prospective ESAWAS members	Incentives for membership such as priority access to regulatory outputs, participation in conferences, training and events for knowledge and experience sharing	Incorporate potential members in core events that demonstrate value for membership
Water and sanitation service providers	Support for improving operational sustainability and quality of services	Design outputs that support service provider performance
Other Sector Regulators	Mechanisms for coordination for effective management of water resources & security, environment and health	Support coordination mechanisms among sector regulators
Partners (NGOs, DFIs, IFIs and ICPs)	Support policy, regulation, and governance formulation in the sector and strengthening water and sanitation service providers	Establish synergies that scale the impact of interventions for sector performance

Stakeholder(s)	Expectations	Approach
Governments	Guidance on good practices in WSS governance – policy, institutional, regulatory and finance frameworks (PIRF)	Provide evidence of working approaches for replication/adaptation
Academic and research institutions	Partnership in applied research and training on regulation, and regulated sector specific matters	Incorporate academia in capacity building and research initiatives
Youth and Gender in WSS	Career growth opportunities and increased participation in the sector	Engage youth and gender in WSS regulation

3.5. Emerging issues and trends in water supply and sanitation

The world is just a few years away from the SDG 6 targets. Statistics show that sub-Saharan Africa is off-track to achieve universal access to WSS by 2030. This has heightened efforts towards developing pragmatic and innovative approaches to address this, amidst emerging issues impacting the WSS sector. The development of the ESAWAS strategy takes into consideration the following efforts and issues:

- i) **Global Call to Action** on Strengthening Water and Sanitation Regulatory Systems is underway, led by WHO-RegNet and IWA using a multi-partner coalition. This is based on consensus that effective WSS regulation is fundamental to accelerating access, strengthening systems, service improvement and sustainability. Countries with a well-resourced and functional regulatory framework are more likely to be on track for achieving national targets for WASH and wastewater management (GLAAS 2022). This involves PIRF strengthening (policies, institutions, regulation and financing) as a holistic approach that considers the wider political economy and governance framework to incentivize sustainable actions. ESAWAS has joined the Call to Action to increase political recognition for the insulation of regulation and uptake of good regulatory practices that allows autonomous decision-making.
- ii) **Attracting increased financing for WSS** – to meet the SDG6 targets alone, requires to invest at least 4% of GDP into the sector, yet current investments average around 0.5% of GDP in Sub-Saharan Africa. Regulators influence the efficiency of financial mechanisms e.g. loans, grants, PPPs, climate financing etc through a supportive framework for access to financing. There is need to explore innovative financing for the sector that includes considerations for better tariff setting and improving business acumen and creditworthiness of providers.
- iii) **Formalising smaller, deconcentrated service providers** – that are occupying a gap caused by limitations in large networked services. In most cases, the service providers operate informally without any accountability oversight. This includes non-sewered sanitation, rural water supply and sanitation and small water supplies in urban settings and informal settlements. To recognise the significant contribution of these service providers in achieving universal access, there is need for appropriate accountability mechanisms to ensure that services meet acceptable and enforceable performance standards, while adopting differentiated regulation approaches suited for diverse settings.

