

African Ministers' Council on Water



Strategy 2018 - 2030

African Ministers' Council on Water Strategy 2018–2030

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FOREWORD

The year 2017 marked 15 years since the water and sanitation fraternity in Africa established the African Ministers' Council on Water (AMCOW) to provide political leadership, policy direction, and advocacy in water management, as well as the provision of sanitation and hygiene services for sustainable social, economic and environmental development and maintenance of Africa's ecosystems. Last year also kicked off the activities to operationalise the decision of the council directing the Secretariat to develop a 10-year strategy. Though the directive was to have a 10-year strategy, some key activities in the sector necessitated that the TAC move the time period to 2018–2030. These include the dedication of the years 2018–2028 as the International Decade for Action [on] Water for Sustainable Development and the endorsement of the Sustainable Development Goals (SDGs), including a dedicated goal (SDG 6) on water and sanitation in 2015. The International Decade for Action on Water for Sustainable Development renews the call to action to accelerate efforts toward meeting SDG 6 and the other SDGs.

The interconnectedness of the SDGs and the central and indispensable role SDG 6 plays calls for an increase in coherence in the water and sanitation sector and the need to build synergies. AMCOW is an institution with ample opportunity to be the platform for coordinating action on the African continent toward accelerated improvements in the water and sanitation sector and the SDGs.

The central role of AMCOW in Africa also gives it the unique mandate to revitalise the efforts of the continent to translate into reality by 2025 the Africa Water Vision of “an Africa where there is an equitable and sustainable use and management of water resources for poverty alleviation, socio-economic development, regional cooperation and the environment.”

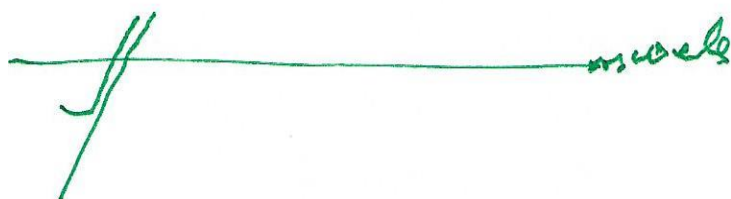
The 15th anniversary of AMCOW also marked the dawn of the era in which the organs and structures of AMCOW were to be integrated into the activities of the Commission of the African Union (AU) to coordinate the sectoral committee on water and sanitation of the Specialised Technical Committee (STC) on Agriculture, Rural Development, Water and Environment (ARDWE) in line with the 2004 Sirte Declaration (Ex/Assembly/AU/Decl. I (II)) on the commitments of the Heads of State and Government (HoSG) of the African Union to overcome the challenges of implementing integrated and sustainable development in agriculture and water in Africa. This gives room for AMCOW to have a more structured relationship with the AU and therefore be better positioned to more effectively bring water to the top of the development agenda for Africa.

A closer relationship with the AU is needed to ensure that the outcomes of the African Water Sector and Sanitation Monitoring and Reporting System of AMCOW, which are based on the Sharm-el-Sheikh declaration (Ex/Assembly/AU/Decl. I [II]) are increasingly shaping the focus of the continental sector improvement efforts. The strategy aims to fine-tune the monitoring system to this end.

This strategy has been prepared with the overarching goal of strategically positioning AMCOW to do a great deal more to deliver on its commitments to: 1) assure the dignity of the people of Africa by providing adequate and sustained sanitation services; and 2) develop, manage, and utilise water resources to assure water, food and energy security in Africa.

The AMCOW Strategy 2018–2030 will draw lessons from the factors underlying AMCOW’s achievements to date, placing water at the heart of development planning, and raising the priority given to water for food, energy and industrial production.

It is my sincere hope and desire that all AU Member States will provide the political support and put together most of the resources needed to implement this strategy.

A handwritten signature in green ink, consisting of a horizontal line with a stylized flourish on the left and a cursive signature on the right.

Hon. Eng. Isack Kamwelwe (MP)
**AMCOW President and Minister for Water and
Irrigation**
United Republic of Tanzania

INTRODUCTION

AMCOW was formed in 2002, primarily to promote cooperation, security, social and economic development and poverty eradication among Member States through the effective management of Africa's water resources and provision of water supply services.

AMCOW brings together, under a formal Secretariat, the line Ministers of Water for all 55 African States, who have adopted the following statement as their shared Vision:

An Africa where there is an equitable and sustainable use and management of water resources for poverty alleviation, socio-economic development, regional cooperation and the environment.

In supporting this Vision, AMCOW has stated the following as its Mission:

Provide political leadership, policy direction and advocacy in the provision, use and management of water resources for sustainable social and economic development and maintenance of African ecosystems.

The organs and structures of AMCOW serve as the Working Group on Water and Sanitation of the AU's STC on ARDWE.

AMCOW Initiatives and Achievements

In line with the mandate of AMCOW to improve the water and sanitation sector in Africa, it works with other key players in the sector on many initiatives. These initiatives are focused on key areas that are critical to the sector, mainly around financing, knowledge exchange, monitoring and reporting.

Africa Water Week

Africa Water Week first started in 2008 in Tunis, Tunisia, and has grown into the number one platform for experience sharing and knowledge exchange on issues of water and sanitation across the continent (the sixth Africa Water Week was held in 2016 in Dar es Salaam, United Republic of Tanzania). The conference brings together sector players from Africa and around the world.

AfricaSan

Recognising the challenge of the neglect of sanitation, the AfricaSan initiative was established to provide a forum for sanitation technical experts to exchange lessons, identify approaches and technologies and move sanitation up on the development agenda. The first AfricaSan conference was hosted in Johannesburg, South Africa by African Ministers just before the World Summit on Sustainable Development. It helped to build the groundswell that achieved the inclusion of sanitation as a specific Millennium Development Goal (MDG) target. The concept of a political and technical mobilising event focusing specifically on sanitation was replicated in South Asia, Latin America and East Asia. The eThekwini Commitments from the first AfricaSan conference greatly revolutionised the enabling environment and improved attention to sanitation. The fourth AfricaSan conference was held in 2015 in Dakar, Senegal.

African Water Facility

The African Water Facility (AWF) is an AMCOW initiative, established to finance water resource development activities in Africa, and is hosted and managed by the African Development Bank (AfDB). Since it was established in 2006, the AWF has developed a portfolio of grants covering 104 projects in 52 countries, including Africa's most vulnerable countries. In addition, on average, each €1 contributed by the AWF has attracted €34 in additional follow-up investments.

Africa Water Sector and Sanitation Monitoring and Reporting System

In 2008, at the 11th Ordinary Session of the AU Assembly in Sharm el-Sheikh, Egypt, the AU HoSG agreed on commitments to accelerate the achievement of water and sanitation goals in Africa and mandated AMCOW to develop, follow up and implement strategies for these commitments. This birthed the monitoring and reporting system, which has to date produced and submitted five reports to the summit of the AU's HoSG with far-reaching recommendations on the water and sanitation sector.

Rural Water Supply and Sanitation Initiative (RWSSI)

The RWSSI is an AMCOW initiative implemented by the AfDB. It is a focused regional response to Africa's rural water supply and sanitation crisis. Since the inception of RWSSI in 2003, the AfDB has invested €1.53 billion in financing 53 RWSSI programmes in 35 countries. By December 31, 2015, the initiative had mobilised more than €5.93 billion from the AfDB, other donors, African governments, beneficiary communities and the RWSSI Trust Fund. It has provided water supply and sanitation access to an estimated 135 million and 90 million people respectively.

AMCOW has progressively aligned its roles and responsibilities based on the adoption of the African Water Vision 2025 by the African Water Ministers during the 2nd World Water Forum at The Hague in 2000, and the declaration and commitments by the AU's HoSG at Sharm-el-Sheikh in June 2008, which brought water and sanitation issues to the centre stage of Member States' development agenda. More recently, on the global level, AMCOW recognised the SDGs, adopted by the United Nations (UN) General Assembly in 2015 as actions and targets that it will take on as part of its Strategic Priorities (SPs).

In this regard, there has been increased adoption of water and sanitation-related policies, commitments and declarations at the continental level and in various Member States. Notably, among these is the increased number of Member States that have made landmark decisions by establishing dedicated water and sanitation ministries, raising the sanitation agenda, increasing the coordination of key stakeholders in the sanitation and hygiene sub-sector and assigning a clear lead agency for sanitation.

Furthermore, several milestones have been reached in the water and sanitation area at the continent level (see Figure 1). These include:

- African Water Vision 2025 (2000).
- Pan African Implementation and Partnership Conference on Water (2003).
- Sirte Declaration on the Challenges of Implementing Integrated and Sustainable Development on Agriculture and Water in Africa (2004).
- eThekweni Declaration on Africa Sanitation and Hygiene (2008).
- Tunis Declaration on Accelerating Water Security for Africa's Socio-Economic Development (2008).
- Dakar Declaration on Water Security and Sanitation (2014).
- AU Agenda 2063, the Africa We Want (2014).
- Ngor Declaration on Sanitation and Hygiene (2015).

The daunting challenge remains to address, scale up and sustain the elements of the Africa Water Vision 2025, and to achieve the SDGs, specifically SDG 6, and to adopt and prioritise the 2015 Ngor Declaration on Sanitation and Hygiene, as well as the 2014 Dakar Declaration on Water Security and Sanitation.

Along with these commitments, other continental programmes such as the Kigali Action Plan, African Water Resources Management Priority Action Programme, African Clean Villages Programme, and Pan-African Productive Sanitation Programme, are also factored into the AMCOW Strategy 2018–2030.

