



AFRICAN MINISTERS' COUNCIL ON WATER



Strategic Operational Plan
2020 – 2024

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Strategic Operational Plan
2020–2024

June 2019

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ACKNOWLEDGEMENTS

The development of AMCOW's Strategic Operational Plan (SOP) for 2020 to 2024 has benefited from the precious input of numerous stakeholders. Member States themselves played a substantial role in shaping the SOP through their responses to a Member State survey and through a Consultation Workshop with AMCOW's Technical Advisory Committee held early in the SOP development process. It was further enriched by insights and perspectives generously shared in close to 30 individual interviews by AMCOW's technical and financial partners as well as independent international experts in water and sanitation. AMCOW extends its sincere gratitude to all of these contributors who have demonstrated their commitment to achieving the Africa Water Vision 2025 and Sustainable Development Goal 6 to ensure availability and sustainable management of water and sanitation for all on the African continent.

AMCOW also gratefully acknowledges the Swedish International Development Agency (SIDA) and the US Agency for International Development's Water for Africa through Leadership and Institutional Strengthening Program (USAID/WALIS), which provided crucial financial and technical support to enable the development of the SOP.

MESSAGE FROM THE

AMCOW PRESIDENT

[DCK1]

AMCOW is well aware of the scale of the challenges that its Member States face in their pursuit of the ambitious targets they have set for themselves with the Africa Water Vision 2025 and Sustainable Development Goal 6 to ensure the availability and sustainable management of water and sanitation for all.

With the quality of life and the livelihoods of 1.3 billion African citizens at stake, the political leadership of African Ministers responsible for water and sanitation is more important and relevant than it has ever been since the creation of AMCOW in 2002.

Upon assuming the Presidency of AMCOW earlier this year, I saluted the 2018 – 2030 Strategy approved by our Governing Council in April 2018, which established a framework for action to address eight Pan-African priorities in water and sanitation. I pledged to continue from there.

With the development of the 2020 – 2024 Strategic Operational Plan, we have now produced a clear road map for achieving results that will effectively support our Member States in their efforts to turn the water and sanitation sector in their countries into engines to boost the health, prosperity and security of their people.

The objectives and results laid out in the Plan directly address the most urgent priorities that AMCOW has identified. These include developing our capacity for water resources management, including groundwater, and promoting infrastructure development to enhance water security; strengthening policies, strategies and financing for sanitation and hygiene; improving the availability of knowledge, information and data to inform decision making in Africa's water and sanitation sectors; and institutional strengthening of AMCOW itself to enable us to deliver on our mandate.

I urge all our Member States to engage in the implementation of this Strategic Operational Plan and to contribute to the collective achievement of its objectives.

Finally, I wish to express on behalf of AMCOW our profound gratitude to our financial and technical partners who have enabled our achievements to date and continue to support our mission. We look forward to celebrating with you and our Member States ever more rapid progress in water and sanitation in Africa.

H.E. Pascal Houangni AMBOUROUE
AMCOW President and Minister of Energy and Water Resources
Republic of Gabon

FOREWORD

[DCK2]

AMCOW's Strategic Operational Plan (SOP) for the five years from 2020 to 2024 is the product of a process of consultation that has sought guidance from our Member States and Technical Advisory Committee, and that has drawn on the expertise and perspectives of numerous external stakeholders. We are very grateful to all for their constructive participation and valuable insights.

Development of the Plan has required balancing ambition against careful consideration of what we believe AMCOW can achieve in the next five years with ongoing support from member States and our many technical and financial partners. Ambition is critical to meeting the challenges of the water and sanitation sector in Africa and delivering on the commitments that Member States have made to achieve the Africa Water Vision 2025 and Sustainable Development Goal 6. Nevertheless, for AMCOW to effectively support progress, it is essential to strengthen the capacity of the institution and to focus on the immediate priorities that have been identified by its Member States.

Efforts are already well underway to do this. With its first long term strategy covering the 12 years from 2018 to 2030, AMCOW established a clear framework for action. Support from financial and technical partners is currently enabling AMCOW to create a structure that can respond to the Pan-African agenda for water and sanitation through its core activities of advocacy, coordination, promoting dialogue, monitoring progress and developing shared assets of knowledge, information and experience.

The SOP builds on AMCOW's past achievements and current programmes, but also represents a turning point for the institution. For the first time, we have articulated the values and theory of change that guide our approach to supporting the water and sanitation sectors in Africa. We have also formulated objectives and identified specific results that we will pursue in the coming five years. These include a new emphasis on supporting the development and management of groundwater resources, ongoing efforts to accelerate progress in sanitation and hygiene, more proactive action to address issues of gender, youth and vulnerable groups, and concrete steps to establish AMCOW as the knowledge hub for water and sanitation in Africa. As we proceed with implementing our programmes, guided by principles of result-based management system, the SOP will provide a clear basis for assessing our progress and performance in delivering on AMCOW's mandate.

By its very nature, AMCOW's mission is a collective undertaking. We cannot overstate the importance of the active collaboration of our Member States and of our partners who contribute

valuable financial and technical resources to help us achieve our vision for water and sanitation in Africa. We look forward to continuing and strengthening the relations that unite us as we work together for a water secure Africa, with effective sanitation and hygiene services.

Dr Canisius KANANGIRE
AMCOW Executive Secretary

EXECUTIVE SUMMARY

AMCOW has developed its Strategic Operational Plan (SOP) for 2020-2024 for three main purposes: provide a roadmap for implementation over the next five years of its Strategy for 2018-2030; focus the activities of the Secretariat on agreed priorities and objectives; and help development partners understand what AMCOW aims to achieve and how it plans to go about it.

Building on the framework of strategic and cross-cutting priorities and actions laid out in the Strategy, the SOP articulates AMCOW's values and theory of change that shape the organisation's approach to its mission 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 African ecosystems”*.

Its five overarching values are to maintain a *Member State Focus*, promote *Inclusiveness and Collaboration*, enable and encourage *Knowledge Driven* decision-making, act with *Professionalism* and ensure *Transparency and Accountability*.

AMCOW's theory of change rests on the premise that the collective political leadership of the ministers responsible for water and sanitation can drive the strengthening of institutions and policies and the mobilization of resources that are critical to achieving progress toward the goals and objectives articulated in the Africa Water Vision for 2025 and the 2030 Sustainable Development Goals. The organization is in a unique position to contribute to strengthening the water and sanitation sector in its Member States through five strategic activities: advocacy, coordination, facilitation of dialogue, monitoring, and knowledge management and information sharing.

The SOP objectives and results were developed taking into account the priorities and actions of the AMCOW Strategy 2018 – 2030, the stated objectives and results of AMCOW's current programmes, inputs from Member States gathered through a Member State Survey and a Consultation Workshop with AMCOW's Technical Advisory Committee, as well as perspectives contributed by external stakeholders through Key Informant Interviews. They are intended to be ambitious yet realistic in light of the time and resources available for implementation of the SOP.

SOP objectives to be pursued under the Strategic and Cross-cutting Priorities of AMCOW's Strategy are summarized in the following paragraphs. A results framework detailing outputs, outcomes and outcome indicators has been developed and will provide the basis for monitoring progress in the coming years.

SP 1 – Ensure Water Security

Objective 1.1: Strengthen joint water resources development and coordinated management planning on continental, regional and national levels.

Objective 1.2: Support investment in agreed upon infrastructure and systems for water security.

SP 2 – Ensure Safely Managed Sanitation and Hygiene

Objective 2.1: Sanitation and hygiene are prioritized across governments throughout Africa.

Objective 2.2: Member States' sanitation and hygiene policies are aligned to the SDGs and other continental commitments.

SP 3 – Promote Good Water Governance and Transboundary Water Cooperation

Objective 3.1: Continental and regional water frameworks, and national water policies are aligned to the SDGs and other continental commitments.

Objective 3.2: Cooperation and synergies for sustainable water security are strengthened among riparian countries, and across basins and aquifers.

Objective 3.3: Regional and national level capacities for collecting complete and reliable hydro-meteorological and piezometric data are improved.

SP 4 – Strengthen AMCOW's Governance and Operational Effectiveness

Objective 4.1: AMCOW more effectively influences policy and actions in the water and sanitation sectors throughout Africa.

Objective 4.2: AMCOW is successful in attracting and leveraging more financial resources to ensure a more sustainable Secretariat and to support the implementation of the 2018-2030 Strategy.

Objective 4.3: AMCOW has the capacity necessary for implementation of the AMCOW Strategy 2018-2030.

Objective 4.4: AMCOW's governance structures ensure continuity in direction and clarity of roles and responsibilities.

CCP 1 - Enhance Water and Sanitation Resilience to Climate Change

Objective 5.1: Increase investment in water related climate change resilience and mitigation measures.

Objective 5.2: Increase awareness and understanding of water related climate change risks and of measures to mitigate them and to increase resilience.

CCP 2 - Contribute to Adequate & Sustainable Financing of Water & Sanitation Agendas

Objective 6.1: Improve alignment of the investment priorities of Member States, financial institutions and development partners.

Objective 6.2: Improve the capacity of Member States to develop viable water and sanitation investment projects.

CCP 3 - Improve Monitoring, Evaluation and Knowledge Management Systems

Objective 7.1: Support and strengthen decision-making processes at national, sub-regional and continental level in the water and sanitation sectors.

Objective 7.2: Increase the exchange and use of research and best practice by actors in the African water and sanitation sectors.

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

Objective 8.1: Develop the youth and gender equity strategies for Africa's development in the water and sanitation sectors.

Objective 8.2: Strengthen the consideration of equality and non-discrimination in the water and sanitation sectors of Member States.

Delivering the expected results of the SOP will require a substantial boost in the AMCOW Secretariat's human resources compared to recent years. In October 2018 AMCOW's Executive Committee approved a new structure for the Secretariat with a total of 21 positions. New staff will be recruited in the first semester of the SOP period. Building the capacity of the Secretariat will go well beyond recruitment with training programs to strengthen staff skills and knowledge with a view to enhancing operational effectiveness throughout the organization.

A total investment estimated at US\$23,5million will be required to effectively deliver the Strategic Operational Plan over the five-year period from 2020 through 2024. Projected Member State contributions to partially cover the core costs of AMCOW's governance structures and Secretariat amount to US\$2,9 million and income generated from major conferences amount to US\$3,0 million. Funding for program activities will continue to rely on development partners for which anticipated commitments total US\$17.6 million for the five-year period, of which 5.0 million are secured. Resource mobilization to ensure financial sustainability and support for programmatic objectives will remain a top priority for AMCOW Secretariat throughout the SOP.

INTRODUCTION

AMCOW's Strategic Operational Plan (SOP) 2020 – 2024 is intended to serve three purposes:

- Provide the governance structures of AMCOW with a clear roadmap for implementation of the AMCOW Strategy 2018-2030 over the next five years;
- Focus activities of the AMCOW Secretariat on agreed priorities and objectives; and
- Help development partners understand what AMCOW aims to achieve in the coming five years and how it plans to go about it.