- iv) **Building WSS Service Resilience-** by addressing sector shocks and stresses that can adversely affect progress in WSS service provision. Now more than ever, the impacts of climate change, pandemics, people migration, economic downturn etc are taking a high toll on the sector. To sustain progress, service providers must build-in resilience in new and existing service delivery mechanisms alongside extending access and quality of services. With regulators alive to these realities, ESAWAS is facilitating the development of shock/stress mitigation and recovery mechanisms for service providers that include disaster risk reduction, emergency preparedness and response planning.
- v) **Public data systems strengthening** – to address sector challenges in data collection, management, and oversight, spanning from local to national levels that impact global monitoring systems. Data, in many cases, is collected in silos, mostly for project use with an absence of national-level integrated systems, coordination platforms and sector monitoring and reporting. Effective regulation and service delivery depend on accurate, comprehensive data that can inform decision-making, incentivise financing and enhance sector performance. This requires closing data gaps and systems from the local level that can efficiently inform evidence-based decisions. ESAWAS is implementing a Data Systems Strengthening Strategy to support countries and regulators to improve the reliability and accuracy of sector data suitable for its purpose/use.
- vi) **Adoption of emerging technologies** - the world has become digital. The WSS sector has to adapt and make shifts to adopt technologies that could improve regulatory and service provider operations, as well as service delivery. These include the uptake of digitalisation in services, technologies to support a circular economy, smart and intelligent network technologies, Artificial Intelligence (AI), solar technology etc.
- vii) **Attaining efficiency in service delivery** – remains a top regulatory priority alongside extending access and improving quality of services to the set standards. According to the ESAWAS Benchmarking Report, areas of critical concern remain high Non-Revenue Water (NRW), declining cost coverage by billing as well as collection efficiency, unacceptable water quality compliance and low hours of supply. There is urgent need to enhance knowledge and strategies to address these.
- viii) **Gender and Youth in WSS regulation**—valuably contribute to advancing improvements in water supply and sanitation services. This includes their leadership, high peer influence, capacity for creativity and innovation, dedication and energy, and their ability to raise awareness and change behaviour. There is need to increase involvement and engagement of the women and youth (early career professionals) in regulation and ESAWAS activities.

4. THREE-YEAR STRATEGIC FRAMEWORK

The situation analysis undertaken in the previous chapter outlined pertinent water supply and sanitation issues and aspects to inform the strategic framework for ESAWAS for the period 2025- 2027.

4.1. Vision and Mission

Vision: To be a global leader in promoting effective and innovative regulation of water supply and sanitation services.

Mission: Facilitate the development of effective regulation for improved water supply and sanitation services in the east and southern African region and the African continent.

4.2. Strategic Objectives

The three Strategic Objectives that form the focus for the three-year period as derived from the situation analysis are as follows:

Objective 1: Promote and support effective and efficient WSS Regulation

Objective 2: Global resource for WSS regulatory knowledge and experiences

Objective 3: Consolidate ESAWAS presence and influence on the African continent and globally

Objective 1: Promote and Support Effective and Efficient WSS Regulation

Promotion and support of effective and efficient regulation is the core objective of the Association. This objective will place emphasis on supporting countries to accelerate uptake of good regulatory practices, approaches, tools and instruments that advance effective regulation and improvements in service delivery.

The key actions under this objective are as follows:

Key Actions	Outcome/Output
i. Development of regulatory guidance and tools	<i>Comprehensive regulatory frameworks, strategies, tools and instruments for WSS service provision (covering all settings)</i>
ii. Design outputs that support service provider performance	<i>Improved operations and performance of service providers</i>
iii. Lead innovations for WSS Regulation	<i>Improved execution of regulatory functions and response to emerging issues</i>

Objective 2: Global resource for WSS regulatory knowledge and experiences

ESAWAS has established a dedicated Africa-based WSS Regulation Training Centre, leveraging on its unique selling proposition of being the preeminent source or repository of WSS regulation information, and related analysis, for Africa. This objective will aim to strengthen the capacity of sector actors to execute mandates, encompassing regulators, service providers, policy-makers and other sector players. Both Members and non-Members will have access to specialised training, exposure and research in WSS regulation.

Key actions under this objective are as follows:

Key Actions	Outcome/Output
i. Increase offerings under WSS Regulation Training Centre	<i>Increased number of capacity development initiatives annually</i>
ii. Develop and disseminate evidence for benefits of regulation	<i>Increased political and sector recognition of the beneficial role of regulation</i>
iii. Lead advocacy and technical assistance	<i>Support adoption of good practices that can enhance effective regulation</i>

Objective 3: Consolidate ESAWAS presence and influence on the African continent and globally

ESAWAS has continued to gain high recognition for its work regionally, Africa-wide and internationally with growing demand for membership, engagement, partnerships and information sharing initiatives. The response to introduction of fee-for-service offerings has also been positive and demonstrates promise for value.