The Africa Water Vision 2025 (2000) clearly and simply states the critical “success factors” to which Africa must adhere in its efforts to address water and sanitation issues. They are still valid today and they will be upheld in the current AMCOW Strategy. These are:

- Openness and transparency in decision-making processes.
- Ability to generate and receive knowledge and information.
- Cooperation and teamwork by all countries in the region to achieve common and mutually beneficial objectives.
- Readiness to make tough decisions on the future direction and course of action consistent with the aspirations in the shared Water Vision.
- Proper appreciation of “where we are,” “where we want to be,” and “how to get there.”

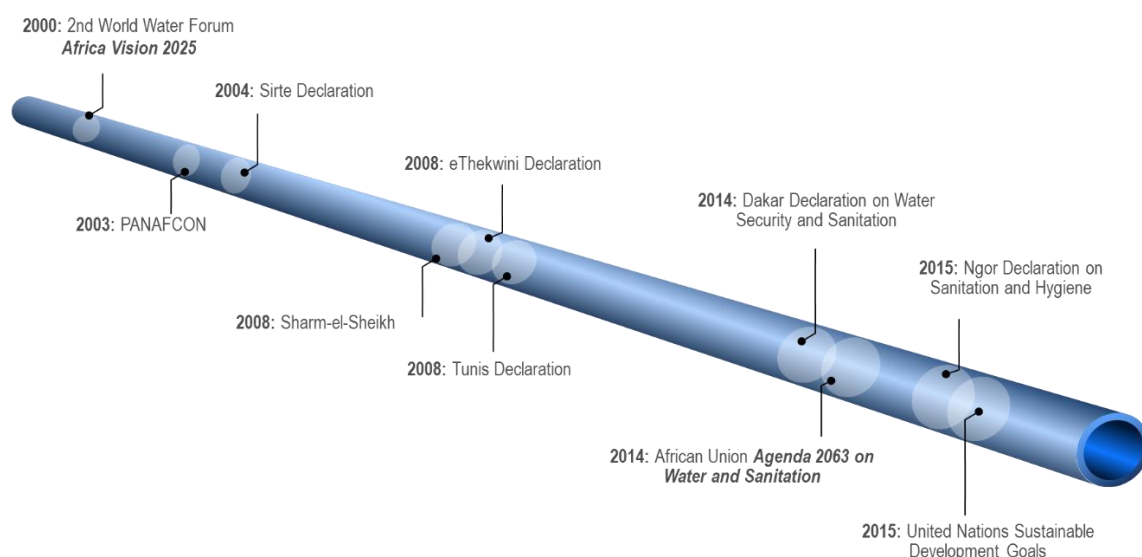


FIGURE 1: KEY AGREEMENTS, DECLARATIONS AND DECISIONS SINCE 2000

AMCOW’s Strategic Planning Approach

The preparation of this Strategy is initially premised on the outcomes of the 10th Ordinary Session of the AMCOW Governing Council (held in Dar es Salaam, United Republic of Tanzania in July 2016), which had the following relevant Governing Council decisions:

GA/10/2016/Dar/4 to, among others, “actively engage the Commission of the AU to ensure seamless integration [of the Organs and Structures of AMCOW] into the activities of the Commission...and its...STC on ARDWE.”

GA/10/2016/Dar/5 mandating that the Secretariat prepare both a Work Programme and a 10-year AMCOW Strategy to not only strengthen AMCOW’s internal operations and outreach, but also deliver on the aspirations and commitments espoused in the African Agenda 2063 to optimise use of Africa’s resources to ensure positive socio-economic transformation; 2008 Sharm-el-Sheikh Declaration (Assembly/AU/Delc.1[XI]) on accelerating the achievement of water and sanitation goals in Africa; 2004 Sirte Declaration (Ex/Assembly/AU/Decl.1[III]) on integrated development of Agriculture and Water in Africa; 2008 Tunis Ministerial Declaration on accelerating Water Security for Africa’s Socio-Economic Development; 2015 Ngor Declaration on Water Security and Sanitation in Africa; and various initiatives and priorities of the STC on ARDWE.

GA/10/2016/Dar/12 on reviewing AMCOW’s Financial and Staff Rules and Regulations within the context of the above and related AMCOW decisions.

AMCOW celebrated its 15th Anniversary in 2017, and in leading up to this anniversary year, AMCOW recruited and appointed a new Executive Secretary, Dr. Canisius Kanangire, to undertake the development, and later implementation, of this Strategy, working with other AMCOW organs, key partners and stakeholders.

Following the directive by the council, the Secretariat set up a small group to work with a subcommittee of the TAC to produce a draft Strategy for approval by the council. In light of the SDGs with its target date set on 2030, as well as Africa’s thirst for economic development, the AMCOW TAC proposed that this Strategy revise its horizon to 2018–2030.

The process also involved a series of consultation meetings with the Member States, AU, AfDB and Regional Economic Commissions, as well as other key partners, international development agencies and donors across the continent and around the world.

The process provides an opportunity for an assessment of what AMCOW and its Secretariat have accomplished to date; considered agreements, declarations and decisions previously taken; and now considering SDG 6, clearly establish Strategic Priorities (SPs) and Cross-Cutting Priorities (CCPs), and a set of Actions that would serve to guide its operational plans throughout the Strategy period.

AMCOW is mandated to exercise its leading role in setting continental agendas in water resource management (WRM), and the use of this precious resource across the socio-economic spectrum of Africa. AMCOW is committed, through its advocacy role, to increase the needed access to sufficient investment capital for sector improvements and to advance policies of financial sustainability for long-term success. AMCOW exercises its leadership mandate both humbly and seriously, recognising the essential role that water resources, water security and safely managed sanitation play in a vibrant and healthy society. AMCOW is also

committed to exercise its convening authority and political leadership with an attitude of full engagement, transparency, and objectivity toward all stakeholders in the sector.

Along with its stated Vision and Mission, AMCOW, and particularly its Secretariat, in carrying out its mandate through the implementation of the AMCOW Strategy 2018–2030, strives to reinforce the following principles.

Member State Focused

AMCOW was formed by its Member States, it is governed by its Member States, and it exists solely to serve the needs of its Member States in their mandate to properly manage the water resources in their respective countries toward the highest interest and needs of their citizens. The AMCOW Secretariat recognises that the “whole is equal to the sum of its parts,” and therefore it will endeavour to see that no Member State is left behind in the evolution of WRM, water security and safely managed sanitation in Africa.

Inclusive and Collaborative

AMCOW is the only organisation in Africa that has the authority, mandate and capacity to represent the continental interest of Africa in WRM, and the delivery of the essential services of water security and safe sanitation for all. However, AMCOW is also very aware that the strength of Africa in the water and sanitation sector is the result of a broad range of stakeholders at the local, national, and regional levels, who each contribute to both the use and protection of these unique resources. As such, AMCOW views its success as the sum of the success of these stakeholders.

Focused Attention to Gender Equality and Youth Empowerment in the Sector

AMCOW will strongly advocate for its Member States to adopt Gender Management Systems, as defined in its Gender Policies and Strategic Plan, which is aimed at mainstreaming gender policies and strategies to contribute to the Africa Water Vision 2025, to:

- Create consensus and standards for achieving SDGs that are gender and youth responsive.
- Support the enhancement of the capacity of Member States to guide the equality and impact of regional and national implementation of SDGs.
- Support international, continental and national political commitments for achieving AMCOW’s Goals on Gender and Youth.
- Support Member States to establish the mechanisms for mainstreaming gender and youth in pursuit of the SDG targets relating to water and sanitation.

AMCOW is particularly aware of the low level of women who participate in policy and professional positions in the water and sanitation sector across the African continent and sees it as its responsibility to advocate and create opportunities for the increased participation of women by way of the projects it undertakes.

Knowledge-Driven Action

AMCOW believes in the principle that knowledge and facts should drive actions. Within that context, AMCOW believes that Africa has generated and gathered extensive knowledge and information over the recent decades in research, data collection, studies, programme developments and action plans. Africa needs to utilise this knowledge and produce the improvements that have been studied and planned. AMCOW will act to make this collective knowledge available through knowledge-sharing systems and capacity development, with the focus on implementation of investments to meet targets and goals.

THE CORNERSTONE GOAL



SDG 6's Interdependencies with All Goals

The UN Sustainable Development Goal (SDG) 6 Clean Water and Sanitation¹ is a “cornerstone” goal. The achievement of clean water and sanitation is key to achieving many of the other SDGs. Achieving reliable water supply of adequate quality and quantity and safe and equitable sanitation both support and depend on meeting sustainable social development, economic growth and healthy and resilient ecosystems goals, and thereby create interdependencies. AMCOW has a clear role and overwhelming responsibility to not only support Africa to reach SDG 6, but by virtue of SDG 6's unambiguous support to achieving food security, good health and well-being; eliminating poverty; economic growth; and sustainable energy and cities, a duty to engage and represent the water and sanitation sector in the nexus of actors and initiatives pursuing the SDGs across the continent. Universal and equitable access to

clean water and sanitation in Africa cannot be achieved in isolation from other SDGs. There is a dynamic two-way interdependence between SDG 6 and every other SDG that creates mutually reinforcing synergies. Therefore, the transformative change Africa must attain through progress reaching the SDGs is only possible through integrated implementation.² Strong linkages exist between SDG 6 and the SDGs associated with social development, most notably the SDGs on poverty, food, health, education, gender, energy, work, inequality,

¹ SDG 6 includes six core targets: 6.1) access to safe and affordable water supply; 6.2) access to adequate sanitation and hygiene; 6.3) improve water quality through pollution control and reuse; 6.4) increase and ensure sustainable withdrawals; 6.5) implement integrated water resource management; and 6.6) protect and restore water-related ecosystems.