It builds on the AMCOW Strategy 2018-2030, adopted by AMCOW's General Assembly in April 2018, which provides a framework of four Strategic Priorities (SP) and four Cross-cutting Priorities (CCP) to support the ongoing development of the water and sanitation sectors throughout Africa:

Strategic Priorities

SP1 -Ensure Water Security

SP2- Ensure Safely Managed Sanitation and Hygiene

SP3- Promote Good Water Governance and Transboundary Water Cooperation

SP4 - Strengthen AMCOW's Governance and Operational Effectiveness

Cross-cutting Priorities

CCP1- Enhance Water and Sanitation Resilience to Climate Change

CCP2- Contribute to Adequate and Sustainable Financing of Water and Sanitation Agendas

CCP3- Improve Monitoring, Evaluation and Knowledge Management Systems

CCP4- Strengthen Gender Equality and Youth Empowerment in Water and Sanitation

The SOP complements this overall framework by laying out the objectives, outcomes and outputs that will be the focus of AMCOW's efforts over the next five years. It also briefly describes the human and financial resources needed to deliver the plan and key functions that will be developed to support implementation, including monitoring, evaluation and learning as well as risk management.

A particular effort has been made to articulate AMCOW's values and theory of change to show how it approaches its mission and how it can contribute to achieving the goals for water and sanitation in Africa. A brief situational analysis serves to reemphasize the relevance and importance of AMCOW's mission.

The SOP is the product of a process of consultation and reflection led by the AMCOW Secretariat, which has involved four main steps:

- **Gathering the views of external stakeholders** on AMCOW's Strategy and the organization's strengths, weaknesses, opportunities and threats (SWOT). This was accomplished through key informant interviews conducted in December 2018 and January 2019.
- **Obtaining the input of Member States** on AMCOW's Strategy; its strengths, weaknesses, opportunities and threats; and the specific objectives and actions that should be the focus of the next five years. This step included an online Member State survey conducted in parallel with the key informant interviews during December and January and a Consultation Workshop with AMCOW's Technical Advisory Committee in February 2019 that provided further inputs to the draft plan.
- **Developing a results framework for the SOP** representing a synthesis of AMCOW's Strategy, the inputs provided by Member States and external stakeholders, the objectives and planned results for ongoing projects and programs and relevant sectoral documentation.
- **Review** of the draft plan by Member States and validation by the TAC and other key stakeholders prior to its submission to AMCOW's Executive Committee for approval.

Looking ahead, progress against the SOP will be reviewed periodically in conjunction with the preparation of annual work plans and budgets. A mid-term evaluation in 2022 will provide a critical assessment of progress and recommendations for enhancing AMCOW's effectiveness in the remaining years of the SOP as well as the next five-year planning period.

VISION, MISSION & VALUES

Vision

AMCOW fully shares and has adopted as its own the vision expressed in the Africa Water Vision for 2025:

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.

This includes meeting the need of everybody in Africa for safe water supply and sanitation, ensuring sufficient water for food and energy security, sustaining ecosystems and addressing the challenges of climate change. It is entirely consistent with the Sustainable Development Goal 6 to “Ensure availability and sustainable management of water and sanitation for all.”

Mission

AMCOW recognises the fact that achieving the vision will require contributions from many actors from the rural and urban communities of the continent to the global community, bringing vital leadership, expertise and resources to the challenge. AMCOW’s mission in this collective enterprise is 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 African ecosystems.

While the founding language of AMCOW reflected in its vision and mission statements focussed on addressing water resources management, it has become clear – as explained in AMCOW’s Strategy for 2018-2030 – that to realize the ambitions of the Africa Vision for Water and the Sustainable Development Goals, the scope of its mission must encompass the full range of issues in water and sanitation, from water resources management to WASH.

Values

AMCOW's approach to its mission is guided by a framework of five overarching values:

Member State Focus

AMCOW was formed by its Member States, it is governed by its Member States, and it exists 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 ensure that no Member State is left behind in the pursuit of equitable and sustainable management of water and sanitation.

Inclusiveness and Collaboration

AMCOW understands that the water and sanitation challenges of the African continent cannot be overcome by any single sector of society, whether that be government, non-governmental organizations, the private sector or civil society. It firmly believes in the value of collaborative action to develop robust and equitable solutions for managing water resources and delivering water supply and sanitation services. As an intergovernmental organization itself, AMCOW actively seeks to work with partners who can bring complementary perspectives, expertise and resources to the table.

Knowledge driven

AMCOW believes that policies and decision making in Africa's water sector should be based on the best available knowledge and reliable data. Extensive insights and information have been generated over recent decades, creating an evidence base that African countries can use to strengthen their approaches to sustainable management of water and sanitation. AMCOW seeks to ensure that its advocacy positions are backed by evidence, and to facilitate access to collective knowledge through its Monitoring, Knowledge Management and Information Sharing activities, while actively supporting efforts to address knowledge and data gaps.

Professionalism

AMCOW endeavours to maintain professional standards in all aspects of its work from the internal policies and procedures of its Secretariat to the formulation of collective declarations by its Member States. Professionalism is a multi-dimensional quality calling for competency, the adoption of best practices, reliability, integrity and ethical behaviour at all levels of the organization. It is essential to establishing AMCOW's credibility and ability to influence national, regional and global policy and practices in water and sanitation.

Transparency and accountability

AMCOW is an intergovernmental organization dealing with a broad spectrum of stakeholders and receiving funds from Member States and development agencies. Transparency and accountability are imperative to secure the confidence of these funders and partners that enable AMCOW to pursue its mission.

AMCOW'S THEORY OF CHANGE

In launching AMCOW in 2002, the African Ministers responsible for water recognized that the primary responsibility for ensuring the sustainable and equitable management of water in Africa rests with the governments and people of Africa, and that they, the Ministers, had a special role to play.¹ This is the premise that underlies AMCOW's theory of change – that the collective political leadership of the ministers responsible for water and sanitation can drive the strengthening of institutions and policies and the mobilization of resources that are critical to achieving progress toward AMCOW's vision, as well as the goals and objectives articulated in the Africa Water Vision for 2025 and the 2030 Sustainable Development Goals.

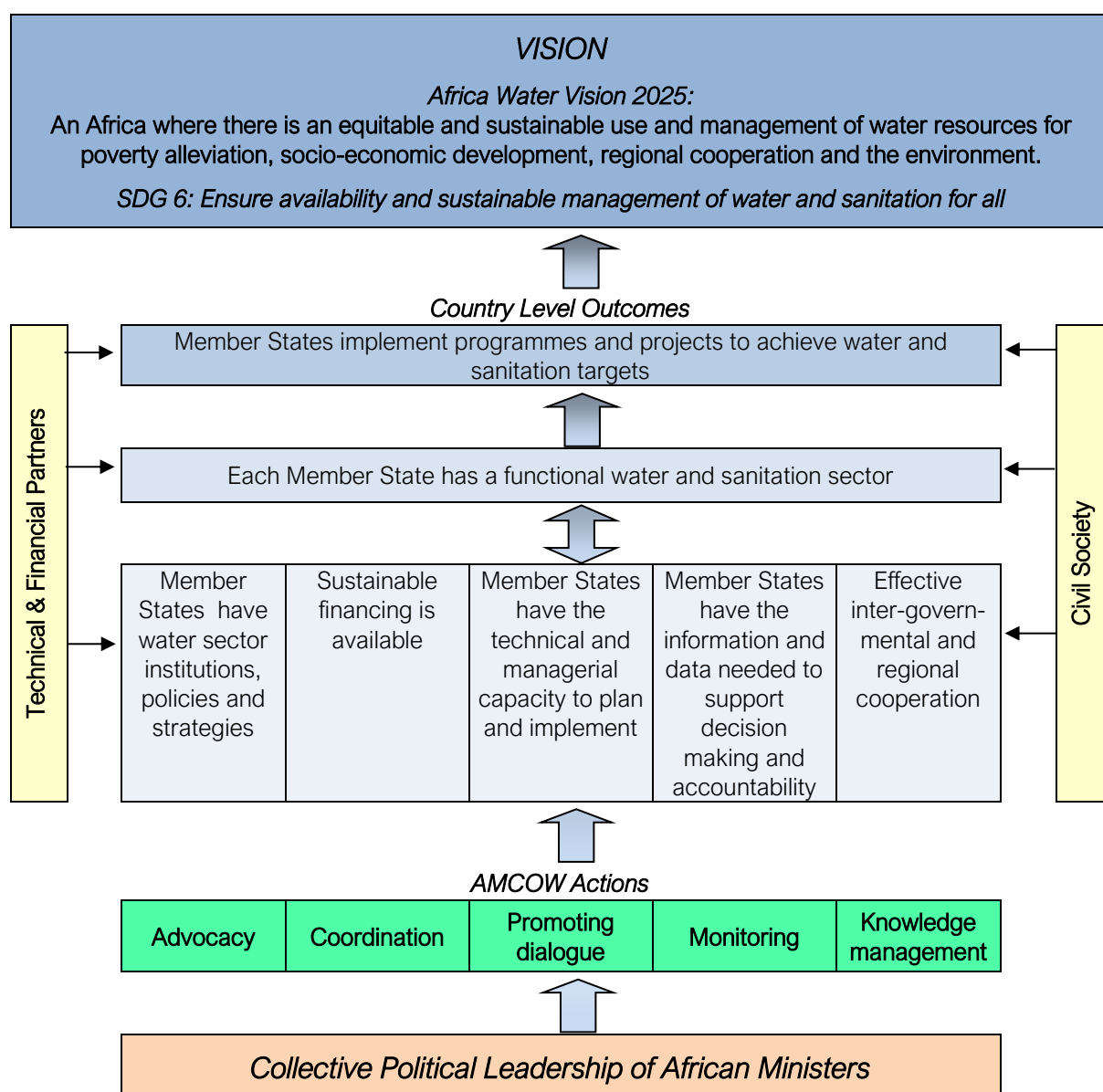
As illustrated below in Figure 1, achieving the targets that help define the vision requires countries to implement ambitious large-scale programmes and projects. But to do this, they must have a functional water and sanitation sector, which can be seen as the convergence of five critical elements:

- Institutions directly responsible for water and sanitation, together with policies and strategies to guide and enable their action;
- Sustainable financing to cover the costs of water and sanitation programmes and projects, whether consisting of “soft” activities such as training, facilitating community led initiatives or regional dialogue on transboundary waters; or major investments in “hard” infrastructure for water and sanitation as agreed upon by relevant institutions. These are not one-off costs. Long term financing mechanisms are essential to support ongoing operations and ensure the sustainability of investments in people, institutions and infrastructure.
- Technical and managerial capacity to implement projects on a scale that will allow targets to be met in the ambitious timeframe set by the Africa Water Vision for 2025 and the Sustainable Development Goals for 2030, both adopted by African countries.

¹ African Ministers responsible for water (2002) “The Abuja Ministerial Declaration on Water – A Key to Sustainable Development in Africa”.

- Information and data to support evidence-based decision making throughout the sector, whether in formulating equitable and sustainable policies, managing water resources, allocating financial resources, or in any other area.
- Effective inter-governmental and regional cooperation, which are essential to addressing transboundary issues of equitable and sustainable management of surface water and groundwater resources.

Figure 1: AMCOW's Theory of Change



Under the leadership of African Ministers responsible for water and sanitation, AMCOW is in a unique position to influence strengthening of these elements in Member States through five strategic activities: advocacy, coordination, facilitation of dialogue, monitoring, and knowledge management and information sharing.

Advocacy

AMCOW's advocacy efforts target Member States as well as international, regional and global organizations. Results have included establishment of the Rural Water Supply and Sanitation Initiative (RWSSI) and the African Water Facility (AWF), both implemented by the African Development Bank. AMCOW's advocacy also means proposing policy guidelines such as the "Africa Sanitation Policy Guidelines" currently under development. As the only organization with the mandate to represent the African continent in water and sanitation, AMCOW has a seat at the table in all major global platforms for the sector, where it actively supported the inclusion of a goal dedicated to water and sanitation in the 2030 Sustainable Development Goals. With its solid foundation at the country level, links with the African Union Commission (AUC) and the Summit of African Heads of State and Government, and with its international recognition, AMCOW is uniquely positioned to support the development of Africa's water and sanitation sector through advocacy at national, regional and global levels.