ESAWAS will gradually expand its membership, beyond east and southern Africa, to the rest of the continent while increasing value for membership. The formation and execution of strategic partnerships is also key for ESAWAS to grow its footprint and influence across the continent and globally. This objective will aim to increase the membership base, visibility and sustainability of ESAWAS and its offerings through various avenues.

Key actions under this objective are as follows:

Key Actions	Outcome/Output
i. Grow number and value for membership	<i>Strengthened membership attraction and retention</i>
ii. Leverage platforms and partners for sector influence	<i>Increased contributions in sector events and programming</i>
iii. Efficient management of internal operations	<i>Improved sustainability of ESAWAS through internally generated funds</i>

5. IMPLEMENTATION PLAN

The achievement of the three Strategic Objectives will be supported by the execution of an implementation plan consisting of an action plan, a general financing plan, and human resources plan. Annual operational plans will be drawn up from the Strategic Plan that further detail the cost of activities, resources required and implementation deadlines.

Action Plan – Table 6 outlines the activities that will be undertaken to achieve the planned strategic objectives and the key performance indicators for measurement of success.

Financing Plan - ESAWAS will undertake to finance the Strategic Plan budget of USD6,289,000 (Table 5) from internally generated funds through annual membership fees and fee-for-service offerings such as trainings, conferences, consultancies, and technical assistance. External funds will also be sourced from Development Partners and other strategic partnerships that align with the objectives of ESAWAS.

Approximately, USD1,9million has already been mobilised towards aspects highlighted in blue in the Action Plan.

Table 5: Budget by Strategic Plan Objective

Objective	Year 1	Year 2	Year 3	Total Budget
Objective 1: Promote and Support Effective and Efficient Regulation	1,279,000	916,000	411,000	2,606,000
Objective 2: Global resource for WSS regulatory knowledge and experiences	1,251,000	1,107,000	870,000	3,228,000
Objective 3: Consolidate presence and influence of ESAWAS on the African continent and globally	135,000	151,000	169,000	455,000
TOTAL	2,665,000	2,174,000	1,450,000	6,289,000

Human Resources Plan - the 2025 to 2027 Strategic Plan will be implemented using the ESAWAS organisational structure shown in Figure 1 on Page 6. The Secretariat will continue to be supported by the Technical Committee on Regulatory issues (TeCRI) that is tasked to oversee the development and implementation of the annual operational plan drawn from the Strategic Plan. The External Service Unit will also continue to complement Secretariat staff with formalised technical assistance and trainings. ESAWAS will further engage temporary staff, consultants, academia as well as Partners for required expertise to deliver on planned activities.

TABLE 6: ACTION PLAN (blue=funds partially mobilised)

OBJECTIVE 1: PROMOTE AND SUPPORT EFFECTIVE AND EFFICIENT REGULATION						
<i>Description: Accelerate uptake of good regulatory practices, tools and instruments</i>						
Key Actions	Key Performance Indicator	Activities	Implementation Year	Budget (USD)		
				2025	2026	2027
Development of regulatory frameworks, guidance and tools	At least three regulatory mechanisms developed for uptake by Members	Develop and disseminate Regulation Framework for Rural WSS, Small Water Supplies (<i>including refugee settlements</i>)	2025	350,000	170,000	
		Develop and disseminate common definitions and parameters for KPIs to enhance service provider performance benchmarking analysis		32,000		
		Support development of a shadow Creditworthiness Rating Index for WSS Utilities/Service Providers		145,000		
		Expand ESAWAS Sanitation Tariff Setting Guideline to include water supply (<i>including small piped schemes and off-grid supply</i>)		36,000		
		Explore the cost of regulatory compliance and development of case/specific or differentiated approach for regulation (<i>specify minimal requirements for regulation, regulatory model vs service provision model</i>)	2026		125,000	
		Develop guidance for regulatory participation in design and implementation of PPPs	2027			40,000
Design outputs that support service provider performance	Number of service providers adopting developed outputs	Strengthen public data systems from the local level <ul style="list-style-type: none"> ○ Support development of data systems national investment plans, guidance and tools based on a data systems maturity assessment ○ Design incentives for improving data accuracy and reliability 	2025-26	150,000	250,000	300,000
		Develop guidance on WSS Tariff Index for WSS Utilities in Africa	2025	145,000	-	-
		Provide guidance on approaches for innovative financing and formulating bankable WSS proposals		60,000		
		Undertake capacity development to enhance the business acumen of service providers				