² UN-Water. (2016). *Water and sanitation interlinkages across the 2030 agenda for sustainable development*.

sustainable communities and peace and security. Strong synergies exist between water, sanitation, and hygiene (WASH) targets 6.1, 6.2 and 6.3 and SDG 1 (no poverty), 2 (improving nutrition) and 3 (health and well-being). Strong synergies also exist between the WASH targets and SDG 8 (decent work), as well as supporting access to education and women’s economic empowerment. These interlinkages make clear that to realise multiple other SDGs in Africa, AMCOW’s work toward achieving SDG 6 is critical to social and economic development. Figure 2 illustrates AMCOW’s central role in the interdependencies of SDG 6 to all other SDGs across social, economic and environmental dimensions.

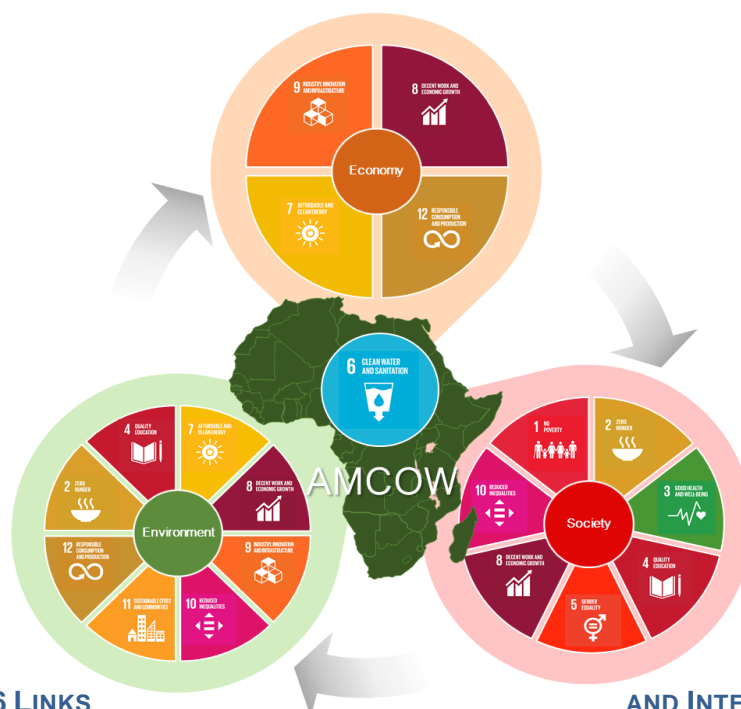


FIGURE 2: SDG 6 LINKS AND INTERDEPENDENCIES

Maintaining healthy and resilient ecosystems is another key dimension in which achieving SDG 6 establishes clear-cut synergies, but it also has potential conflicts. For example, constructed wetlands (SDG 6 and 15) can provide water pollution control (SDG 3, 6 and 11) and support resilience through flood and drought mitigation (SDG 11 and 13), as well as improve agricultural productivity (SDG 2). In contrast, potential conflicts or constraints to achieving SDG 6 can be caused by efforts to achieve economic growth through industrialisation, energy generation, and urbanisation when not implemented in an integrated manner or in consideration of the negative impacts to water supply, water quality, and ecosystems (including harm to other users in light of transboundary considerations). AMCOW’s responsibilities cut across all SDG 6 targets. Therefore, AMCOW takes on a role to support the continent to help it realise SDG 6 and to act as Africa’s key interlocutor for the constellation of initiatives and actors working in the other SDGs that depend on the achievement of SDG 6 or could constrain the achievement of SDG 6.

AMCOW'S STRATEGIC PRIORITIES

In developing this Strategy for 2018–2030, AMCOW has been careful to remain focused on its mandate, and more importantly, within its realistic capacities and capabilities to meaningfully contribute to the delivery of measurable change in areas addressed in its Vision and Mission. AMCOW's founding language, which appears in both its Vision and Mission, has always been to address water resource management (WRM) on the African continent. In this Strategy, and with its priorities, it has identified to drive AMCOW's Actions during the Strategy period 2018–2030, AMCOW has chosen to draw clearer distinctions as to where and how it will direct its resources, rather than simply referring to the broader concept of WRM.

The first distinction that has been evolving over the last decade is to increasingly go beyond WRM to see water as essential to life and to the socio-economic progress it can provide for the people of Africa. More recently, with the increasing population migration from rural to urban areas, the issue of sanitation has become an increasing challenge to the quality of life and public health. Therefore, AMCOW has chosen to draw a clear and important distinction between the three areas that it considers to be its primary mandate, which are the holistic concept of WRM, and then more specifically to the issues of water security, good water governance and safe sanitation in developing this Strategy, so that each of them receives the policy attention, commitment to action, and funding priorities that are seriously needed.

If the Member States of AMCOW are to realistically attempt to meet the stated targets contained in the Africa Water Vision 2025, and with the clearer distinctions made between water security and safe sanitation in the United Nations' SDG 6, they must seriously consider the policies, strategies, and budgetary commitments they are currently making to address these two sub-sectors.

Lastly, AMCOW recognises that 15 years have passed since it was formally established by the AU Assembly as the Working Group on Water and Sanitation of the AU's STC on ARDWE. During that time, much has occurred to impact the water landscape of the African continent and the needs of the people of Africa for water within a rapidly evolving and changing socio-economic environment.

Resilience to the adverse impacts of climate change and climate variability or the rapid internal population migration with its urban densification and the compounding effect on the need for safe sanitation were not the topic of the day 15 years ago, as they are today.

If AMCOW is going to be able to continue to address its mandate, it must consider making some changes in its governance and in the efficiency and effectiveness of its operations. For

this reason, AMCOW and its Secretariat have also been considered in this Strategy as an area needing to be addressed as a strategic priority. Therefore, AMCOW has focused its Strategic Priorities (SP) and Actions on these four areas and further supported them with four Cross-Cutting Priorities (CCP) (see Figure 3). The pillars represent the four SPs while the steps represent the CCPs. Taken together the pillars and steps support AMCOW’s vision.

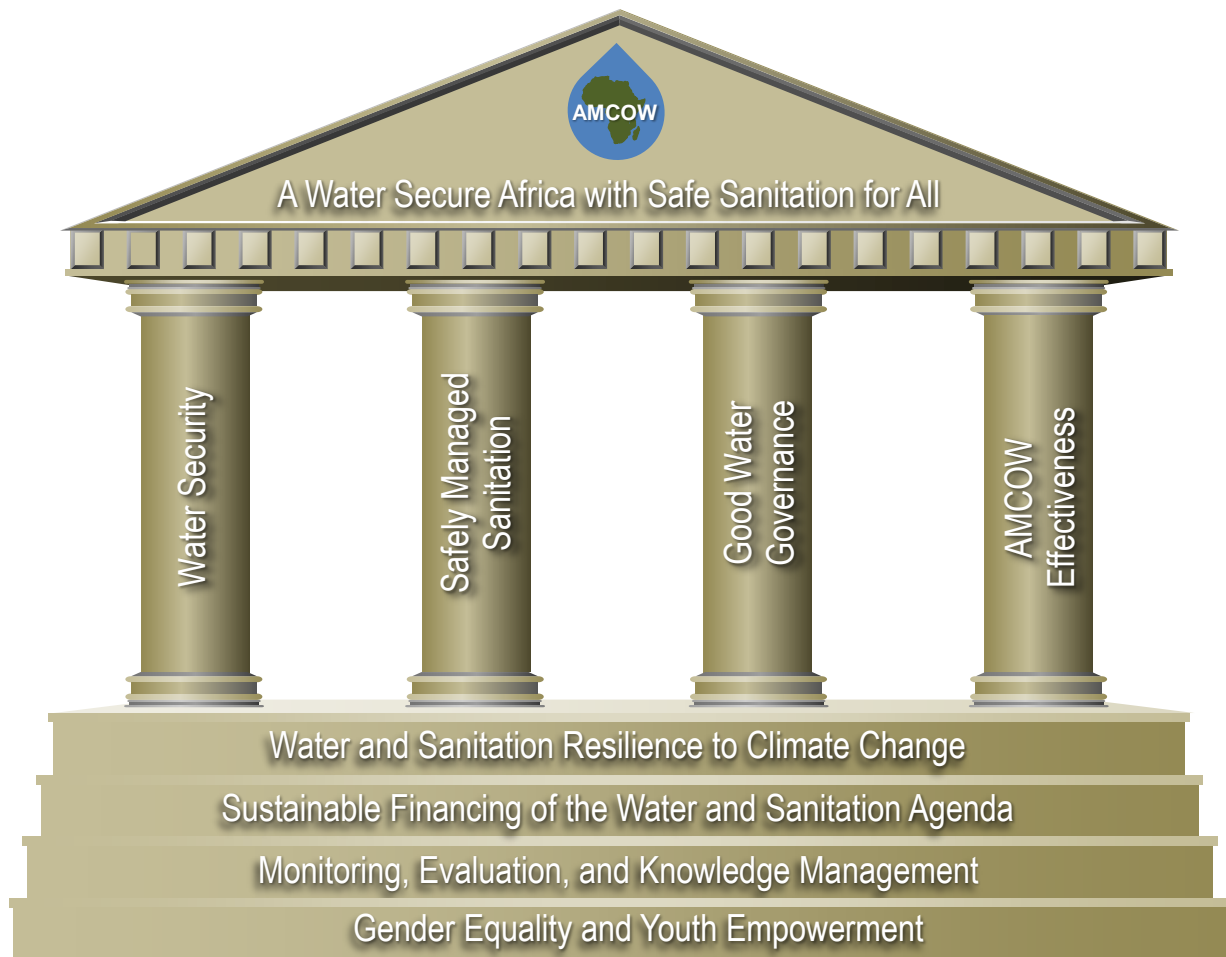
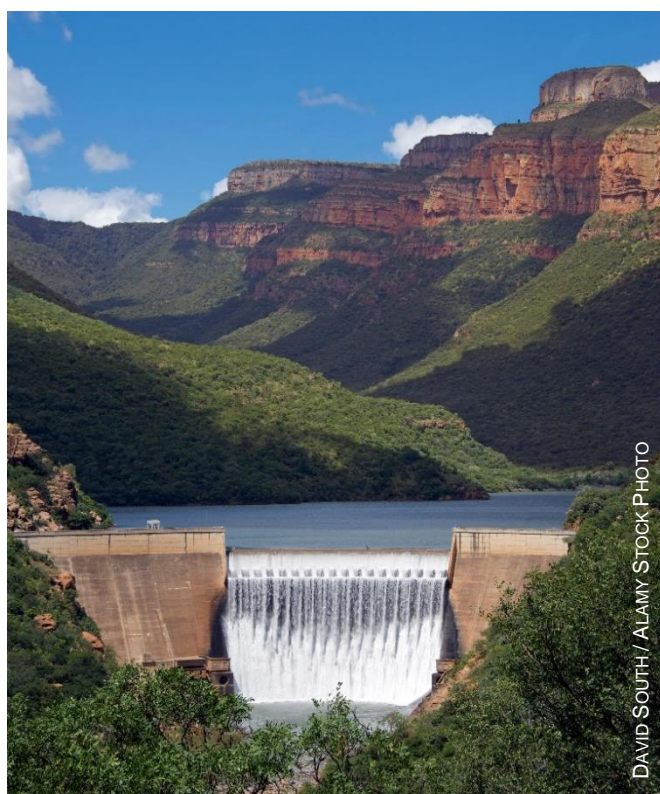