Coordination

As part of its original mandate, AMCOW is responsible for coordinating key players in Africa in transboundary water cooperation, pan-African sector monitoring and reporting, and making knowledge and data available for evidence-based decision-making and policy development. In addition to providing a coordination platform for Member States on issues of water and sanitation, it provides an interface for global development partners to support their efforts in the sector.

Promoting dialogue

Since its inception, AMCOW has provided platforms for regional and global dialogue on water and sanitation issues. The Africa Water Week and AfricaSan conferences organized by AMCOW represent opportunities for governments, regional institutions, international partners, the private sector, the scientific community and civil society to discuss and collectively seek solutions to Africa's water and sanitation challenges. The Council itself is a forum for policy dialogue between African ministers, and periodic strategic dialogues with development partners have now been instituted.

Monitoring

Mandated by the African Union (AU) to annually report to the AU Assembly on the progress made in the implementation of the commitments of the Heads of State and Government on water and sanitation, AMCOW has issued three reports since 2013 providing an overview on how countries in Africa, and Africa as a continent, are progressing on various aspects of water and sanitation development and management. The fourth report in the series, for 2016, was based on a revised and web-based monitoring and reporting framework that also includes all the water-related SDG targets. The overall objective is to support and strengthen decision-making processes at national,

sub-regional and continental levels by providing relevant, timely, high-quality data and information to all interested stakeholders about the development and progress of the water and sanitation sector in Africa. This will be enhanced as AMCOW promotes water security and development of nexus approaches as well as water resilience to climate change that will require more and high-quality data.

Knowledge management

AMCOW makes a substantial contribution to knowledge management in Africa's water and sanitation sectors through the AfricaSan and Africa Water Week conferences that, in addition to supporting policy dialogue, provide an opportunity for sharing of best practices and experience in implementation of water and sanitation programmes. Looking ahead, AMCOW anticipates that strengthening its monitoring system and capacity for gathering knowledge and information from all partners will enable it to create an effective knowledge hub to serve as a one-stop centre and clearinghouse for knowledge on Africa's water and sanitation sector. With this, it will be able to generate new knowledge products and services to support Member States, such as peer to peer learning programmes, capacity building workshops and IT based remote capacity building tools.

The theory of change recognizes that while AMCOW's actions represent an important contribution, those of other actors, including civil society, national governments, development partners, the private sector and academia are all essential to achieving the continental vision for water and sanitation. AMCOW will provide a coordination platform to all these players, and others, and will endeavour to create synergies among them.

SITUATIONAL ANALYSIS

Context

AMCOW's mission is highly relevant in the context of Africa's development. The population of the continent currently stands at about 1.3 billion people in 2019 and is projected to rise to over 2.5 billion by the year 2050, with the number of people living in urban areas expected to exceed the rural population by 2034.

Meanwhile, per capita gross domestic product, or the value of goods and services produced in a year per person, has been steadily climbing for the last two decades and, if countries are even partially successful in their economic development efforts, the trend can be expected to continue.

Taken together, these demographic and development trends have profound implications for the sustainable management of water resources and the provision of water supply and sanitation services. Water is not only essential to life – it is essential to everything in our lives, including the food and energy we consume, the natural environment that we depend upon and virtually all the products we use on a daily basis. With population growth and economic development driving increasing demand for everything, pressure on water resources and the delivery of safely managed water and sanitation services for all will challenge the continent for decades to come. Achieving the objectives of the Africa Water Vision 2025 and SDG 6 is fundamental to securing a better quality of life for future generations.

Data collected for the 2016 Water and Sanitation Sector Report prepared by AMCOW give an indication of the status of progress toward these objectives. The monitoring and reporting framework covers 7 themes and 28 sub-themes for which targets and indicators have been defined for tracking progress on some 19 political commitments related to water and sanitation in Africa, including SDG 6. The seven themes are:

Water infrastructure for growth: Water for energy, agriculture, industry, municipal use, transboundary water infrastructure.

Managing and protecting water resources: Sustainable withdrawals and supply, water quality, groundwater, ecosystems.

Water supply, sanitation, hygiene and wastewater treatment.

Climate change and disaster risk reduction.

Governance and institutions: Enabling environment, institutions and participation, management instruments, transboundary cooperation, ethics, gender.

Financing: Financing water supply and sanitation, equitable tariff strategies, financing for water resources development and management, budget coordination.

Information management and capacity development.

For the 42 countries that were able to contribute, an overall picture of progress emerges, which highlights significant gaps in certain thematic areas and regions.

One of the striking observations is the percentage of responses indicating insufficient data, particularly for water resources management at 65 %, and financing and climate change at close to 40 %. To some extent, this might reflect the fact that the framework was only recently introduced, and reporting mechanisms were still under development. Nevertheless, it does raise the question of whether countries have adequate information and data to support decision making and enable progress in these critical areas.

Although limited to water supply and sanitation, the results achieved by African countries under the Millennium Development Goals (MDGs), as reported by the Joint Monitoring Programme (JMP) of WHO and UNICEF in 2015, provide additional insight on progress in these key areas. While 33 countries met the target for water supply and 7 registered good progress, for sanitation only 5 met the target and 33 showed little or no progress.

The current situation of the water and sanitation sectors in Africa suggests that AMCOW cannot step back and let “business as usual” prevail. The need for political leadership to help develop functional water and sanitation sectors throughout Africa is only increasing as time goes by and as pressure mounts to ensure the availability and sustainable management of water and sanitation for all. Planning how AMCOW can most effectively play its role over the next five years calls for a critical examination of the internal and external factors that shape its ability to make a difference.

AMCOW's Strengths, Weaknesses, Opportunities and Threats (SWOT)

The SWOT analysis summarized here draws on inputs obtained through responses to a Member State survey conducted in December 2018 and January 2019, and close to 30 interviews with key informants in the same period. The key informants represented AMCOW's technical and financial partners, other organizations and individuals active in the African water and sanitation sectors, and its own Secretariat. Altogether, some 430 observations were compiled for this analysis.

Prominent and unique strengths identified by respondents are its continent-wide membership and high-level mandate to provide leadership on water issues. As a ministerial council, it holds considerable convening power and is recognized by global and international bodies as well as African governments and the African Union. Its mandate gives AMCOW the duties of coordinating key players in Africa on transboundary water cooperation, including shared aquifers, pan-African water and sanitation monitoring and reporting, and gathering knowledge and data to make it available for evidence-based decision-making and policy development. Many also considered AMCOW's dedicated secretariat and the quality of its staff and leadership to be important strengths of the organization.

Nevertheless, respondents also found weaknesses in both the organization as a whole and in the Secretariat. There was a widely shared perception that AMCOW is not sufficiently present at the country and regional levels in Africa and hence could not adequately demonstrate its value as was expected by stakeholders. Perhaps not unrelated, a low level of engagement from some Member States and insufficient financial contributions to support AMCOW's operations were seen as serious weaknesses that help explain many other perceived weaknesses.

"AMCOW definitely has significantly contributed to raising the profile of water issues on the continent. It really has helped not only the member states but also the regional institutions and the AU as a whole to address those issues."

It should be noted, however, that most respondents were not aware of current efforts to address many of these weaknesses by the AMCOW Secretariat's new leadership with the technical and financial support of key development partners such as the Bill and Melinda Gates Foundation, USAID through its project "Water for Africa through Leadership and Institutional Support" (WALIS) and the Swedish International Development Cooperation Agency (SIDA) which recently approved a grant for institutional strengthening. That AMCOW has attracted this support is a testimony to the relevance and importance of its mission and the willingness of development partners to invest in the organization.

For many, the combination of AMCOW's strengths, such as its mandate and convening power, and the status of progress in Africa's water and sanitation sector suggests a multitude of

"AMCOW could be doing more advocacy targeting other sectors and other ministries [such as Finance, Agriculture, Energy] and [participating in] their initiatives, getting a seat at the table and making sure water is on the agenda."

opportunities to achieve a positive impact. Some specific suggestions included strengthening monitoring systems and establishing strategic partnerships with organizations capable of bringing special expertise and resources to bear on the challenges that AMCOW aims to address. Other opportunities relate to enriching its service offer for African countries and institutions by developing learning platforms and facilitating knowledge management and information sharing. Respondents also saw opportunities to increase

AMCOW's leadership visibility and improve its financial sustainability. Finally, with funding secured

for core operations and capacity building in the coming years, AMCOW has a real opportunity to enhance its effectiveness and have a demonstrable impact in the water and sanitation sector.

What some saw as weaknesses were considered by others to be threats. The low levels of financial contributions from Member States could weaken AMCOW's financial sustainability, and hence contribute to the risk of not attracting or retaining the talent that is needed to achieve meaningful results. AMCOW must also be able to clearly establish its niche and demonstrate its value to national governments and other partners. Failure to do so could result in other players in the sector taking over key elements of AMCOW's role.

The fourth Strategic Priority (SP4) of the AMCOW Strategy 2018 – 2030 is to “Strengthen AMCOW's Governance and Operational Effectiveness”. The proposed actions in the Strategy address many of the weaknesses and threats identified in this SWOT analysis that could compromise AMCOW's effectiveness. As mentioned above, some of these are already underway thanks to support from development partners. The other strategic and cross-cutting priorities contribute directly to fulfilling AMCOW's mission and helping Member States achieve their water and sanitation targets, thereby demonstrating AMCOW's value addition to Member States' efforts. This Strategic Operational Plan for the next five years seeks a synergistic balance between the organizational and programmatic priorities of the AMCOW Strategy 2018 – 2030.

SOP OBJECTIVES & RESULTS

The AMCOW Strategy 2018 – 2030 identifies four Strategic Priorities or “Pillars” supported by four Cross-Cutting Priorities as represented in Figure 2.

Figure 2: AMCOW Strategy 2018 – 2030 Framework



Through the consultation processes in the development of the Strategic Operational Plan (SOP), water security, resilience to climate change, safely managed sanitation and hygiene, and financing for water and sanitation emerged as the top priorities over the next five years for Member States. It was widely acknowledged, however, that strengthening AMCOW’s operational effectiveness was critical to achieving progress in any of its strategic or cross-cutting priority areas. Furthermore, while different stakeholders had different views on the relative importance and urgency of the various priorities, there was general agreement that all are important and should be addressed at least to some extent in the SOP.

The SOP objectives and results presented here were developed taking into account the priorities and actions of the Strategy 2018 – 2030, the stated objectives and results of AMCOW's current programmes, inputs from Member States gathered through the Member State Survey and the Consultation Workshop, and perspectives contributed by external stakeholders through Key Informant Interviews. They are intended to be ambitious yet realistic in light of the time and resources available for implementation of the SOP.

A results framework including outcome indicators is provided in Annex 1.

SP 1 – Ensure Water Security

SP 2 – Ensure Safely Managed Sanitation and Hygiene

Five actions to help ensure safely managed sanitation and hygiene are presented in AMCOW's Strategy 2018-2030:

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

The SOP will focus on two key objectives:

- **Sanitation and hygiene are prioritized across governments throughout Africa.**
- **Member States' sanitation and hygiene policies are aligned to the SDGs and other continental commitments.**

Planned outputs and outcomes for each objective follow.

Objective 2.1: Sanitation and hygiene are prioritized across governments throughout Africa.