		Hold Service Provider-Regulator Engagement Platform for dialogue on issues impacting sector performance	2025-27	40,000		50,000
		Promote peer-learning platforms among Utilities for replication (<i>with AfWASA, IWA, GWOPA etc</i>) <ul style="list-style-type: none"> ○ <i>Share working approaches for managing Non-Revenue Water and achieving high performance in other KPIs</i> ○ <i>Profile high performing Utilities and disseminate knowledge and experience that includes leadership focus</i> 	2025-27	15,000	15,000	15,000
Lead innovations for WSS Regulation	At least five regulators adopt developed innovations	Undertake Research and Development to improve regulatory practices and approaches (<i>Explore effects of external elements to WSS service provision (e.g. stormwater, solid waste), Climate change, resilience, Water Security, increasing access to the last mile etc</i>), Collaborate with research institutions, Use Call for Research	2025-27	6,000	6,000	6,000
		Promote digitalization in regulatory and service provision operations (<i>uptake of Regulation Information Systems, leverage Artificial Intelligence, systems for monitoring, customer management, technology uptake</i>)	2025-2026	300,000	350,000	
TOTAL				1,279,000	916,000	411,000
				2,606,000		

OBJECTIVE 2: GLOBAL RESOURCE FOR WSS REGULATORY KNOWLEDGE AND EXPERIENCES						
Description: Strengthen capacity of sector actors to execute mandates						
Key Actions	Key Performance Indicator	Activities	Implementation Year	Budget (USD)		
				2025	2026	2027
Increase offerings under WSS Regulation Training Centre	<ul style="list-style-type: none"> At least four fee-for service technical trainings offered annually Aggregated number of participants to trainings increased 	Develop three-year Capacity Development Plan with increased offerings that address regulators, service providers, policy-makers and other sector actors	2025	66,000	70,000	70,000
		Raise visibility of training centre	2025-26			
		Implement mentorship approach for strengthening newly established or weak performing regulators				
		Explore accreditation for training courses	2027			
Develop and disseminate evidence for benefits of regulation	At least three good regulatory practices documented and disseminated annually using various avenues	Conduct Regulatory Peer Reviews (<i>Review mechanism and frequency</i>)		40,000	50,000	50,000
		Assess performance of regulators and regulatory impact using a well-defined mechanism <i>- Outline model provisions for regulatory autonomy</i>	2025-27	85,000	-	-
		Develop policy briefs on pertinent sector issues and engage policy-makers		-	-	-
		Document and disseminate good regulatory practices (e.g. pro-poor approaches)		-	-	-
		Actively engage in the Global Call to Action on Strengthening WSS Regulation		5,000	7,000	-
Lead advocacy and technical assistance for WSS Regulation	At least eight countries supported in WSS regulation	Support countries (regulators existing, newly formed or under establishment) and sector actors in various aspects to advance WSS regulation and sector performance	2025-27	1,040,000	960,000	720,000
		Conduct high-impact advocacy campaigns on key issues in collaboration with partners		15,000	20,000	30,000
TOTAL				1,251,000	1,107,000	870,000
				3,228,000		