FIGURE 3: AMCOW STRATEGY 2018–2030 FRAMEWORK

STRATEGIC PRIORITIES AND ACTIONS

SP1: Ensure Water Security



Water Security has been defined by the UN as “The capacity of a population to safeguard sustainable access to adequate quantities of and acceptable quality water for sustaining livelihoods, human well-being, and socio-economic development, for ensuring protection against water-borne pollution and water-related disasters, and for preserving ecosystems in a climate of peace and political stability.”

Considering Africa as a whole, the current perspective of AMCOW is that the level of reliable quantity and quality of water is too low, and the level of water-related risk is too high, which are both unacceptable. This water insecurity must be addressed through a holistic and action-oriented framework that is able to support AMCOW’s Member State water

entities, populations, the private sector, and the environment. Sustainable development in Africa will not be achieved without greatly improved water security. SDG 6 targets has strong interlinkages with a multitude of other SDG targets. Water security for Africa does not suggest a single answer, since the demands on Africa’s water resources are diverse and will be transitional over the life of AMCOW’s Strategy for its Member States. What is clear is that significant investment must be made in Africa’s water management institutions, water infrastructure, and the ability to make trade-offs where needed, compromises when possible and synergies that show how to achieve complementarity between water for people, agriculture, energy, and ecosystems.

AMCOW’s mission is clear and cuts across national borders and even basin boundaries to provide political leadership, policy direction, and advocacy in the provision, use and management of water resources for sustainable social and economic development and maintenance of Africa’s ecosystems. In terms of water security, it is AMCOW’s mission that

frames its “nexus” approach to help ensure water security for its Member States and Africa. As a convening organisation with a mandate to delve into and guide political leadership and technical advice, AMCOW can provide unique counsel to its Member States in the provision and operation of appropriate water infrastructure -including natural infrastructure- that could directly increase the security of ecosystem services, agricultural and energy production, as well as water services for domestic use in urban and rural areas.

This emphasis on a nexus approach to water security is meant to facilitate the dialogue between these critical sectors so that all parties see benefits. Moreover, it is AMCOW’s mission to advise its Member States on how resources are allocated. AMCOW does this through policy formulation and promotion of best practices proven across Africa and around the world so that water, energy, and agricultural security for an ever-growing and urbanising population under the additional pressures of climate change are thoroughly considered and integrated into Member State national policy and planning initiatives.

Under this strategy, AMCOW will address ensuring water security for human and ecosystem use through a variety of actions meant to influence the methods by which water security may be achieved such as water storage, water supply for human consumption and industry, water for increased irrigation and water use efficiency.

Actions

Promote and support development of national and basin-wide decision support systems, including hydro-economic models

Complex water resource planning requires the integration of environmental, social, and economic objectives. This level of planning requires a diverse set of information, tools, training, and other capabilities to process large data sets, model, manage scenarios, and create optimised, multi-criteria decision-making tools. AMCOW will work through its partnership with international and regional actors, including lake and river basin organisations to promote and support development of national and basin-wide decision-support systems. AMCOW will also seek to support development of these systems through sharing knowledge, leveraging the Pan-African Water and Sanitation Monitoring and Reporting platform and helping partners marshal the resources necessary to create and manage basin decision-support systems.

Promote and support development of WRM and development plans at national and regional levels

A nexus approach requires the integration of WRM into national development plans and is clearly important for regional economic bodies in their energy and agricultural policies, planning and support initiatives. AMCOW will work through its Member States and partnerships with Regional Economic Commissions to promote and support the proper integration of water resources into development and ecosystem protection plans. AMCOW will need to weigh in upon the supply side limits that may be ignored by demand-led technological and market-based solutions, while ensuring that political dimensions are considered, and consensus is achieved by convening key stakeholders. AMCOW will draw upon expertise and

provide a forum under which regional bodies are able to produce trade-offs, compromises, and synergies for sound WRM through a nexus approach.

Promote and facilitate development of infrastructure for increased water storage, improved water quality, reduced water disasters, and sustainable water supply for multiple uses

AMCOW will work with its regional and international partners and stakeholders and several mechanisms and organisations to promote and facilitate the development of infrastructure for increased water storage, improved water quality, reduced water disasters, and sustainable water supply for multiple uses. This action will engage lake and river basin organisations, as well as those bulk water suppliers that are the primary managers of surface water sources and bear the brunt of competing demands. AMCOW will draw upon its ability to generate constructive dialogue amongst parties while injecting necessary technical expertise related to governance and economics. This will help delineate the benefits that could accrue to the agricultural and energy sectors if social and environmental threats are reduced or compensated through other means. AMCOW will pay special attention to management and development of groundwater resources that currently constitute the primary source of drinking water supply (75 per cent of drinking water in Africa) and is increasingly drilled for productive uses.

Collect and share examples of progress of good water safety and security management plans and work through AMCOW's knowledge management system to share good practices

Leading by example is a positive approach to sharing knowledge and behaviour modification. Member States need to be exposed to, and can collaborate with, one another on the broad range of issues that must be considered on developing and implementing good water security management plans. AMCOW has made the commitment to improved capability in knowledge management systems and will reinforce that capability with an aggressive and regular communications programme so that Member States are routinely exposed to good practice examples in water security.

Prepare and provide guidelines to Member States that will help them readily develop, adopt and implement better water security policies

AMCOW, in its mandated leadership role, and with its convening authority and commitment to strong policy in advocacy, aims at having a major impact on water security policies and practices by drafting, communicating and sharing model guidelines that Member States can readily adapt and adopt to accelerate the uptake of good water security policies.

Promote nexus approaches in planning and implementing water development projects

Africa's development potential is dependent on its environmental and natural resources of which water resources are of vital importance. Water is necessary for energy and food production and security, as well as for industry production, environmental conservation and

for human life and well-being. The nexus approach, takes into account the interconnectedness of these different water functions in planning and implementation of projects and programs. The nexus approach –such as the Water-Energy-Food-Ecosystem nexus– presents opportunities such as risk mitigation, economic optimisation and assuring sustainability of investments. AMCOW will support member states in developing nexus scenarios to facilitate decision making and make stronger investment cases.

SP2: Ensure Safely Managed Sanitation and Hygiene



Evidence indicates that lack of or poor sanitation services stifles economic growth, and it costs impact countries, on average, 0.9 per cent of their gross domestic product (Lixil/Oxford Economics, 2016). Sanitation investments provide cities and their residents demonstrated health, economic, social and environmental benefits. The economic return on sanitation spending—when infrastructure investments are followed by sustained services—is estimated to be at US\$5.50 for every \$1 invested (World Health Organization, 2012).

Impressively, open defecation is in decline across AMCOW Member States. Unfortunately, on the African continent data in the 2016 draft report of the Pan-African Water and Sanitation Monitoring and Evaluation System indicates that approximately 18 per cent of the population still practice open defecation—this percentage is reported to be more than 70 per cent in some Sub-Saharan countries—and only 35 per cent of the population has access to safely managed sanitation (this is below 10 per cent in some countries). Substantially faster progress is needed throughout Africa to ensure that populations are readily using safely managed sanitation services. With only 8 per cent of the population on the African continent connected to a formal, waterborne sewer sanitation system and the likely prohibitively high costs of significantly increasing that percentage with the limited available financing, AMCOW understands that meeting SDG 6.2 and 6.3 by 2030 requires investing in infrastructure and services beyond conventional sewer systems, such as non-sewered sanitation (NSS) options (also known as onsite sanitation). Using an inclusive range of existing and new sanitation technologies, innovative business models and other creative approaches will be critical to achieving significant sanitation progress in member countries.