Outcome 2.1.1: Sanitation and hygiene are adequately positioned in decision making structures of Member States, Regional Economic Communities and African Union.

Outputs:

- A ministerial sub-committee on sanitation and hygiene in AMCOW's Governing Council established and operational
- An Africa synthesis report on sanitation and hygiene
- Regional dialogues on governance reforms for sanitation and hygiene

Outcome 2.1.2: High level dialogues are established and operational to advocate for more investment in sanitation and hygiene programmes.

Outputs:

- High level champions for sanitation and hygiene with clear terms of reference and work plans (also contributes to outcomes 2.1.1 & 2.1.3)
- Regional dialogue platforms established and operationalized
- A platform for interaction between Ministers responsible for WASH, Health, Finance and Planning established in conjunction with annual General Meetings of the African Development Bank
- AfricaSan events in 2021 and 2023 (also contributes to outcomes 1.1 & 2.3)
- Ministerial and multi-stakeholder statements on achieving access to adequate and equitable sanitation and hygiene for all and ending open defecation in Africa by 2030 (also contributes to outcome 1.1)
- Periodic appraisal reports on status of Member States' implementation of international and regional commitments related to sanitation and hygiene (also contributes to outcome 1.1)

Outcome 2.1.3: The AU issues a summit declaration on water and sanitation in the SDG era (e.g. Sharm el Sheikh II).

Outputs:

- Advocacy for an AU Summit on Water and Sanitation with emphasis on WASH
- Planning meetings for an AU Summit with key African and external stakeholders

Outcome 2.1.4: Average public sector budget allocations for sanitation and hygiene in African countries attain at least 0.5% of GDP by 2024.

Outputs:

- A comprehensive assessment of current investment in sanitation and hygiene
- Advocacy based on evidence of benefits and lessons learned in African countries

Objective 2.2: Member States' sanitation and hygiene policies are aligned to the SDGs and other

continental commitments.

Outcome 2.2.1: African Sanitation Policy Guidelines (ASPG) are developed and disseminated.

Outputs:

- African Sanitation Policy Guidelines (ASPG) and tools, including a model sanitation and hygiene policy, plans and regulations

Outcome 2.2.2: African Sanitation Policy Guidelines are adopted by Member States and customized for their contexts.

Outputs:

- Continent-wide advocacy campaign for safely managed sanitation and hygiene (also contributes to outcomes 2.1.1, 2.1.2 & 2.1.4)

Outcome 2.2.3: Member State capacity in sanitation and hygiene is built through peer to peer learning programmes that are effectively implemented.

Outputs:

- A functional knowledge repository of regional and sub-regional sanitation and hygiene policies, guidelines and plans
- Face to face and virtual training sessions/Webinars and exposure visits for Member States lagging in sanitation sector performance
- Peer to peer learning for Member States lagging in sanitation sector performance
- An online-based portal for collating and sharing resources on policy, technology options and program approaches to improve urban, peri-urban and rural sanitation and hygiene
- Development and publication of national lessons and experiences
- Linkages established between academic institutions and think tanks in Africa and external institutions
- Continent-wide sanitation and hygiene awards' initiative (also contributes to outcome 2.1.1)

Outcome 2.2.4: AMCOW is facilitating implementation of sanitation and hygiene policies by mobilizing technical assistance.

- Technical assistance to support implementation of sanitation and hygiene policies

SP 3 – Promote Good Water Governance and Transboundary Water Cooperation

SP 4 – Strengthen AMCOW's Governance and Operational Effectiveness

AMCOW's Strategy 2018 – 2030 identifies five actions to strengthen AMCOW's governance and operational effectiveness:

- Coordinate and facilitate capacity development of AMCOW Secretariat and organs
- Strengthen the AMCOW Secretariat's strategic and operational planning and management functions so that it is acknowledged as a world-class institution
- Strengthen strategic partnerships
- Strengthen the communication and outreach functions
- Strengthen the governance framework and enhance its functioning

Through these actions, AMCOW will pursue four key objectives under the SOP:

- AMCOW more effectively influences policy and actions in the water and sanitation sectors throughout Africa.
- AMCOW is successful in attracting and leveraging more financial resources to ensure a more sustainable Secretariat and to support the implementation of the 2018-2030 Strategy.
- AMCOW has the capacity necessary for implementation of the AMCOW Strategy 2018-2030.
- AMCOW's governance structures ensure continuity in direction and clarity of roles and responsibilities.

Planned outcomes and outputs are the following.

Objective 4.1: AMCOW more effectively influences policy and actions in the water and sanitation sectors throughout Africa.

Outcome 4.1.1: Formal linkages and collaboration arrangements are established between AMCOW, African Union Commission and Regional Economic Communities as well as other regional stakeholders (including the private sector and academia).

Outputs:

- Stakeholder engagement at regional and continental levels, including development partners and knowledge organizations
- Official establishment of AMCOW's position and role with respect to the reformed AUC structure.

Outcome 4.1.2: AMCOW has successfully positioned itself as Africa's think tank for the water and sanitation sectors.

Outputs:

- Research on issues in water and sanitation in Africa

Outcome 4.1.3: AMCOW is more present and visible as the primary continental actor for water and sanitation and is Africa's voice at regional, continental and international levels.

Outputs:

- Participation of AMCOW representatives in all major international, continental and regional events addressing issues in water and sanitation
- Participation in World Water Forum preparation processes

Objective 4.2: AMCOW is successful in attracting and leveraging more financial resources to ensure a more sustainable Secretariat and to support the implementation of the 2018-2030 Strategy.

Outcome 4.2.1: AMCOW makes and sustains progress in achieving financial sustainability of core operations.

Outputs:

- Fully functioning Resource Mobilization Desk
- Resource mobilization and financial sustainability strategy and plan including organizational sustainability benchmarks developed and implemented
- Increased Member State annual contributions and payment of arrears

Outcome 4.2.2: AMCOW secures adequate funding for implementation of the SOP.

Outputs:

- Biannual Donor Conferences
- Increased support from development partners, private sector and academia

Objective 4.3: AMCOW has the capacity necessary for implementation of the AMCOW Strategy 2018-2030.

Outcome 4.3.1: All key functions in the Secretariat are established, fully staffed and performing efficiently and effectively.

Outputs:

- Staff with key competencies in place
- Skills audit conducted and HR development plan prepared and implemented

- Training policy developed and implemented
- Team assimilation and team building activities conducted by the Secretariat (e.g. new staff induction, staff retreats, etc.)
- Performance Assessment System reviewed and supporting guidance documents and templates developed

Outcome 4.3.2: All actors in AMCOW's sphere are able to benefit from AMCOW's capacity building, knowledge management and information sharing activities.

Outputs:

- Learning events such as seminars and visits for AMCOW staff, Member States cadres and relevant cadres working with partner institutions across the continent
- Communications and outreach strategy and action plan to enhance services to Member States developed and enacted
- Video conference facilities installed and operational in the Secretariat
- Overhaul of the AMCOW website with enhanced features as a key component of the Knowledge & Information Hub
- Retreats, seminars and learning visits offering opportunities for peer to peer learning
- E-learning videos accessible through AMCOW's Knowledge and Information Hub

Outcome 4.3.3: AMCOW has established strategic financial and technical partnerships to support delivery of its Strategy 2018-2030.

Outputs:

- A comprehensive review of AMCOW's existing and potential partnerships
- A framework (including guiding principles for partnerships and standard agreement terms to mitigate risks) and an action plan to strengthen strategic partnerships developed and implemented

Outcome 4.3.4: Financial and management systems meet international criteria and effectively support the Secretariat's planning, budgeting, project implementation, monitoring and reporting functions.

Outputs:

- An integrated planning & budgeting system, including risk management
- Fiduciary systems strengthened to enhance accountability and transparency
- Monitoring & evaluation function established and operationalized

- Results based management system developed and operational
- Quarterly performance management reviews
- AMCOW Secretariat has successfully passed the EU Pillar Assessment

Objective 4.4: AMCOW's governance structures ensure continuity in direction and clarity of roles and responsibilities.

Outcome 4.4.1: The AMCOW Governance Framework is reviewed and roles and responsibilities of each organ clearly defined for more effective delivery of the mandate and vision of AMCOW.

Outputs:

- Documents and orientation processes that clearly specify terms of reference, action plans and onboarding processes for the offices of AMCOW President and Vice Presidents, and for TAC, TAC subcommittees and regional focal points
- Documents and orientation processes for Water Ministers
- Action plan for operationalization of AMCOW's Regional outreach

CCP 1 - Enhance Water and Sanitation Resilience to Climate Change

AMCOW's Strategy 2018 – 2030 includes four actions that aim to enhance water and sanitation resilience to climate change:

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

During the five years of the SOP the focus will be on two objectives:

- Increase investment in water related climate change resilience and mitigation measures.

- **Increase awareness and understanding of water related climate change risks and of measures to mitigate them and to increase resilience.**

The planned outcomes and outputs are as follows.

Objective 5.1: Increase investment in water related climate change resilience and mitigation measures.

Outcome 5.1.1: Climate change resilience and risk mitigation are systematically considered in the preparation of water security and sanitation investment projects.

Outputs:

- Workshops to build Member States' capacity in the design and financing of climate change components of water security and sanitation projects. (also contributes to outcome 1.2)

Outcome 5.1.2: The amount of funding for climate change resilience and risk mitigation measures secured by Member States increases.

Outputs:

- A compendium of funding opportunities for adaptation and mitigation measures in water security and sanitation projects.

Objective 5.2: Increase awareness and understanding of water related climate change risks and of measures to mitigate them and to increase resilience.

Outcome 5.2.1: Member States have access to up to date information on climate change resilience and mitigation measures, including experience and lessons learned in African countries.

Outputs:

- Conference presentations, debates and reports on the themes of water security, risk mitigation and climate resilience in the Africa Water Week and AfricaSan conferences
- Modules dedicated to water related climate adaptation and resilience on AMCOW's web-based Knowledge and Information Hub

Outcome 5.2.2: Decision makers in Member States receive regular updates on the impact of water related disasters and the status of implementation of strategies for climate change resilience and disaster risk reduction.

Outputs:

- Updated and standardized indicators and parameters for climate change and disaster risk reduction in the WASSMO system
- Capacity building workshops to strengthen monitoring of climate resilience indicators in Member States

- Periodic evaluation reports on climate resilience and disaster risk reduction based on WASSMO data

CCP 2 - Contribute to Adequate & Sustainable Financing of Water & Sanitation Agendas

Four actions are identified in AMCOW's Strategy 2018 – 2030 to contribute to adequate and sustainable financing of water and sanitation agendas:

- Continue to work with funding partners and continental financing institutions
- Lead advocacy efforts in closing the financing gap for investments in water and sanitation infrastructure
- Develop and maintain a free-access, online financial model for Member States and provide training to professionals from Member States
- 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

The SOP will pursue two objectives:

- **Improve alignment of the investment priorities of Member States, financial institutions and development partners.**
- **Improve the capacity of Member States to develop viable water and sanitation investment projects.**

The corresponding outcomes and outputs are as follows.

Objective 6.1: Improve alignment of the investment priorities of Member States, financial institutions and development partners.

Outcome 6.1.1: AMCOW is successful in engaging stakeholders including national governments, financial institutions, and development partners to prioritize and support investments that align with the priorities of AMCOW's 2018-2030 Strategy.