OBJECTIVE 3: CONSOLIDATE PRESENCE AND INFLUENCE OF ESAWAS ON THE AFRICAN CONTINENT AND GLOBALLY

Description: Increase visibility and sustainability of ESAWAS and offerings

Key Actions	Key Performance Indicator	Activities	Implementation Year	Budget (USD)		
				2025	2026	2027
Grow number and value for membership	Number of members increased annually	Steer gradual expansion of ESAWAS across Africa <i>(review ESAWAS Constitution and name for alignment)</i>	2025-27	25,000	30,000	35,000
		Increase visibility of membership benefits				
		Implement membership recruitment and retention strategy				
Leverage platforms and partners for influence	<ul style="list-style-type: none"> Collaborative agreements with strategic partners executed and participation in sector events raise the agenda for WSS regulation Youth and gender engagement increased 	Operationalise Engage digital networking platform and drive utilisation for discussion and dissemination of key sector issues and events	2025-27	-	-	-
		Actively contribute in country, regional, continental and global events to raise the agenda for WSS regulation		65,000	75,000	85,000
		Execute collaborative agreements with partners		-	-	-
		Establish strategic partnerships with like-minded institutions		-	-	-
		Engage Youth as early career professionals and mainstream Gender in WSS regulation and ESAWAS events		10,000	12,000	15,000
Efficient management of internal operations	<ul style="list-style-type: none"> Internally generated revenue increased by 10% Trainings undertaken for staff in identified areas 	Strengthen internal sustainability through fee-for-service offerings	2025-27	15,000	12,000	10,000
		Undertake staff training to strengthen institutional capacity of ESAWAS		20,000	22,000	24,000
		Improve internal communication channels among Members, and others for keeping abreast with developments		-	-	-
TOTAL				135,000	151,000	169,000
				455,000		

6. RISK MANAGEMENT PLAN

Based on key success factors to achieve the strategic plan objectives, the following potential risks, risk status and mitigation measures were identified as shown in Table 7. Most of the risks are related to Objective 1. Identified risk management measures will be implemented alongside the activities as applicable.

Table 7: Risk Management Plan

Potential risks	Risk Status	Risk Management
Objective 1: Promote and support effective and efficient WSS Regulation		
Slow and low uptake of developed regulatory frameworks, guidance and tools	Low	Strengthen consultation with regulatory institutions prior to any development to assess needs and requirements for implementation
Developed regulatory outputs and innovations do not address contextual differences for implementation	Low	Outline guidance on differentiated and light regulation approaches and demonstrate working regulation from implementors
Poor follow-through by Secretariat on the impact and practicality of implementation of developed outputs and tools to guide changes	Medium	Develop an M&E mechanism to assess extent of implementation and results to inform changes to tools, guidance or frameworks
Accuracy and reliability of data from the local level remains weak hampering aggregation at the region and continental level	High	Capacity building of respective water utilities by regulators Introduction of automatic reporting and analysis through information systems Strengthening the data generation mechanisms through promoting data quality control practices
Insufficient expertise in service resilience, digitalization and technology advancements to adequately support sector decisions on the solutions to employ	Medium	Capacity building for regulatory staff and awareness creation for sector actors
Objective 2: To be a global resource for WSS regulatory knowledge and experiences		
Poor registration for paid training courses	Medium	Enhanced marketing of training centre and tailoring the course to address the demand
Objective 3: Consolidate presence and influence of ESAWAS on the African continent and globally		
Increased member fatigue to pay subscription fees for multiple associations that have similar focus at continental level	High	Strengthen synergies with similar focused Associations such as AFUR and AfWASA for combined membership benefits approach
Internally generated revenue remains insufficient to build reserves for operations	High	Raise and market benefits of offerings to motivate payment

7. MONITORING AND EVALUATION

ESAWAS Regulators Association will entrust its Secretariat to oversee the implementation of the set objectives taking into consideration the different operating environments and requirements of each regulator and country. The members will contribute to the achievement of the set objectives in a manner as agreed in the Implementation Plan or as will be stipulated in the respective annual operational plans.

The monitoring and evaluation (M&E) of the Strategic Plan will be based on the annual operational plans prepared by Secretariat as the building blocks. Arising out of the activities in the annual operational plan, the TeCRI will be required to derive clear milestones and deliverables as well as their respective due dates for the activities.