Safely managed sanitation means ensuring that faecal waste is safely contained, transported, and safely disposed or reused. For toilets connected to septic tanks or pit latrines, waste must be emptied, transported, treated, and disposed/reused (unless it is safely buried onsite in rural areas). For cities that rely on waterborne sewage systems and sewage treatment plants, safe management outcomes cannot be achieved with investments in infrastructure alone. Safe sanitation services require that residents are connected, and that the network and treatment systems are operated and maintained adequately. Safely managed sanitation also includes the elimination of open defecation from communities and ensuring access to and use of sanitation facilities that allow for safe faecal waste treatment and disposal/reuse.

Experience in countries around the world lends evidence to our understanding that accelerating inclusive sanitation service coverage requires a mix of sewer and NSS solutions, particularly in urban settings. Deploying sanitation systems that use adaptive,

expandable and decentralised sanitation infrastructure are significantly more cost-effective. For example, studies show that the combined capital and operating expense for a sewerage approach costs approximately \$55 per capita, whereas NSS approaches like septic tanks with the full value chain (containment, emptying, transport, treatment, reuse) costs approximately \$12 per capita.³

Mixing NSS (including non-water-based approaches and new innovative technologies as they become available) and sewerage solutions can improve a city's resilience to economic, demographic and environmental shocks. This integration is most effective and most cost-effective if planning and service delivery are addressed at the city level, using an integrated infrastructure perspective so that investments and NSS systems are designed to work in tandem with sewerage systems and vice versa. For these reasons, intentionally investing in urban sanitation services that are alternatives or complements to a sewerage approach is the only way to reach sanitation for all by 2030. To be successful, NSS approaches must truly entail safely managed services. They must go beyond simply "containing" faecal and other human waste onsite (pits or septic tanks) and provide for a complete, safely managed sanitation value chain that includes safe emptying, transporting, treating and disposal/reuse of pathogenic waste.

Another critical piece of safely managed sanitation is ensuring a sanitation service authority that must be clearly responsible for and resourced to ensure equitable, inclusive, and safe sanitation services. The service authority may be the direct service provider or may engage a private partner to deliver services. In either case, the service provider should be clearly accountable and incentivised to reach residents with equitable, safe services using whatever technology is most contextually appropriate, effective, and sustainable to do so. Authorities and providers may deploy management systems for distributed systems to ensure continued operations. They must apply commercial and operational practices that lead to financially sustainable, inclusive, and equitable services.

Government and decision makers are still struggling to understand how an inclusive sanitation approach, including NSS services, can be developed and operated to benefit the majority of Africans. There is increasing evidence showing that African governments and cities must make sanitation provision a viable service industry that generates both direct and indirect benefits to urban economies and residents.

Studies show that service to poor communities is predominantly led by the disorganised private sector that create jobs locally.⁴ Examples from Senegal, South Africa, and countries in Asia show that sanitation services can be organised as a formal utility service integrating sewer and NSS solutions. These government entities (e.g., state-owned utilities, private

³ Dodane, P-H., Mbégué, M., Ousmane Sow, O., & Linda Strande, L. (2012). *Capital and operating costs of full-scale fecal sludge management and wastewater treatment systems in Dakar, Senegal*. Retrieved from https://www.researchgate.net/publication/233761305_Dodane_et_al_EST2012.

⁴ World Bank and Bill & Melinda Gates Foundation studies.

utilities, municipal departments or otherwise) deliver services directly, and in many cases in tandem, with private sector partners engaged using well-managed service-level agreements. Particularly as Africa leapfrogs forward to using digital payment technologies and services, there is similar leapfrog opportunity for African leaders to enable a vibrant sanitation service industry that relies on integrated decentralised/NSS and sewerred solutions to deliver important health and well-being services to African residents, bringing cities forward.

Actions

Conduct governance reform discussions to ensure a ministry within each member country has clear responsibility for sanitation services, and bring ministers with responsibility for sanitation and ministers with responsibility for water resources into active roles in AMCOW, with prominent roles/voices in AMCOW's governance

AMCOW recognises the important role that other ministries play in ensuring sanitation service delivery. The responsibility for sanitation in many member nations is spread across various ministries. For sanitation issues to be prioritised in the governments' agendas, it is important that ministers with the responsibility for sanitation participate in the high-level AMCOW forum. This will facilitate implementation of the agreements and commitments reached at the forum in its Member States.

Establish and biennially convene a high-level forum to generate more commitment and coordinated action for sanitation and hygiene that includes water ministers, sanitation ministers, health ministers, and finance ministers

AMCOW understands the importance of forums to discuss issues of water and sanitation in Africa and organises AfricaSan and Africa Water Week. AMCOW recognises the need to work with the friends of AMCOW and development partners on improving sanitation in Africa. The proposed biennial forum that will provide high-level political leadership and strategic directions and contribute to sustainable financing of investment in WASH, is in addition to the existing forums where AMCOW will invite friends of AMCOW and development partners to discuss and develop recommendations as to how Africa can make step-by-step improvements in safely managed sanitation and hygiene service delivery.

Develop model comprehensive sanitation guidelines and policies, plans and regulations that Member States can adapt, take up, and implement within their own policy, legislative and regulatory structures

AMCOW's vision is to provide political leadership, policy direction and advocacy in the provision, use, and management of water resources and sanitation. In this regard, the AMCOW Secretariat will develop model comprehensive sanitation policies and guidelines that member countries can adapt and implement within their regulatory structures. The model sanitation policies and guidelines will include facilitation of private sector engagement, regulatory accountability, financial viability, and gender mainstreaming.

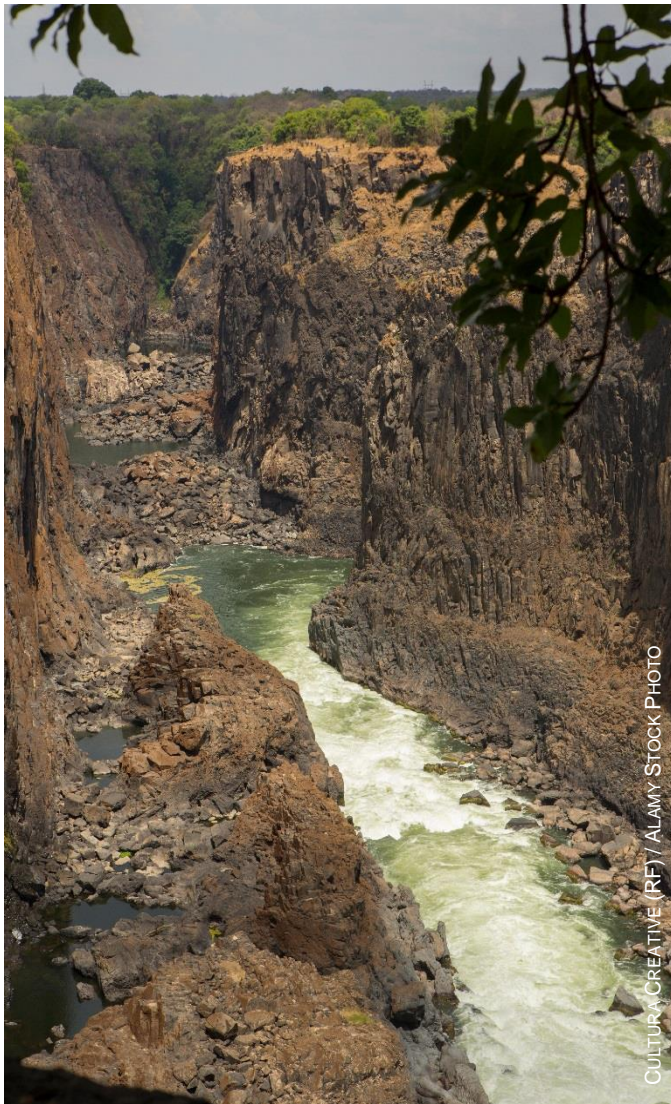
Support capacity development programmes for implementing inclusive approaches to sanitation in urban and rural areas, which include sewer and NSS services

AMCOW recognises the need to have a workforce with the required capacity to be able to plan, implement and manage inclusive urban and rural sanitation with sewer and NSS systems. To this effect, AMCOW will identify capacity gaps amongst member countries and support the development of programmes to build the necessary capacity. AMCOW will identify and forge partnerships globally and regionally with academic institutions and other groups and facilitate regional learning exchanges, amongst other endeavours, to provide the necessary capacity development for safely managed sanitation.

Promote and amplify equitable and inclusive approaches to sanitation that allow residents of all income levels to benefit equally from government investment in sanitation infrastructure and services

AMCOW's vision of Africa where there is equitable access to safely managed sanitation for all requires innovative approaches. AMCOW acknowledges the progress that has been made through innovative approaches and will ensure that NSS solutions from across the continent are widely disseminated to enable Member States to adapt these solutions to meet their individual needs and constraints; encourage the promotion of small-scale businesses and job growth through public-private partnership models for extending affordable sanitation services to cities, and populations predominantly utilising NSS; and promote innovative financing and investment that help build the capacity of the private sector to support government efforts in extending sanitation services. Cognisant of the fact that in some Sub-Saharan African countries 87 per cent of people practice open defecation in rural areas (Joint Monitoring Programme, 2017), AMCOW will pay special attention to promoting rural sanitation and hygiene, with the aim to end open defecation and achieve universal access to basic sanitation and hygiene services for all, with particular attention to the most vulnerable, women and girls.