Outputs:

- Roundtables to share information and experience related to financing instruments, address issues of concern and discuss opportunities to diversify the funding
- Engagement and advocacy with the range of key investment actors and mechanisms

- A Pan-African resource mobilization strategy developed in cooperation with key development partners
- Updated register and mapping of donors with interest in supporting the water and sanitation sectors

Objective 6.2: Improve the capacity of Member States to develop viable water and sanitation investment projects.

Outcome 6.2.1: Member States have the tools and skills necessary for modelling water and sanitation project capital and operational expenditure and for assessing the risk-return profile of water and sanitation investments.

Outputs:

- A standard financial model for Member States to determine the capital and operations cost requirements along with project preparation requirements
- Training workshops for Member States on using the standard financial model and on investment project preparation
- A guideline reference manual on the enabling environment for investment and private sector participation in the water and sanitation sectors
- Training workshops for Member States on financial risk mitigation for public and private sector investment and service delivery

Outcome 6.2.2: Member States diversify their sources of finance for investment in the water and sanitation sectors.

Outputs:

- Documentation and sharing of innovative financing experiences in Africa.

CCP 3 - Improve Monitoring, Evaluation and Knowledge Management Systems

Three actions are specified in AMCOW's Strategy 2018 – 2030 to improve monitoring, evaluation and knowledge management systems:

- Continue to improve the functionality and data quality of the WASSMO
- Develop a model performance monitoring and benchmarking system
- Develop a standard rating system for the enabling environment which can incentivize Member States to progressively move up the water and safe sanitation ladders

The Strategy also states that “...the AMCOW Secretariat, through its knowledge-management strategy, will introduce a more structured and systematic management of knowledge...” and, with the support of SIDA, implementation of AMCOW’s knowledge management strategy will be an important activity of the AMCOW Secretariat in coming years.

For the SOP, AMCOW will thus focus on two key objectives:

- Support and strengthen decision-making processes at national, sub-regional and continental level in the water and sanitation sectors.
- Increase the exchange and use of research and best practice by actors in the African water and sanitation sectors.

Related outcomes and outputs are as follows.

Objective 7.1: Support and strengthen decision-making processes at national, sub-regional and continental level in the water and sanitation sectors.

Outcome 7.1.1: WASSMO is improved to meet international standards.

Outputs:

- Pan African Monitoring system upgraded and improved to international standards
- Revised Operational Manual for the Pan African Monitoring system
- Standardized system and methodology strengthened for all indicators and parameters across all Member States
- Mechanism established for coordination and cooperation with regional and global monitoring agencies

Outcome 7.1.2: Member States and regional bodies contribute reliable and complete data to serve as the basis for regular reporting and analysis provided to national, regional and continental decision-making bodies.

Outputs:

- Guidelines for national organization and coordination of data collection and reporting
- Capacity building workshops on national data collection and reporting
- Definition and development of the role of RECs and L/RBOs in coordination of data collection and quality control

Outcome 7.1.3: WASSMO reports are effectively used in decision making processes.

Outputs:

- Water Knowledge products developed and disseminated

- High quality reporting to the AU Summit
- Advocacy to promote the WASSMO reports and follow-up actions

Objective 7.2: Increase the exchange and use of research and best practice by actors in the African water and sanitation sectors.

Outcome 7.2.1: The knowledge management and information system (KMIS) is established and operational.

Outputs:

- Operationalization of the knowledge management function in the Secretariat, including initiatives to increase AMCOW's knowledge management profile amongst stakeholders
- A network of experts in water and sanitation generating knowledge and recommendations to inform decision making
- A campaign to promote the use and enhancement of the KMIS

Outcome 7.2.2: AMCOW events provide productive and globally respected platforms for the exchange of knowledge and experience in the African water and sanitation sectors.

Outputs:

- Improved convening and advocacy resources and capacities, including more robust events management function established
- Biennial Africa Water Week Conferences
- Biennial AfricaSan Conferences
- AMCOW reports, sessions and booth at relevant international water and sanitation forums

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

AMCOW's Strategy 2018 – 2030 describes six actions to strengthen gender equality and youth empowerment in water and sanitation:

- Update the AMCOW Policy and Strategy for Gender Mainstreaming in the Water and Sanitation Sector in Africa
- Ensure that policy frameworks, legislative actions, and administrative standards developed or reviewed by AMCOW integrate gender equality

- Secure high-level commitments from sector organizations to promote the hiring of qualified women into the sector's corps of water and sanitation professionals
- Update the AMCOW Policy and Strategy for Mainstreaming Youth in the Water and Sanitation Sector in Africa
- Develop new partnerships with civil society and organizations with a professional development focus to better engage youth in the water sector
- 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 will continue to promote gender equality and youth empowerment over the five years of the SOP. Recognizing, however, that there are broader issues of equality and non-discrimination (EQND) affecting vulnerable populations throughout its Member States, AMCOW will also seek to develop its support to strengthening water and sanitation policies to ensure that no one is left behind. The SOP will thus focus on two key objectives:

- Develop the youth and gender equity strategies for Africa's development in the water and sanitation sectors.
- Strengthen the consideration of equality and non-discrimination in the water and sanitation sectors of Member States.

Planned outcomes and outputs are the following.

Objective 8.1: Develop the youth and gender equity strategies for Africa's development in the water and sanitation sectors.

Outcome 8.1.1: Increased mainstreaming of gender and youth issues into policy.

Outputs:

- AMCOW's Gender Strategy is updated and widely disseminated
- AMCOW's Youth Strategy is updated and widely disseminated
- Advocacy and training on gender mainstreaming and youth carried out at TAC and regional meetings, Africa Water Week, AfricaSan Conference Series, other forums

Outcome 8.1.2: Increased profiling of gender and youth issues at AMCOW events.

Outputs:

- Sessions at AMCOW events that address gender and youth issues (also contributes to outcome 8.1.3)

Outcome 8.1.3: Increased participation in AMCOW events of women and youth from Member States.

Outputs:

- Advocacy and initiatives to boost participation of women and youth at AMCOW events

Outcome 8.1.4: Youth is involved in water and sanitation campaigns across the continent.

Outputs:

- Pilot programmes for Africa youth volunteers for water and sanitation in at least five countries

Objective 8.2: Strengthen the consideration of equality and non-discrimination in the water and sanitation sectors of Member States.

Outcome 8.2.1: Policy guidelines on equality and non-discrimination in the water, sanitation and hygiene sectors are developed and disseminated.

Outputs:

- The position of equality and non-discrimination specialist established and operational in the AMCOW Secretariat
- Policy guidelines on equality and non-discrimination in the water, sanitation and hygiene sub-sectors
- Continent-wide advocacy campaign for adoption of equality and non-discrimination policies in the water and sanitation sectors
- Equality and non-discrimination monitored and reported through WASSMO

HUMAN RESOURCES

Delivering the expected results of the SOP will require a substantial boost in the AMCOW Secretariat's human resources compared to recent years. In October 2018 AMCOW's Executive Committee approved a new structure for the Secretariat with a total of 21 positions, 17 of which are considered as "Core Secretariat Staff" and four as "Project Staff". The detailed organogram is presented in Figure 3 below. It is comprised of three main components:

Office of the Executive Secretary (4 Positions)

The office of the Executive Secretary includes the Executive Secretary (ES) as the Administrative Head of the AMCOW Secretariat, a Personal Assistant to the ES and a Project Development and Resource Mobilization Officer. All are vital to the Secretariat and considered core staff.

Directorate of Finance and Administration (10 Positions)

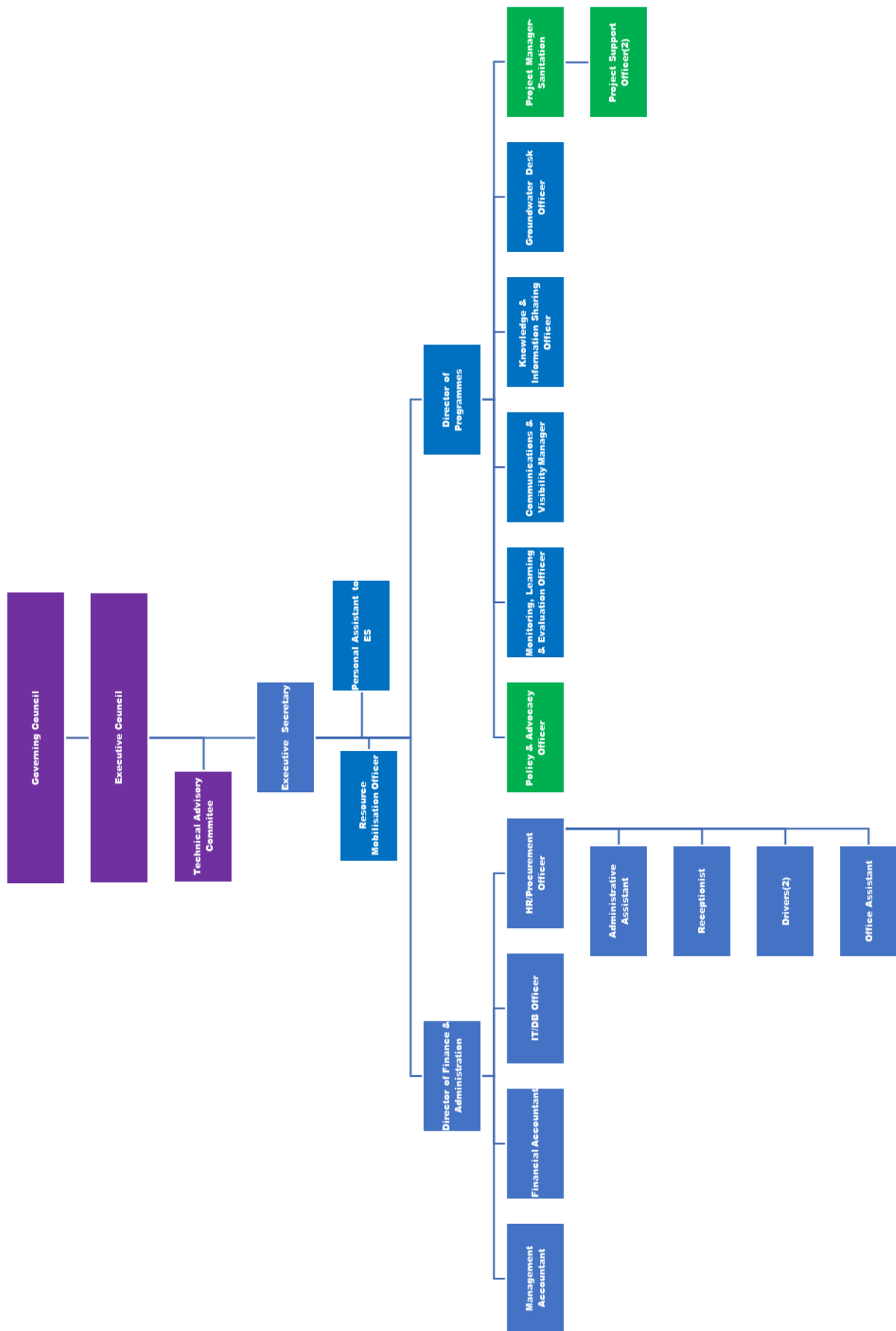
The Directorate of Finance and Administration is headed by the Director of Finance and Administration (DFA) and supported by a Financial Accountant, a Management Accountant, a Human Resources and Procurement Officer, an IT/Database Specialist and five Support Staff: Administrative Assistant, Receptionist, Office Assistant and two Drivers. Critical to the institution's fiduciary function and day to day operations, all are considered core staff.