The ESAWAS Executive Committee (ExCo) with inputs from TeCRI will evaluate current performance against previously set expectations and consider any changes or events that may have impacted the desired course of actions.

The ExCo will present the annual implementation progress to the AGM together with the financial statements. Once approved by the AGM, the report and statements will be circulated to members and key stakeholders.

A mid-plan implementation review will also be undertaken by June 2026, to assess if any adjustment will be required to the Plan.

A three-year planning period has been chosen in consideration of the growth that ESAWAS is still undergoing with focus on continental-level offerings. This will allow sufficient adjustment in the next three years based on how the Association would have evolved. Additionally, the approach of the 2030 SDG target period was considered and therefore, the next ESAWAS Strategic Plan will align to the end of this period. Thereafter, ESAWAS intends to formulate longer-focussed Strategic Plans of at least five years that also responds to the post-SDG agreements.

ANNEX: DETAILED PERFORMANCE ON 2022-24 STRATEGIC PLAN

OBJECTIVE 1: TO PROMOTE AND SUPPORT EFFECTIVE WSS REGULATION			69%
Action	Measurement	Status	Performance
1.1 Provide advocacy and technical assistance in regulation across the continent and globally	At least eighteen (or six annually) institutions with regulatory responsibility (existing, newly formed and under-establishment) supported with <ul style="list-style-type: none"> • advocacy • technical expertise • guidance on WSS policy formulation incorporating regulation • increased awareness creation and education of stakeholders 	Strategy developed and disseminated to East and Southern African countries	75%
		TA and advocacy through the External Services Unit provided to: <ul style="list-style-type: none"> i. DWS, SA – licensing and advocacy ii. DWS, Botswana – sanitation regulation framework iii. Ethiopia WS stakeholders – sanitation regulation iv. Belize Utility Regulator – licensing v. South Asia (Bangladesh, Nepal, Odisha-India) – regulatory governance and substance vi. WHO-RegNet – CWIS implementation 	
1.2 Scale up the integration of Citywide Inclusive Sanitation (CWIS) in Regulation	Number of Member regulators supported in implementing clearly measurable CWIS regulation roadmaps increased from one to eight	Members supported to implement CWIS activities that included development of CWIS roadmap, training, upscaling Equivserve, upgrade of regulatory information system to report on sanitation data, GIS implementation, sanitation baseline mapping and sanitation exchange visits	100%
		Subgrants were awarded to WASREB, EWURA, AREEN, ZURA, WURD, NWASCO and AURA	
1.3 Enhance annual regional benchmarking exercise for WSS utilities	Improved benchmarking mechanism by introducing <ul style="list-style-type: none"> • innovative ICT Tools • new Utilities • new indicators 	Good regulatory practices documented and shared through IWA sanitation stories, regulatory landscape study and publication of 6 country journeys in collaboration with UNICEF, WHO and WSUP	70%
		<ul style="list-style-type: none"> • Guidance outlined for WSS GIS information systems with support from AfDB • Data collection template developed to guide CWIS data requirements for information systems • 7th and 8th Regional Benchmarking Reports produced • Training in KPI formulation done for all 12 members • Digital benchmarking platform under development 	

1.4 Promote equity in terms of service provision (Rural WSS, poor/vulnerable communities, households and social inclusion)	Guidance developed and/or refined to <ul style="list-style-type: none"> • address regulation of WSS in the rural areas and small schemes • improve measurement and identification of service levels to poor communities 	Development underway of a regulatory framework for Rural WSS and Small Water Supplies	20%
1.5 Promote resilience in WSS service provision	Resilience strategies/tools developed for shock/stress resistance and recovery mechanisms (e.g., climate, infrastructure, asset management, NRW)	Development underway of a Service Resilience and Emergency Preparedness Tool to assess sector shocks and stresses and recovery actions	20%
1.6 Identify new technologies and processes that can significantly enhance regulation	Technologies for enhanced regulation developed or documented and disseminated.	Sanitracker digital system developed to enhance operations and close sanitation data gaps from the local level Data Systems stakeholder consultative workshop held with 24 countries and 6 partners identified priority technologies for uptake	100%
1.6 Develop a youth and gender engagement Strategy	Youth and women incentivised to participate in regulation and ESAWAS activities through implementation of an engagement strategy.	<ul style="list-style-type: none"> • Youth and Gender Strategy developed • 4 female final-year dissertation students supported to contribute content relevant to improve sanitation regulation • 2 youth women supported to participate in ESAWAS inaugural training 	100%