SP3: Promote Good Water Governance and Transboundary Water Cooperation



AMCOW recognises that good water governance, particularly as it relates to transboundary waters, is a critical first step toward harmonious and sustainable development, and toward water conflict avoidance, cooperation and water security.⁵

AMCOW was a partner in the development, and has committed to the implementation, of The African Water Resources Management Priority Action Programme 2016–2025. This programme details several key interventions for attaining the four stated broad goals, which are addressed from the perspective of basic WRM considerations:

- Ensuring water security in Africa.
- Enhancing resilience to climate change and water-related disaster risks.
- Strengthening information systems for water resource monitoring and assessment.
- Improving environmental integrity through wastewater and water quality management.

At all geographic levels, these can be reduced to the well-understood principles that underlie the concept of integrated water resources management (IWRM). Water is a unique resource since it is not merely intended for human consumption, but is also essential for a secure, land-based food chain, fishing stocks and energy, to name a few. An “unending” duty of AMCOW is to transfer IWRM knowledge to their Member States and other African water sector actors. Through AMCOW’s initiatives and convening support, Member States will improve their IWRM

⁵ The recognized transboundary freshwater legal instruments entered into force and available to UN Member States include the 1992 UN Convention on the Protection and Use of Transboundary Watercourses and International Lakes and the 1997 UN Convention on the Law of the Non-Navigational Uses of International Watercourses.

plans, and in so doing will improve good water governance in their respective nations, while better managing shared water resources with neighbouring States.

Actions

Support the creation of an enabling environment for regional cooperation on shared waters in all major shared rivers/lakes/groundwater basins

AMCOW, through its convening authority, is ideally positioned to influence behaviour and cooperation in shared waters, based on a basin-wide and shared vision approach, while preserving the principles of “win-win” and “do no harm” relative to the parties (Member States) involved. In this regard, AMCOW will partner with the African Network of Basin Organisations (ANBO), Lake and River Basin Organisations (L/RBO), and Regional Economic Commissions to conduct routinely scheduled capacity development workshops within each of its five regions, so that basin authorities can better share approaches and experiences in managing shared water.⁶ Such capacity building could benefit from the sharing of model factors that lead to cooperation and conflict resolution related to shared waters.

Promote cooperative arrangements to implement the African Water Vision 2025 and the targets under the UN’s SDG for water and sanitation (SDG 6) in all major river/lake/groundwater basins

AMCOW sees major basin cooperative arrangements and institutions as the optimal focus to achieve the maximum result in the implementation of the Africa Water Vision 2025, and this is especially true when these basin arrangements/institutions are transboundary in nature. It will be an AMCOW priority to engage these institutions in a regular and collaborative manner; motivate them in preparing and regularly updating their development plan, so that they optimise their ability to achieve the goals and targets under the Africa Water Vision 2025; and increase the potential for also complying with the targets under SDG 6.

Promote and facilitate multifunctional “green” basin development centred on natural and built infrastructure

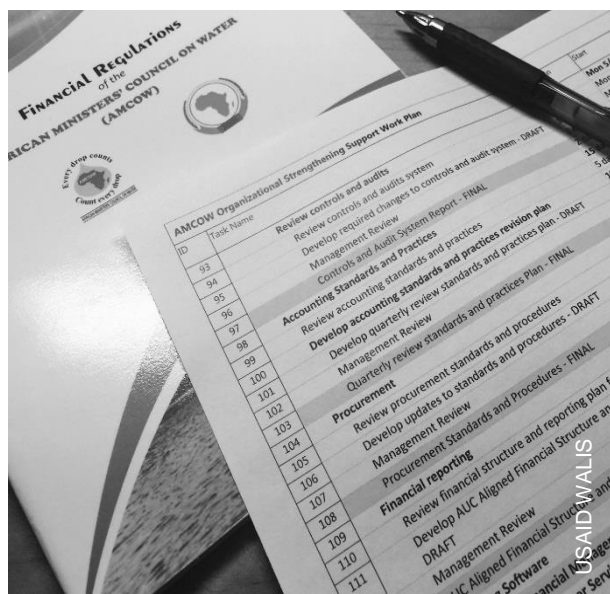
As highlighted in the Programme for Infrastructure Development in Africa, Africa has the lowest water storage capacity and irrigated agriculture in the world. These two facts, over time, expose a significant portion of the population to increased water stress, increased disaster risk and reduced agricultural productivity. The concept of multifunctional green basin development has the potential to provide Africa with increased water storage capacity and enhanced disaster risk-management capabilities. AMCOW is positioned and committed to promote sound basin management policies, principles and procedures that can avoid the negatives mentioned above in a sustainable manner.

⁶ With special recognition for the Revised Protocol on Shared Watercourses of the Southern African Development Community of August 2000, which may be an instrument that other regions in Africa may consider tailoring to their needs.

Provide guidance to help local institutions establish and operate basin-wide physical monitoring, data collection, data analysis and reporting systems

The hydrology of a natural basin is never static, but rather is reacting and adjusting to a variety of inputs and impacts. The inputs come in the form of natural climatic activity, and the impacts come in the form of human interaction. To achieve sustainability in the water environment requires regular monitoring of these inputs and impacts. To do this will require basin-wide systems for hydro-meteorology, river gauging and water quality data collection and analysis for all major river/lake/aquifer basins to support effective transboundary water management improvement, early warning of eminent disaster risks and the information to optimise efficient water use in agriculture. AMCOW is committed to investing resources to advocate for basin-wide monitoring systems to allow basin organisations to manage their basins in the best interests of the people.

SP4: Strengthen AMCOW's Governance and Operational Effectiveness



AMCOW, including its Secretariat, is a unique inter-governmental institution with a wide-ranging scope of interest that has a profound effect on both the social and economic development of Africa. As a body of ministers, it has no legislative or regulatory authority to advance its recommended policies and fulfil its stated commitments. Rather, it is a guide, an advisor, and a conscience to this body of ministers. The ministers must motivate actions within their AU Member States, so that the collective effect is a better Africa in terms of drinking water security and safely managed sanitation, as well as other productive water uses.

Development and implementing partners from within and outside Africa, who are committed to working together to ensure that Africa addresses and meets the SDGs in water and sanitation, increasingly look to AMCOW as their unique continental counterpart to undertake projects that affect the entire continent at the policy and governance level. For this reason, AMCOW must restructure and staff itself to be able to respond to those partners' needs and expectations, execute broad-based projects and be able to cause those projects to have an impact across the African continent in a consistent and uniform way.

Actions

Strengthen the governance framework and enhance its functioning

The office of the President is not a fixed, physical place, but moves every couple of years with the election of a new President. However, the office of the President will be strengthened to ensure continuity at the governance level of AMCOW, as well as greater documentation of the President's roles and responsibilities during the term.

Similarly, the offices of the Vice Presidents and members of the TAC will be strengthened, and their functioning enhanced, to ensure that each region and its Regional Economic Commission and other stakeholders are effectively engaged in the implementation of AMCOW's programmes and activities under the leadership of the AMCOW Vice Presidents.

Also, the relationship between AMCOW organs and the structures of the African Union Commission (AUC), including the Specialised Technical Committee on Agriculture, Rural Development, Water and the Environment, and other relevant continental and sub-regional

organisations, will be formalised and strengthened to ensure that effective reporting/communication lines are established and operationalised, collaboration mechanisms are put in place and synergies are created among relevant programmes and structures for more effectiveness, efficiency, and impact. AMCOW will establish and strengthen coordination mechanisms with relevant structures at continental, regional, and national levels; and through them will ensure that policies, strategies and guidelines developed at the AMCOW level can lead actions even at decentralised sub-national levels.

Strengthen the AMCOW Secretariat's strategic and operational planning and management functions so that it is acknowledged as a world-class institution

The planning and management functions of the AMCOW Secretariat will be strengthened to ensure more effective and efficient delivery to both technical and financial areas. It will mobilise the financial resources necessary to sustainably support its core operations and implementation of its SPs, with a focus on mobilising African resources to drive an African water and sanitation agenda. Its monitoring and evaluation functions will be strengthened to ensure effective and timely reporting, accountability, and transparency.

Coordinate and facilitate capacity development of AMCOW Secretariat and organs

AMCOW Secretariat will coordinate and facilitate capacity development to enhance the understanding and know-how in water and sanitation issues for its staff members, member states cadres and relevant cadres working with partner institutions across the continent. AMCOW will also organise retreats and seminars for high level policy and decision makers with the aim of updating them on new technologies and offer them peer to peer learning opportunities that will lead to improved policy and decision making, to increased political support and ownership of water and sanitation programs at country level, and ultimately to the attainment of the goals of the AMCOW Strategy 2018-2030.

Strengthen the communication and outreach functions

The AMCOW Secretariat fully understands the importance of having a comprehensive communication and outreach programme as it brings the services of the Secretariat closer to its Member States. AMCOW will increase the frequency of contacts and collaboration between the Secretariat, the Executive Committee, and the TAC; and will invest in the technology, systems and programmes to make that true for its Member States.