Directorate of Programs (9 Positions)

This directorate is headed by a Director of Programs and supported by a Policy and Advocacy Officer, a Monitoring, Evaluation and Learning Officer (MELO), a Groundwater Desk Officer, a Project Manager-Sanitation, a Communications and Visibility Officer, a Knowledge Management and Information Sharing Officer and two Project Support Officers. The Director of Programs, the MELO, the Communications and Visibility Officer, the Groundwater Desk Officer and the KMIS Officer occupy critical permanent functions and are considered core staff. Other positions are filled by project or seconded staff according to the expertise and level of effort required for implementation of AMCOW's projects and programmes.

New staff will be recruited in the first semester of the SOP period. Building the capacity of the Secretariat will go well beyond recruitment; training programs to strengthen staff skills and knowledge with a view to enhancing operational effectiveness throughout the organization will be established and operationalized. Over the course of the SOP, the organogram is likely to evolve in response to programmatic needs.

Bring organogram at this page as Fig. 3. No blank page[ck3]



FINANCIAL RESOURCES

Resources required

A total investment estimated at US\$23.5 million will be required to effectively deliver the Strategic Operational Plan over the five-year period from 2020 through 2024. Figure 4 shows the allocation of costs by the strategic and cross cutting priorities of AMCOW's Strategy 2018-2030.

Strengthening AMCOW's governance and operational effectiveness (SP 4) will require substantial and sustained funding. It should be noted that this cost includes operating costs associated with effective running of the AMCOW Secretariat, strengthening coordination capacity, as well as the costs of associated meetings of AMCOW's governance structures.

Improving monitoring, evaluation and knowledge management systems (CCP 3) represents the second largest allocation, much of which will be invested during the first year of the SOP in upgrading the WASSMO system and strengthening monitoring capacity at the national and regional levels. Recurring costs under CCP 3 are associated with preparing WASSMO and AfricaSan reports, including regional workshops, as well as organizing the biennial Africa Water Week and AfricaSan conferences.

About 15% of the investment goes into safely managed sanitation and hygiene (SP 2). SOP actions related to water security (SP 1) and water governance and transboundary cooperation (SP 3) are all related primarily to water resources management and, taken together, account for 17% of the total investment. The remaining cross cutting priorities of resilience to climate change (CCP 1), financing water and sanitation (CCP 2) and gender equality and youth empowerment (CCP 4) represent 15% of the total investment.

Of the overall SOP budget, over 71% will be allocated to program activities while human resources and related costs will take about 29% of the total SOP investment. Table 1 shows the budget allocation between HR Costs and the Activity Costs.

Figure 4: SOP Budget Allocation by Strategic & Cross Cutting Priorities

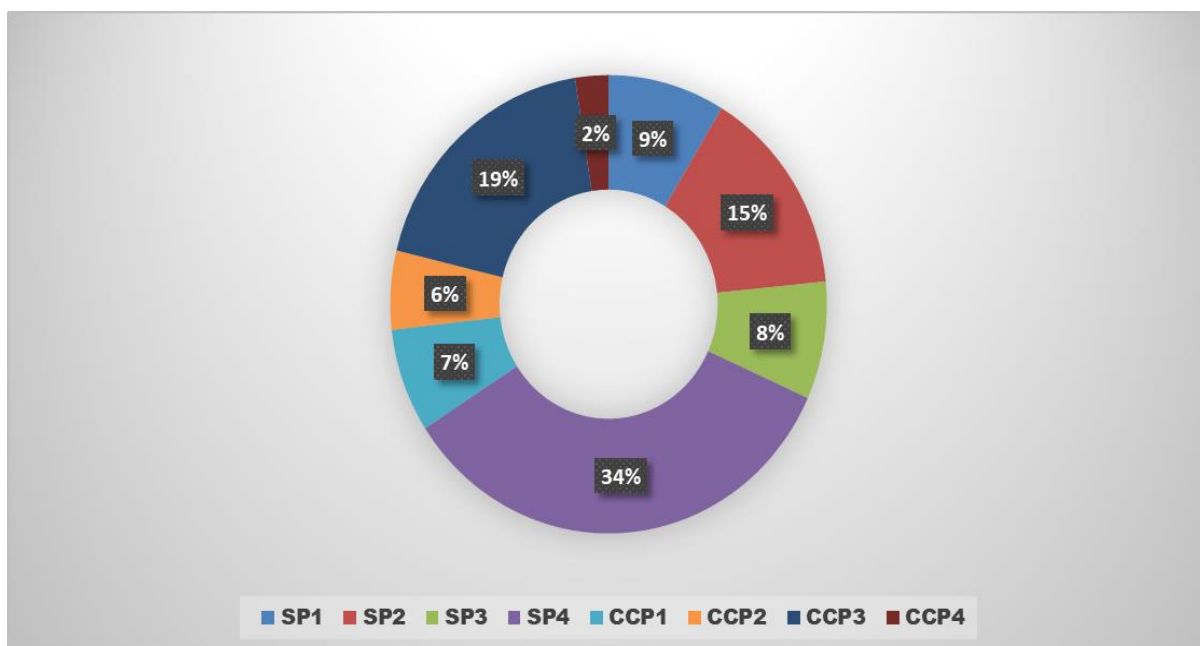


Table 1: Budget Allocation between HR Costs and Activity Costs

Cost Element	2020	2021	2022	2023	2024	5YR Total	% Allocation
Activity Costs	3,480,000	5,760,000	2,425,000	3,490,000	1,630,000	16,785,000	71%
HR	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	6,750,000	29%
Total	4,830,000	7,110,000	3,775,000	4,840,000	2,980,000	23,535,000	

Funding

AMCOW's current funding model combines resources from Member State contributions, both dues payments and in-kind, donations from funders, and awards for solicited and unsolicited proposals. It is envisioned that the core operations of the Secretariat will be mostly funded through member dues by 2030 with collection of contributions from Member States projected to cover over 35% of the SP4 cost during this SOP. The increased funding from Member States will reduce the Secretariat's dependency on development partners' funding for core operations and enable the Secretariat to direct most of it on project-specific activities. Balanced and sustainable sources of funding will enable AMCOW to achieve its desire and ambition to sustain the operations of its secretariat and other organs, and undertake the long-term initiatives required to effectively address water and sanitation challenges at the scale of the African continent.

With its Strategy 2018-2030 and the full support of its governing bodies, AMCOW is now entering a new phase of operations and must attract and leverage the financial resources required to help its Member States meet the commitments they have made for the water and sanitation sectors. A substantial effort in the first years of the SOP will be devoted to strengthening AMCOW's ability to mobilize funding from a broad range of sources.

As of the end of 2018, support secured from key donors was being directed to establishing more robust operational systems and processes, including financial management systems establishment of an operational Project Development and Resource Mobilization unit.

Bringing value to its members is the key to AMCOW's financial sustainability. Having a contingent of well-qualified technical and operational staff will ensure its ability to provide strong support and services to Member States and other stakeholders, which will in turn increase its profile and ability to secure more funding for both its own operations and the broader water sector.

Funding for the SOP will continue to rely on Member State contributions and support from development partners. Projected Member State contributions, including that of Nigeria as host of the Secretariat, is estimated at US\$2.9million, revenue from Conferences such as Africa Water Week and AfricaSan is estimated at US\$3 million and already secured donor funds is estimated at US\$5 million. Thus, a total of US\$10.9 million has been earmarked leaving a funding gap of US\$12.6 million.

Table 2: Funding Sources of the SOP

Description	Amount (USD)	%
Country Contributions	2,868,421	12%
Conference Fees	3,000,000	13%
Secured Donor Funds	5,000,000	21%
Funding Gap	12,666,579	54%
Total	23,535,000	

MONITORING, EVALUATION & LEARNING

AMCOW fully recognizes that achieving the ambitious goals and objectives to which its Member States have committed will require a relentless focus on results and an understanding of the factors that help explain successes and failures. Development of the Pan Africa Water and Sanitation Monitoring and Reporting System (WASSMO) has already been a major step toward establishing systems to enable effective monitoring of progress. A substantial effort in the first two years of the SOP will be devoted to strengthening monitoring systems and further developing AMCOW's capacity to analyze and learn from monitoring data, the experience of Member States and its own institutional activities.

AMCOW's monitoring, evaluation and learning (MEL) functions will be developed to serve three main purposes:

- *Monitoring progress:* Providing regular updates and analysis to AMCOW's Governing Council and the AUC regarding the progress of Member States toward the high-level commitments for water and sanitation set by political leaders.
- *Planning & management:* Providing the information and data required for effective planning and management of AMCOW's own projects and programmes and monitoring and evaluation reports on their implementation.
- *Enhancing sectoral knowledge:* Enhancing the body of sectoral knowledge available to Member States through AMCOW's Knowledge Hub.

Monitoring progress in the African water and sanitation sectors

The overall objective of sector monitoring is to support and strengthen decision-making processes at national, regional and continental level by providing relevant, timely and high-quality data and information to all interested stakeholders about the development and progress of the water and sanitation sector in Africa.

Efforts in the first two years of the SOP will focus on improving the information system for monitoring and reporting through upgrades to its features, enhancing capacity for information management and monitoring at national and regional levels, and developing evidence based

learning and information products to benefit stakeholders at all levels, especially those in Member States who are responsible for their country's water and sanitation sectors.

Planning & management

The recruitment of a Monitoring, Evaluation and Learning Officer (MELO) at the AMCOW Secretariat in the first year of the SOP will enable the development and implementation of AMCOW's MEL strategy, frameworks, systems, analysis and reporting. Key actions will include:

- Developing and implementing a results-based management system in the Secretariat;
- Systematizing existing results frameworks for greater consistency and easier tracking;
- Developing monitoring analyses to underpin reflection by staff, teams, leadership and the whole organization: quarterly monitoring reports and analysis of progress against organizational objectives; annual analysis of progress against results frameworks, bi-annual analysis of research and data metrics to inform planning and budgeting processes;
- Evaluating AMCOW's five-year Strategic Operational Plan in the third year of execution with a view to identifying necessary corrections, generating learning and informing the next SOP.

Enhancing sectoral knowledge

The development of AMCOW's position as a knowledge hub for the African water and sanitation sectors is a high priority for the SOP and will entail setting up the knowledge management function in the Secretariat with the recruitment of a knowledge and information sharing officer in 2019.

AMCOW's successful flagship knowledge exchange events, Africa Water Week and AfricaSan, are recognized political and technical learning platforms that will continue on a biennial basis over the next five years.

Resources for learning will be systematically included in budgets for AMCOW's projects and programmes and the Secretariat will engage in strategic partnerships with the principal centres of excellence responsible for water and sanitation knowledge generation and dissemination.

The knowledge management function will encompass the establishment of a state-of-the-art web-based learning and communications hub and peer-to-peer engagement among Member States. A plan for developing the various components of the knowledge management system will be developed in conjunction with AMCOW's knowledge partners in the first year of the SOP. It will build upon and operationalise key aspects of AMCOW's 2017 Knowledge Management Strategy.

RISK MANAGEMENT

In 2018 the AMCOW Secretariat adopted a formal approach to risk assessment and management covering four categories of risk:

- Financial, e.g. collections, funding, foreign exchange, cash flow, interest rate
- Strategic, e.g. socio-political, strategic planning, leadership, reputation, budget and planning
- Operational, e.g. contracts, human resources, performance, technical infrastructure, record keeping, data integrity, internal fraud
- External, e.g. business continuity disrupted by uncontrollable external factors or events

The approach consists of developing a detailed risk management register with the following information:

1. Identification of risks and their potential consequences.
2. Risk analysis including accountability within the organization, the impact and probability of the risk and a risk level of low, medium or high based on assessments of severity and likelihood.
3. Risk evaluation including identification of existing mitigation measures and how the risk should be addressed (take, transfer, terminate or treat).
4. Risk treatment specifying actions to be taken, date for completion, individual responsible and status.
5. Monitoring and review including frequency of review and audit date and status.