OBJECTIVE 2: TO BE A GLOBAL KNOWLEDGE HUB ON WSS REGULATION			100%
Action	Measurement	Status	Performance
2.1 Undertake a feasibility assessment for the establishment of an Africa-based dedicated training centre for WSS Regulation	<ul style="list-style-type: none"> Regulatory training content developed based on a needs assessment Feasibility strategy formulated for establishment of a dedicated and formalised financially viable WSS regulation training centre with region and continent-specific content, but as a resource center for a global audience based on a demands approach 	<ul style="list-style-type: none"> A high-level TNA was conducted alongside the landscape study. Findings indicate that institutions place highest demand on training in technical aspects of water regulation, technical aspects of sanitation regulation, policy and legislative formulation. Joint working group established to guide establishment of training centre (AMCOW, AfWASA, WIN, WSUP, 3 former senior staff of members, 2 current staff of members) Feasibility strategy developed that covers core curriculum (courses +content), trainer requirements, setup options and business model Inaugural training held in Mombasa in March. 44 paid participants attended the course from regulators, utilities, DPs and Ministries 2nd paid course in Compliance Monitoring attracted 60 paid participants Over US\$35,000 generated in paid training offerings 	100%
2.2 Offer tailored capacity development for both Members and non-Members	<ul style="list-style-type: none"> At least three in-country capacity development interventions conducted annually to Members and non-Members addresses varying cardinal audiences (such as high-level policy makers, regulators, utilities, private operators etc) Focussed capacity development for non-members generates revenues for operations 	<p>Tailored capacity development was undertaken for:</p> <ul style="list-style-type: none"> AREEN, Burundi – through mentorship agreement with NWASCO and in Equiserve by Athena EWURA, Tanzania – Equiserve DWS, South Africa – Regulation Advocacy and licensing WURD, Uganda – general regulatory training NWASCO, Zambia - integrity 	100%
2.3 Identify, undertake and document regulatory studies/research	<ul style="list-style-type: none"> Three key research findings documented and shared At least two good practices that enhance the capacity of Members to deliver effective regulation promoted. 	<ul style="list-style-type: none"> Research of CWIS in Zanzibar supported under a Masters program for a staff at ZURA. The research findings are in the form of a published dissertation. 4 final-year dissertation researches relevant to improving sanitation regulation supported and completed 	100%