Strengthen strategic partnerships

AMCOW recognises the importance of partnerships in a sector as complex as water and sanitation, with its social, economic, and environmental implications. AMCOW will undertake a comprehensive review by first mapping its formal partnerships; assessing the partnership against AMCOW's Strategy; and strengthening its strategic partnerships with relevant funding, technical and implementing partners, including the private sector, academia, and civil society organisations, based on mutual responsibilities of cooperation and agreed-upon results and intended long-term impacts.

CROSS-CUTTING PRIORITIES AND ACTIONS

CCP 1: Enhance Water and Sanitation Resilience to Climate Change



Most of the impacts of climate change are felt through the water cycle, which makes it a challenge of significant concern to AMCOW. In addition to the direct impacts on the water cycle from changes in precipitation, climate change will also have indirect impacts, including food and energy insecurity, floods and droughts and their consequences on the lives of people, their properties and infrastructures. These lead to migration from impacted areas causing added stress on the water resources within areas receiving increased populations, especially cities. As such, Member States will need to consider the interactions between different types of climate vulnerabilities.

Climate vulnerability—and risk reduction activities—should be considered at multiple scales (household, village, watershed and river basins); across key

sectors affected by climate change (agriculture, health, transportation, and security); and across time horizons (near term and long term) to gain a full perspective of climate impacts on the water and sanitation sector. Climate change has altered assumptions about water resources and the vulnerability of water infrastructure to major climatic events. These impacts are likely to affect the programmes designed to protect water quality, public health, and safety. Extreme events, such as floods and cyclones, will also impact water infrastructure, both large scale (e.g., irrigation and hydropower) and small scale (village water points). Building codes, as well as operation and maintenance procedures and budgeting for infrastructure, should be updated to account for disaster risk reduction and changing climate conditions. Water conveyance structures, culverts, wells, and sanitation infrastructure should be designed to withstand extreme events and account for higher levels of climate variability in the future.

AMCOW Member States, with the coordination and support of the AMCOW Secretariat, will need to put in place adaptation measures to improve the resilience of Member States to the increasing threat of climate change. Building the capacity of its Member States to implement the Paris Agreement with reference to water-related issues would enhance resilience to climate change's impact on water in Africa. AMCOW will encourage and support its Member States to integrate National Adaptation Plans (NAPs) and National Adaptation Programmes of Action (NAPAs) into national water and sanitation development institutional approaches, plans and priorities.

Furthermore, supporting their Member States to access the Least Developed Countries Fund and Green Climate Fund by ensuring that NAPs and NAPAs include integrated sound water and sanitation management and that the principles necessary to attract financial support to the sector are well understood. Furthermore, AMCOW will be able to assist its Member States by sharing lessons learned from their peers' NAP processes to prioritise and pursue "no regrets" response measures that support the enabling conditions for broader development of their water and sanitation institutions, infrastructure and services.

Actions

Develop guidance and reference materials to help Member States put in place adaptation measures to improve the resilience of water resources, water supply, and sanitation infrastructure

AMCOW will respond to the increasing threat of climate change on water and sanitation by providing guidance, reference materials and training opportunities to professionals in Member States. Through this, AMCOW can help its Member States address not only climate change, but also non-climate stressors and natural climate variability. AMCOW will support Member States to mainstream adaptation, engage in "no regrets" decision making and promote and cross-fertilise best practices from across Africa.

Integrate water security, risk mitigation and climate resilience strategies in all AMCOW water and sanitation projects and activities

AMCOW will integrate climate concerns into its projects and activities by following a structured, step-by-step process. AMCOW already follows an iterative project and activity design process of working with its stakeholders to define priorities, actions and desired outcomes. AMCOW's step-by-step process will incorporate considerations of climate impacts into the existing project cycle management and decision process. This framework will consist of five stages: 1) scope; 2) assess; 3) design; 4) implement and manage; and 5) evaluate and adjust.

Develop and propagate the best practices that draw from lessons learned (positive and negative) on water-related climate adaptation and resilience at both national and regional levels

AMCOW is uniquely placed to support the principles of climate-adaptive institutions and governance systems that take explicit account of climate change. Given AMCOW's platform

for multi-national dialogue and cooperation, it will be able to draw in partners to develop and propagate advice to incorporate adaptation into integrated water and sanitation management decision-making processes, flexible use of resources, and support for the visionary champions needed to implement climate resilience strategies.

Moreover, because climate impacts can increase the stress on many individual sectors, they heighten the cross-sectoral stresses involving water. This increases the need for and value of applying an integrated, cross-sectoral lens to water resource issues to look for holistic solutions. AMCOW's mission cuts across WRM, water supply and sanitation, water, and energy and water and food. Therefore, as it develops and propagates best practices and lessons learned it will be able to aid its Member States⁷ that integrate a suite of water-related adaptation actions and provide advice on the governance and institutional framework that allows the suite of actions to hang together, including under multi-national efforts.

Develop evaluation reports based on the data collected by the Pan-African Water and Sanitation Monitoring and Reporting platform and other climate resilience indicators to provide evidence-based policy direction

AMCOW operates and maintains the Pan-African Water and Sanitation Monitoring and Reporting platform or "WASSMO." The platform already collects data on indicators such as the degree of implementation of climate change adaptation and mitigation strategies and degree of implementation of water-related aspects of national and local water-related disaster risk-reduction strategies. By evaluating data drawn from these indicators in combination with a variety of other information and data, AMCOW will be able to provide policy development support and advice via comprehensive policy briefs to its Member States to strengthen their response to climate change. In addition to improving policies, AMCOW will use the data and updated knowledge to influence behavioural change and promote behaviours and practices that contribute to sustaining water supply and safe sanitation.

⁷ Egypt's successful application process to the Global Climate Fund could be shared with all other Member States through AMCOW's knowledge management hub.

CCP 2: Contribute to Adequate and Sustainable Financing of Water and Sanitation Agendas



AMCOW does not have access to investment funding and is not mandated to be an on-lender of investment funds. Therefore, its role in resource mobilisation and innovative financing is focused on raising the awareness of Member States as to how they should consider their water security and safe sanitation investment strategies in their efforts to comply with SDG 6; and to assist them in improving their capacities to develop strategies to both finance and sustain the necessary investments. One area where AMCOW can play a part is by increasing training for its Member States on how they can help to create an enabling environment at the national level to attract private sector participation through deliberate promotion of public-private partnerships in the delivery of water and sanitation infrastructure and services. AMCOW will continue to maintain its active relationship and cooperation with donor, development partner and financing institutions, such as the AWF, New Partnership for Africa's Development, Infrastructure Project Preparation Facility, RWSSI and World Bank, to secure funds for water and sanitation infrastructure development and will work to identify and develop new funding pipelines. This is essential as AMCOW continues to strengthen its image as the main source of continent-wide water data and information, as well as needs, development plans and programmes.

Actions

Continue to work with funding partners and continental financing institutions

AMCOW will optimise and further leverage its cooperation with donors, international development partners and relevant continental institutions as critical financing instruments to deliver financing to high-impact WRM, water security and safe sanitation projects. In this respect, AMCOW, through its governance and operational structure, will assist in propagating good standards and other requirements of these financing instruments, as well as identifying and referring projects of critical interest to the countries and/or regions where they would be applied. AMCOW will organise roundtables to share information and experiences, address issues of concern from the parties and discuss opportunities to diversify the current financing portfolio.

Lead advocacy efforts in closing the financing gap for investments in water and sanitation infrastructure

AMCOW will develop a Pan-African Resource Mobilisation Strategy for the water and sanitation sector in cooperation with key development partners. The strategy will account for the cross-cutting interests of targeted stakeholders such as academia, civil society and the private sector. AMCOW will further develop, maintain and periodically update the register and mapping of donors with interest in supporting the water and sanitation sector. Furthermore, AMCOW will leverage its unique status to position itself as a direct focal point and duly mandated organisation with leading development partners active in the water and sanitation sector, aiming to influence their policy and assistance agenda to address regional and Pan-African needs on water and sanitation policies, priority issues and projects of critical need. To this end, the establishment of AMCOW as a hub for continental information on the African water and sanitation sector, as well as tracking of Member State enabling environment indicators via the WASSMO and other instruments, will be critical to helping identify sound regional projects that are appropriate to refer to donors for further consideration and due diligence.

Develop and maintain a free-access, online financial model for Member States and provide training to professionals from Member States

AMCOW, in cooperation with donors and financing institutions, will develop “bankable” projects and create a standard financial model for Member States to determine the capital and operations cost requirements along with preparation requirements. In addition to a standardised instrument, it will also serve as a risk assessment tool for the Member States to base their decision making on the process of budgeting and planning in the sector. Such an instrument will also streamline and optimise the quality and effectiveness of governments’ budget planning, as well as will improve the resource mobilisation for water and sanitation project development efforts.

Develop and deliver training courses, with a guideline reference manual, to build capacity among Member State professionals on private sector participation options and how to engage with the private sector on service delivery

AMCOW, in collaboration with its specialised implementing partners, will develop guidance and develop and deliver training courses to Member States’ senior government officials, as well as national and regional investment agencies regarding the donor and financial investment methodologies used to scan and assess investment projects (risk profiles). The guidance will address country enabling environments, with primary concern on the water and sanitation sector development strategy and policies, legal, fiscal, regulatory, and institutional framework, including procedural effectiveness and transparency concerns affecting proper governance frameworks. The guidance and related training will assist and enable Member States to take the required measures to improve national frameworks and, subsequently, increase their fundraising/financing capabilities.