The 2018 analysis resulted in the identification of 27 risks, most of which are being addressed through actions in the SOP under Strategic Priority 4 “Strengthen AMCOW’s Governance and Operational Effectiveness”.

AMCOW’s Executive Secretary will ensure that the risk register is updated regularly and that it is reviewed and discussed annually with the Strategic Planning Sub-Committee of AMCOW’s Technical Advisory Committee.

ANNEX 1: Results Framework for AMCOW's Strategic Operational Plan 2020 - 2024

Strategic Priority 1: Ensure Water Security			
Outputs	Outcomes	Outcome Indicators	Data Source
SOP Objective 1.1: Strengthen joint water resources development and coordinated management planning on continental, regional and national levels.			
<p>1.1.1.1 A forum for exchanging experiences in DSS development and implementation in Africa</p> <p>1.1.1.2 A web portal for accessing information on the use of DSS tools in Africa and for facilitating exchanges and synergies</p> <p>1.1.1.3 Capacity building workshops on DSS organized in collaboration with AMCOW partners</p>	<p>1.1.1 AMCOW has facilitated the development of planning tools for water resource management and development in at least five lake or river basins.</p>	<p>Degree of implementation of management instruments that include DSS</p>	<p>SDG 6.5.1, Section 3 with specific mention of DSS. WASSMO I-5.3</p>
<p>1.1.2.1 A synthesis report on the status of integration of WRM in national development plans.</p> <p>1.1.2.2 Workshops to promote the exchange of experience in integrating water management plans in national development plans</p> <p>1.1.2.3 Partnership with existing WEF nexus programmes.</p> <p>1.1.2.4 Advocacy for nexus approaches targeting the STC ARDWE and other relevant STC</p>	<p>1.1.2 Knowledge and advocacy tools have been developed for promotion of nexus approaches in water resources management and development.</p>	<p>Degree of coordination between national government authorities representing different sectors.</p>	<p>From SDG 6.5.1, Section 2, question 2.1b. WASSMO I-5.2a</p>

1.1.2.5	Capacity building workshops for Member States organized in collaboration with partners to develop understanding of nexus approaches and their implementation				
1.1.3.1	Modules dedicated to water safety and security management plans on AMCOW's web-based Knowledge and Information Hub	1.1.3	Member States have access to good practices in water safety and security plans through AMCOW's Knowledge Hub and peer to peer learning programmes.	Degree of implementation of management instruments that include water safety and security management plans	SDG 6.5.1, Section 3 with specific mention of water safety & security management plans. Also, WASSMO I-5.1.
1.1.4.1	Establishment and operationalization of the African Groundwater knowledge sharing and policy coordination desk in the AMCOW Secretariat	1.1.4	An African groundwater programme is established and fully functioning.	Activity of the African Groundwater knowledge sharing and policy coordination desk	AMCOW annual reports
1.1.4.2	A monograph on groundwater resources in Africa				

SOP Objective 1.2: Support investment in agreed upon infrastructure and systems for water security.				
1.2.1.1	A decision maker's guide to water infrastructure development highlighting the economic value of investments in infrastructure for water security	1.2.1	Knowledge and information is produced and shared to promote increased investment in infrastructure to ensure water security and access to water for all.	Degree of implementation of financing for water resources development and management
1.2.1.2	Advocacy for water infrastructure development targeting decision makers			WASSMO I-6.3 SDG 6.5.1, Section 4 data.
1.2.2.1	Joint proposals developed with Africa Water Investment Programme (AIP) partners	1.2.2	Mechanisms for supporting Member States in the preparation of water infrastructure investment projects are strengthened.	Number of water infrastructure investment projects developed per year
1.2.2.2	AMCOW participation in the AIP Steering Committee			AIP
1.2.3.1	Regional water policy workshops for Member States to share approaches, experience and lessons learned in water policy development and implementation	1.2.3	Member States strengthen water policies on the basis of context appropriate principles of sound water management.	Degree of implementation of water security policies
1.2.3.2	A comparative review of water security policies in African countries			SDG 6.5.1, Section 1, question 1.1a with specific mention of water security policies. Also, WASSMO I-5.1.
1.2.3.3	A decision maker's guide to African Water Security Policy			

Strategic Priority 2: Ensure Safely Managed Sanitation and Hygiene			
Outputs	Outcomes	Outcome Indicators	Data Source
SOP Objective 2.1: Sanitation and hygiene are prioritized across governments throughout Africa.			
2.1.1.1 A ministerial sub-committee on sanitation and hygiene in AMCOW's Governing Council established and operational 2.1.1.2 Africa synthesis report on sanitation and hygiene 2.1.1.3 Regional dialogues on governance reforms for sanitation and hygiene	2.1.1 Sanitation and hygiene are adequately positioned in decision making structures of Member States, Regional Economic Communities and African Union.	Proportion of African countries that have clearly identified lead institutions for sanitation and hygiene	WASSMO GLAAS, question A11
2.1.2.1 High level champions for sanitation and hygiene with clear terms of reference and work plans <i>(also contributes to outcomes 2.1.1 & 2.1.3)</i> 2.1.2.2 Regional dialogue platforms established and operationalized 2.1.2.3 A platform for interaction between Ministers responsible for WASH, Health, Finance and Planning established in conjunction with annual General Meetings of the African Development Bank	2.1.2 High level dialogues are established and operational to advocate for more investment in sanitation and hygiene programmes.	Number of high-level dialogues conducted per year	AMCOW reports

2.1.2.4	AfricaSan events in 2021 and 2023 (<i>also contributes to outcomes 2.1.1 & 2.2.3</i>)			
2.1.2.5	Ministerial and multi-stakeholder statements on achieving access to adequate and equitable sanitation and hygiene for all and ending open defecation in Africa by 2030 (<i>also contributes to outcome 2.1.1</i>)			
2.1.2.6	Periodic appraisal reports on status of Member States' implementation of international and regional commitments related to sanitation and hygiene (<i>also contributes to outcome 2.1.1</i>)			
2.1.3.1	Advocacy for an AU Summit Water and Sanitation with emphasis on WASH	2.1.3 The African Union (AU) issues a summit declaration on water and sanitation in the SDG era (e.g. Sharm el Sheikh II).	Publication of a summit declaration on water and sanitation in the SDG era	AUC
2.1.3.2	Planning meetings for an AU Summit with key African and external stakeholders			
2.1.4.1	A comprehensive assessment of current investment in sanitation and hygiene	2.1.4 Average public sector budget allocations for sanitation and hygiene in African countries attain at least 0.5% of GDP by 2024.	Percentage of public sector budget allocated for sanitation and hygiene	WASSMO
2.1.4.2	Advocacy based on evidence of benefits and lessons learned in African countries.			

SOP Objective 2.2: Member States' sanitation and hygiene policies are aligned to the SDGs and other continental commitments.				
2.2.1.1	African Sanitation and Hygiene Policy Guidelines (ASPG) and tools, including a model sanitation and hygiene policy, plans and regulations	2.2.1	African Sanitation and Hygiene Policy Guidelines (ASPG) are developed and disseminated.	Dissemination of the ASPG AMCOW Secretariat
2.2.2.1	Continent-wide advocacy campaign for safely managed sanitation and hygiene (<i>also contributes to outcomes 2.1.1, 2.1.2 & 2.1.4</i>)	2.2.2	African Sanitation and Hygiene Policy Guidelines are adopted by Member States and customized for their contexts.	Number of Member States that adopt and customize the ASPG AMCOW Secretariat
2.2.3.1	A functional knowledge repository of regional and sub-regional sanitation and hygiene policies, guidelines and plans	2.2.3	Member State capacity in sanitation and hygiene is built through monitoring and peer to peer learning programmes that are effectively implemented.	Rate of change of the proportion of population using safely managed sanitation services WASSMO SDG 6.2
2.2.3.2	Face to face and virtual training sessions/Webinars and exposure visits for Member States lagging in sanitation sector performance			
2.2.3.3	Peer to peer learning for Member States lagging in sanitation sector performance			
2.2.3.4	An online-based portal for collating and sharing resources on policy, technology options and programme approaches to improve urban, peri-urban and rural sanitation and hygiene			
2.2.3.5	Development and publication of national lessons and experiences			

2.2.3.6	Linkages established between academic institutions and think tanks in Africa and external institutions			
2.2.3.7	Continent-wide sanitation and hygiene awards' initiative (<i>also contributes to outcome 2.1.1</i>)			
2.2.4.1	Technical assistance to support implementation of sanitation and hygiene policies	2.2.4 AMCOW is facilitating implementation of sanitation and hygiene policies by mobilizing technical assistance.	Number of technical assistance interventions organized by the AMCOW Secretariat	AMCOW Secretariat

Strategic Priority 3: Promote Good Water Governance and Transboundary Water Cooperation			
Outputs	Outcomes	Outcome Indicators	Data Source
SOP Objective 3.1: Continental and regional water frameworks and national water policies are aligned to the SDGs and other continental commitments.			
3.1.1.1 An assessment of alignment of national policies with SDGs and other continental commitments	3.1.1 Member States are aware of policy gaps and have access to relevant lessons and experience to address them.	Degree of implementation of enabling environment at all levels.	WASSMO I-5.1
3.1.1.2 A compendium of African water policies			
3.1.2.1 Policy guidelines and minimum standards for water pollution control	3.1.2 All five regions in Africa have adopted minimum standards for water pollution control.	Existence of minimum standards for water pollution control	RECs
3.1.2.2 Advocacy targeting RECs for adoption of minimum standards			
SOP Objective 3.2: Cooperation and synergies for sustainable water security are strengthened among riparian countries, across basins and aquifers.			
3.2.1.1 A review of the status of implementation by Member States of policies, laws and plans for good water governance at the transboundary level, with identification of factors enabling or hindering progress	3.2.1 Member States have the capacity to develop policies for transboundary water governance.	Degree of implementation by Member States of enabling environment at the level of transboundary basins and aquifers	WASSMO I-5.1 SDG 6.5.1 data

3.2.1.2	Capacity development workshops organized in collaboration with relevant partners to share approaches and experience in managing shared waters			
3.2.1.3	Evidence based advocacy to promote good governance of transboundary waters			
3.2.2.1	Guidelines for the establishment of basin institutions	3.2.2 Transboundary water resource operational arrangements are strengthened, and cooperation improved.	Proportion of transboundary waters covered by operational arrangements for transboundary water cooperation	WASSMO I-5.4
3.2.2.2	Technical assistance to Member States and basin institutions			
3.2.2.3	Regular and collaborative engagement with basin institutions to motivate them in preparing and updating their management plans and facilitating exchanges between riparian countries			
3.2.2.4	A review of existing basin management policies to identify good practices			