<p>2.4 Expand technical and leadership skill building and training for member regulatory staff</p>	<ul style="list-style-type: none"> • Two leadership skills building facilitated for staff of members • members participate in hands-on learning opportunities annually 	<ul style="list-style-type: none"> • CEOs leadership development training undertaken for 8 CEOs • Technical trainings undertaken in KPI Formulation + Sanitation Safety Planning for all 12 members • Sanitation Exchange visits supported for LEWA and AREEN to NWASCO, Zambia • Equiserve learning visits supported to WURD, Uganda for RURA- Rwanda, AREEN- Burundi and 2 utilities from Zambia • Regulatory exchange visit to Lisbon, Portugal facilitated for senior managers from all 12 members • Learning visit to SUNASS-Peru in Rural WSS scheduled 	<p>100%</p>
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OBJECTIVE 3: TO STRENGTHEN AND EXPAND THE AFRICA CONTINENTAL REACH OF ESAWAS			100%
Action	Measurement	Status	Performance
3.1 Increase and strengthen membership through various options and incentives	<ul style="list-style-type: none"> Strategy developed and implemented to recruit and retain members, and strengthen member services to existing and potential members within the east and southern African region Membership base increased by 30% through expanded membership types and benefits 	<ul style="list-style-type: none"> ESAWAS electronic brochure redesigned and disseminated to market Membership benefits Membership attraction and retention strategy finalised- All countries ranked for engagement Engagements with Botswana and Zimbabwe in progress to support establishment of WSS regulators DWS-SA, IRSEA- Angola, DWS-Botswana and Ekiti State Regulator joined the Association 	100%
3.2 Increase awareness of ESAWAS	Marketing strategy implemented that facilitates the growth and visibility of ESAWAS and its service offerings	<p>Convened/Co-convened/presented in sessions that included 21st AfWASA Congress; 19th AFUR Conference; UN 2023 Water Conference; All System Connect International Symposium-World Forum, 5th Global WOPs Congress and GWOPA Assembly; 4th Edition of Lagos International Water Conference, 3 Webinars with WHO-Regnet, World Bank Leadership Convening; AfDB/World Bank/OECD Roundtable on Financing; 10th World Water Forum, IWA World Water Congress</p> <p>ESAWAS also led sessions in AfricaSan7– local authorities dialogue and subtheme on partnerships; and IWA Development Congress– 8th IWRF</p>	100%
3.3 Establish/ Strengthen strategic Partnerships with other like-minded WSS sector organisations	Collaborative frameworks with strategic partners renewed or established for mutual benefits	<ul style="list-style-type: none"> Agreement signed with NewIBNET for strengthening data and benchmarking Agreement signed with WHO-RegNet for support in sanitation regulation AMCOW, AfWASA, IWA supported some ESAWAS activities and vice versa Collaborations secured with AfDB, World Bank and UNICEF MoU with WSUP renewed for pro-poor focus MoU with AfWASA renewed to enhance service provider engagement New MoU with PASA established for sanitation operators 	100%
3.4 Influence and support the formation of a dedicated Africa WSS Regulators Association	Formulate strategy and roadmap for the establishment of an Africa WSS Regulators Association	Feasibility strategy developed and several options for establishment outlined. Members approved organic expansion of ESAWAS to absorb members from other regions by request	100%

OBJECTIVE 4: IMPROVE INTERNAL OPERATIONS OF THE ASSOCIATION			100%
Action	Activity	Status	Performance
4.1 Operationalise an independent sustainable Secretariat in line with Organisational Structure, Business Revenue Model and Growth Strategy	<ul style="list-style-type: none"> • Full-time Executive Secretary and staff engaged that can absorb increased demand for ESAWAS offerings • Independent sustainable Secretariat operationalised 	<ul style="list-style-type: none"> • Four full-time Secretariat staff recruited <ol style="list-style-type: none"> Executive Secretary Research and Knowledge Management Specialist Business Development Manager Data Systems Specialist • Over USD4 million funds mobilised for activities in the period including through revenue from paid offerings 	100%
4.2 Improve organisation of annual conferences to raise the value / benefits for participation	<ul style="list-style-type: none"> • Increased annual participation • Introduction of revenue generation options from conferences 	<ul style="list-style-type: none"> • Three annual Africa WSS Regulators conferences held as a way of marketing ESAWAS' services and offerings • The conferences attracted about 44 African countries, 18 partners and a total of about 150 participants • Paid participation introduced for the 3rd Africa WSS Regulators Conference 	100%
4.3 Set up a specialist group to support ESAWAS technical assistance activities	<ul style="list-style-type: none"> • Provision of technical assistance generates revenue for operations • Former staff of Members as an expertise resource alleviate Secretariat load in peak-demand periods 	<p>Externals Services Unit incorporating former staff of members established by AGM decision and operational</p> <p>Over USD100,000 generated in income</p>	100%
4.4 Implement a quality management system	<ul style="list-style-type: none"> • Institute quality management processes towards ISO 9001:2015 certification • Evaluate the impact of ESAWAS interventions to Members 	<ul style="list-style-type: none"> • Training held and processes being instituted in a phased approach • Membership satisfaction survey conducted 	100%