CCP 3: Improve Monitoring, Evaluation and Knowledge Management Systems



Knowledge and Information management and monitoring and evaluation (M&E) are important aspects of ensuring the availability of vital data and information for fact-based decision making relative to water security and safe sanitation. Consequently, there is an urgent need in Africa to enhance and strengthen the water and sanitation sector knowledge management and M&E systems at the local, national, regional and continental levels.

Against this backdrop, AMCOW lies at the centre of interests to promote and support various types of cross-cutting water and sanitation information and M&E activities to increase the availability of reliable information to quantify the achievements being made in meeting African Water Vision 2025, the SDG targets and elements of the Africa Agenda 2063. In addition, the AMCOW Secretariat will seek opportunities to invest in reinforcing the management of knowledge to capture best practices and lessons learned to improve support to AMCOW Member States, increase effectiveness and help advance knowledge in the water security and safe sanitation sector. The AMCOW Secretariat will forge partnerships with centres of excellence in water and safe sanitation that have good potential to provide support in training, carrying out adaptive research to consolidate experiences and evidence for replication, scaling-up and leveraging of funds.

Furthermore, the AMCOW Secretariat, through its knowledge-management strategy, will introduce a more structured and systematic management of knowledge by concentrating on the consolidation of existing knowledge to ensure that it is harnessed in preparation to support AMCOW programmes and initiatives, and support informed water and sanitation governance. Recognising the wide base of African knowledge institutions, the AMCOW Secretariat will also engage in strategic partnerships with the principal centres of excellence responsible for water and sanitation knowledge generation and dissemination.

AMCOW is recognised as the “hub” for continental information on the water and sanitation sector by way of its operation of the Water and Sanitation Sector Monitoring (WASSMO) and reporting system. This system needs to continue to evolve in terms of the indicators that it will address and be the sole data base for reporting on Africa’s progress toward meeting the SDG targets, primarily SDG 6.

AMCOW enjoys the respect and goodwill of an impressive network of knowledge-generating and experience-rich stakeholders and development partners. These will be engaged further and in a coordinated and coherent manner to support its strategic priority actions and activities to produce more impacts. AMCOW will also further develop its capacity in knowledge stewardship and mobilisation to make the best use of its many knowledge assets.

Actions

Continue to improve the functionality and data quality of the WASSMO

The WASSMO has uniquely added to AMCOM's image as the central organisation concerning water and sanitation on the African continent. However, there is much to do to continue to improve this system in terms of its functionality to address changing conditions in the water and sanitation sector and work to get 100 per cent Member State participation for all parameters that must be reported and indicators that must be determined, while reporting data of the highest possible quality. AMCOW will also strive to have the WASSMO institutionalised by Member States and improve the utilisation of the WASSMO reports to share data and information with stakeholders and enhance policy and decision making in the water and sanitation sector at national, regional and continental levels.

Develop a model performance monitoring and benchmarking system

Increasingly, water supply and sanitation systems in Africa, no matter the nature of the infrastructure and technology applied, will need to start to adhere to simple principles of utility behaviour if they are to become operationally and financially sustainable. In light of this, Member States should be moving toward a data-collection and -management system that would apply performance indicators that are consistent with those used in global networks (World Bank, IBNet) and with the UN's SDG 6 targets. AMCOW is positioned to develop a system that could be applied at the Member State level and shared across the continent, with technical support readily available.

Develop a standard rating system for the enabling environment which can incentivise Member States to progressively move up the water and safe sanitation ladders

Somewhat different from the current WASSMO that is operated and maintained by AMCOW, this action would be designed to identify various criteria and measures that can be used to rate a Member State's enabling environment relative to water security and sanitation and to both show it in a form of "spider diagram," as well as arrive at a "numerical value" relative to the enabling environment that would point out issues that are holding the Member State back from achieving the water security and sanitation targets and goals.

CCP 4: Strengthen Gender Equality and Youth Empowerment in Water and Sanitation



AMCOW recognises the invaluable role of Africa's women and youth in the water and sanitation sector. It recognises their unique contribution as leaders, dedicated sector professionals, agents of change, and rights' holders. It further values the special characteristics that women and youth can contribute to water and sanitation activities, including their leadership, capacity for creativity and innovation, dedication, and energy, and ability to raise awareness and change behaviour. The AMCOW policies and strategies for gender and youth mainstreaming in the water and sanitation sector in Africa were developed in 2011 and 2013, respectively. These policies and strategies are still relevant and need to be more effectively implemented across the continent and, in mid-term, be updated to address the challenges and harness the opportunities identified during the implementation period.

The recent AUC's Gender Scorecard emphasised Africa's remarkable progress to implement global and regional gender equality and women's empowerment commitments. Furthermore, African Heads of State declared 2015 as the Year of Women's Empowerment and Development toward Africa's Agenda 2063. This declaration was made to stress the continued burden borne by African women and youth in terms of gender inequality and marginalisation. The completion of the scorecard by the end of 2015 revealed critical barriers to the implementation of Member States' commitments on gender equality and women's empowerment. Gains needed in women's economic, social, and political empowerment all point to an extraordinary focus on evidence-based decision making that results in gender equality, especially regarding economic performance that is directly influenced by the availability and sustainable management of water and sanitation for all, including for social development, income-generating activities, and education. AMCOW's gender-equality and youth-mainstreaming policies and strategies adopted the broad guidelines adopted in AU policies and implementation framework guidance. Therefore, AMCOW will continue to collaborate with the AUC and various stakeholders at Pan-African levels, regional, and national bodies, and promote partner engagement, dialogue and action

with specialised agencies such as the AUC's Women and Gender Development Directorate, AU's Youth Division, and other Youth Networks. AMCOW will review and update its gender and youth policies and strategies to align them to today's challenges and opportunities and to the aspirations of this AMCOW Strategy 2018–2030 and its 2018–2023 Strategic Operational Plan to ensure that gender equality and empowerment of youth are appropriately integrated throughout its actions.

Gender Equality Actions

Update the AMCOW Policy and Strategy for Gender Mainstreaming in the Water and Sanitation Sector in Africa

Since the adoption of the 2013 AMCOW Policy and Strategy for Gender Mainstreaming in the Water and Sanitation Sector in Africa, AMCOW's Member States have in many ways advanced policy and gender mainstreaming actions into their policies, planning and budgets. Also, the AU has further elaborated on its policies and strategies starting with the AUC's Gender Scorecard. Therefore, the updated AMCOW Policy and Strategy for Gender Mainstreaming will align with AUC policies, strategies, plans, and initiatives and leverage the methodology used to develop the AUC Gender Scorecard and the AfDB's Africa Gender Equality Index.

Ensure that policy frameworks, legislative actions, and administrative standards developed or reviewed by AMCOW integrate gender equality

With the completion of AMCOW's update to its Policy and Strategy for Gender Mainstreaming in the Water and Sanitation Sector in Africa, AMCOW will seek collaborative partnerships with organisations with expertise in gender equality integration policy frameworks, model legislative actions, and administrative standards that mainstream gender equality. AMCOW will develop and promote a “toolbox” of gender equality policies and practices with its Member States to better increase gender equality in the African water and sanitation sector. AMCOW will also develop broad model framework policies and procedures that will provide guidance to sector organisations that draw from the AMCOW Policy and Strategy for Gender Mainstreaming in the Water and Sanitation Sector in Africa. This will encourage Member States to develop and implement their own gender equality action plans.

Secure high-level commitments from sector organisations to promote the hiring of qualified women into the sector's corps of water and sanitation professionals

AMCOW will advocate to secure high-level commitments from leading African sector organisations to promote the hiring of qualified women into the sector's corps of water and sanitation professionals.

Youth Empowerment Actions

Update the AMCOW Policy and Strategy for Mainstreaming Youth in the Water and Sanitation Sector in Africa

Since the adoption of the 2011 AMCOW Policy and Strategy for Mainstreaming Youth in the Water and Sanitation Sector in Africa, organisations throughout Africa have developed new and innovative ways to advance youth mainstreaming actions into their work. AMCOW will collaborate with the AU's Youth Division and leading organisations in the African water and sanitation sector to revise its policy and strategy. The update will ensure that the AMCOW policy and strategy is more persuasive and solution-oriented, with concrete, evidence-based actions to incentivise the African water and sanitation sector to better engage youth. AMCOW will work with support agencies to complete an opportunity-mapping exercise, so that the updated policy and strategy is harmonised with other relevant initiatives and integrated in AMCOW's prevailing strategic priorities. This opportunity-mapping exercise will also strive to match priority actions with funding opportunities that incorporate Member State initiatives.

Develop new partnerships with civil society and organisations with a professional development focus to better engage youth in the water sector

As the water and sanitation sector in Africa evolves and grows, there is a need to harness youth in the required areas of expertise for water and sanitation to sustain this evolution and scale-up of access, services, and management. The AMCOW Secretariat will work with Member States to commission a systematic review of youth involvement in the African WASH sector. The outcome of the study will identify opportunities for youth engagement and employment, including capacity development and partnerships with civil society, the private sector, and civil society.

In addition, several leading organisations in the African water and sanitation sector prioritise development of junior professionals. AMCOW will partner with them in supporting youth capacity development through internship and other mechanisms aimed at empowering youth and preparing and equipping them to access stable job opportunities.

Engage Africa's youth in AMCOW events and other activities so that they can learn, grow professionally and network with current leaders and practitioners in the water and sanitation sector in Africa

AMCOW convenes multiple events across the continent, including Africa Water Week and AfricaSan regional meetings and conference. These events provide an opportunity to engage youth in the preparation, organisation, and convening of the events, enabling them to learn from seminars and meetings and build a useful professional network.

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