SOP Objective 3.3: Regional and national level capacities for collecting complete and reliable hydro-meteorological and piezometric data are improved.			
3.3.1.1	Standardized data models for transboundary waters, including groundwater	3.3.1 Increased availability of data for planning at the scale of hydrological basins.	Degree of implementation by Member States of management instruments for water resources monitoring
3.3.1.2	Data sharing protocols for transboundary waters		
3.3.1.3	A capacity needs assessment for proper data collection and management.		
3.3.1.4	Capacity building workshops organized in collaboration with AMCOW partners		
3.3.2.1	A web portal to access resources on basin-wide monitoring	3.3.2 Member States have access to relevant information and resources for basin-wide monitoring through AMCOW's knowledge hub.	Availability of relevant content on AMCOW's web-based Knowledge and Information Hub
			WASSMO I-5.3 SDG 6.5.1, part 3
			AMCOW SOP mid-term evaluation

Strategic Priority 4: Strengthen AMCOW's Governance and Operational Effectiveness			
Outputs	Outcomes	Outcome Indicators	Data Source
SOP Objective 4.1: AMCOW more effectively influences policy and actions in the water and sanitation sectors throughout Africa.			
4.1.1.1 Stakeholder engagement at regional and continental levels, including development partners and knowledge organizations 4.1.1.2 Official establishment of AMCOW's position and role with respect to the reformed AUC structure.	4.1.1 Formal linkages and collaboration arrangements are established between AMCOW, African Union Commission and Regional Economic Communities as well as other regional stakeholders (including the private sector and academia).	Number of high-level decisions on water and sanitation	Minutes of AU, REC meetings
4.1.2.1 Research on issues in water and sanitation in Africa	4.1.2 AMCOW has successfully positioned itself as Africa's think tank for the water and sanitation sectors.	Number of research publications produced by AMCOW per year	AMCOW's KMIS
4.1.3.1 Participation of AMCOW representatives in all major international, continental and regional events addressing issues in water and sanitation 4.1.3.2 Participation in World Water Forum preparation processes	4.1.3 AMCOW is more present and visible as the primary continental actor for water and sanitation and is Africa's voice at regional, continental and international levels.	Stakeholder perceptions of AMCOW's presence at regional, continental and international levels	SOP mid-term evaluation

SOP Objective 4.2: AMCOW is successful in attracting and leveraging more financial resources to ensure a more sustainable Secretariat and to support the implementation of the 2018-2030 Strategy.				
4.2.1.1	Fully functioning Resource Mobilization Desk	4.2.1 AMCOW makes and sustains progress in achieving financial sustainability of core operations.	Proportion of core operating costs covered by Member State financial contributions	AMCOW Secretariat
4.2.1.2	Resource mobilization and financial sustainability strategy and plan including organizational sustainability benchmarks developed and implemented			
4.2.1.3	Increased Member State annual contributions and payment of arrears.			
4.2.2.1	Biannual Donor Conferences	4.2.2 AMCOW secures adequate funding for implementation of the SOP.	Proportion of SOP costs for which funding has been secured	AMCOW Secretariat
4.2.2.2	Increased support from development partners, private sector and academia			
SOP Objective 4.3: AMCOW has the capacity necessary for implementation of the AMCOW Strategy 2018-2030.				
4.3.1.1	Staff with key competencies in place	4.3.1 All key functions in the Secretariat are established, fully staffed and performing efficiently and effectively.	Performance of the Secretariat relative to annual targets	AMCOW Secretariat records
4.3.1.2	Skills audit conducted and HR development plan prepared and implemented			
4.3.1.3	Training policy developed and implemented			

4.3.1.4	Team assimilation and team building activities conducted by the Secretariat (e.g. new staff induction, staff retreats, etc.)			
4.3.1.5	Performance Assessment System reviewed and supporting guidance documents and templates developed			
4.3.2.1	Learning events such as seminars and visits for AMCOW staff, Member States cadres and relevant cadres working with partner institutions across the continent	4.3.2 All actors in AMCOW's sphere are able to benefit from AMCOW's capacity building, knowledge management and information sharing activities.	Level of participation in AMCOW's capacity building, knowledge management and information sharing activities	AMCOW Secretariat records
4.3.2.2	Communications and outreach strategy and action plan to enhance services to Member States developed and enacted			
4.3.2.3	Video conference facilities installed and operational in the Secretariat			
4.3.2.4	Overhaul of the AMCOW website with enhanced features as a key component of the Knowledge & Information Hub			
4.3.2.5	Retreats, seminars and learning visits offering opportunities for peer to peer learning			
4.3.2.6	E-learning videos accessible through AMCOW's Knowledge and Information Hub			

4.3.3.1	A comprehensive review of AMCOW's existing and potential partnerships	4.3.3	AMCOW has established strategic financial and technical partnerships to support delivery of its Strategy 2018-2030.	MOUs established with strategic partners	AMCOW Secretariat records
4.3.3.2	A framework (including guiding principles for partnerships and standard agreement terms to mitigate risks) and an action plan to strengthen strategic partnerships developed and implemented				
4.3.4.1	An integrated planning & budgeting system, including risk management	4.3.4	Financial and management systems meet international criteria and effectively support the Secretariat's planning, budgeting, project implementation, monitoring and reporting functions.	Quality of financial reports	Annual audits
4.3.4.2	Fiduciary systems strengthened to enhance accountability and transparency				
4.3.4.3	Monitoring & evaluation function established and operationalized				
4.3.4.4	Results based management system developed and operational				
4.3.4.5	Quarterly performance management reviews				
4.3.4.6	AMCOW Secretariat has successfully passed the EU Pillar Assessment				

SOP Objective 4.4: Strengthen AMCOW's governance structures to ensure continuity in direction and clarity of roles and responsibilities.				
4.4.1.1	Documents and orientation processes that clearly specify ToR, action plans and onboarding processes for offices of AMCOW President and Vice Presidents, and for TAC, TAC subcommittees and regional focal points	4.4.1	The AMCOW Governance Framework is reviewed and roles and responsibilities of each organ clearly defined for more effective delivery of the mandate and vision of AMCOW	Existence of revised comprehensive governance documentation
4.4.1.2	Documents and orientation processes for Water Ministers			AMCOW governance documentation
4.4.1.3	Action plan for operationalization of AMCOW's Regional outreach			

Cross-Cutting Priority 1: Enhance Water and Sanitation Resilience to Climate Change			
Outputs	Outcomes	Outcome Indicators	Data Source
SOP Objective 5.1: Increase investment in water related climate change resilience and mitigation measures.			
5.1.1.1 Workshops to build Member States' capacity in the design and financing of climate change components of water security and sanitation projects. <i>(also contributes to outcome 5.1.2)</i>	5.1.1 Climate change resilience and risk mitigation are systematically considered in the preparation of water security and sanitation investment projects.	Proportion of investment projects that incorporate measures to enhance climate change resilience and risk mitigation <i>(to be aligned with global reporting requirements)</i>	Member States through WASSMO (to be developed)
5.1.2.1 A compendium of funding opportunities for adaptation and mitigation measures in water security and sanitation projects.	5.1.2 The amount of funding for climate change resilience and risk mitigation measures secured by Member States increases.	Amount of funding secured for investments in water related climate change resilience and mitigation measures <i>(to be aligned with global reporting requirements)</i>	Member States through WASSMO (to be developed)
SOP Objective 5.2: Increase awareness and understanding of water related climate change risks and of measures to mitigate them and to increase resilience.			
5.2.1.1 Conference presentations, debates and reports on the themes of water security, risk mitigation and climate resilience in the Africa Water Week and AfricaSan conferences.	5.2.1 Member States have access to up to date information on climate change resilience and mitigation measures, including experience and lessons learned in African countries.	Availability of relevant content on AMCOW's web-based Knowledge and Information Hub	AMCOW SOP mid-term evaluation
5.2.1.2 Modules dedicated to water related climate adaptation and resilience on AMCOW's web-based Knowledge and Information Hub			

5.2.2.1	Updated and standardized indicators and parameters for climate change and disaster risk reduction in the WASSMO system	5.2.2	Decision makers in Member States receive regular updates on the impact of water related disasters and the status of implementation of strategies for climate change resilience and disaster risk reduction.	Relevant reports provided to Member States	AMCOW SOP final evaluation
5.2.2.2	Capacity building workshops to strengthen monitoring of climate resilience indicators in Member States				
5.2.2.3	Periodic evaluation reports on climate resilience and disaster risk reduction based on WASSMO data				

Cross-Cutting Priority 2: Contribute to Adequate and Sustainable Financing of Water and Sanitation Agendas			
Outputs	Outcomes	Outcome Indicators	Data Source
SOP Objective 6.1: Improve alignment of the investment priorities of Member States, financial institutions and development partners.			
6.1.1.1 Roundtables to share information and experience related to financing instruments, address issues of concern and discuss opportunities to diversify the funding portfolio	6.1.1 AMCOW is successful in engaging stakeholders including national governments, financial institutions, and development partners to prioritize and support investments that align with the priorities of AMCOW's 2018-2030 Strategy.	Level of investment in water and sanitation sectors across the continent including through more innovative platforms.	(SIDA indicator) WASSMO I-6.3 WASSMO I-6.1c SDG 6.5.1, Section 4 data
6.1.1.2 Engagement and advocacy with the range of key investment actors and mechanisms			
6.1.1.3 A Pan-African resource mobilisation strategy developed in cooperation with key development partners			
6.1.1.4 Updated register and mapping of donors with interest in supporting the water and sanitation sectors			

SOP Objective 6.2: Improve the capacity of Member States to develop viable water and sanitation investment projects.				
6.2.1.1	A standard financial model for Member States to determine the capital and operations cost requirements along with project preparation requirements	6.2.1 Member States have the tools and skills necessary for modelling water and sanitation project capital and operational expenditure and for assessing the risk-return profile of water and sanitation investments.	Degree of implementation of financing for water resources development and management	WASSMO I-6.3 SDG 6.5.1, Section 4 data.
6.2.1.2	Training workshops for Member States on using the standard financial model and on investment project preparation			
6.2.1.3	A guideline reference manual on the enabling environment for investment and private sector participation in the water and sanitation sectors			
6.2.1.4	Training workshops for Member States on financial risk mitigation for public and private sector investment and service delivery			
6.2.2.1	Documentation and sharing of innovative financing experiences in Africa.	6.2.2 Member States diversify their sources of finance for investment in the water and sanitation sectors.	Number of different sources of finance	Member States through WASSMO (to be developed)

Cross-Cutting Priority 3: Improve Monitoring, Evaluation and Knowledge Management Systems				
Outputs		Outcomes	Outcome Indicators	Data Source
SOP Objective 7.1: Support and strengthen decision-making processes at national, sub-regional and continental level in the water and sanitation sectors.				
7.1.1.1	Pan African Monitoring system upgraded and improved to international standards	7.1.1 WASSMO is improved to meet international standards.	Stakeholders rating of WASSMO	AMCOW SOP mid-term evaluation
7.1.1.2	Revised Operational Manual for the Pan African Monitoring system			
7.1.1.3	Standardized system and methodology strengthened for all indicators and parameters across all Member States			
7.1.1.4	Mechanism established for coordination and cooperation with regional and global monitoring agencies			
7.1.2.1	Guidelines for national organization and coordination of data collection and reporting.	7.1.2 Member States and regional bodies contribute reliable and complete data to serve as the basis for regular reporting and analysis provided to national, regional and continental decision-making bodies.	Proportion of Member States providing complete data	WASSMO reports
7.1.2.2	Capacity building workshops on national data collection and reporting.			
7.1.2.3	Definition and development of the role of RECs and L/RBOs in coordination of data collection and quality control			

7.1.3.1	Water Knowledge products developed and disseminated	7.1.3	WASSMO reports are effectively used in decision making processes.	Use of WASSMO reports as reported by relevant stakeholders	AMCOW SOP final evaluation
7.1.3.2	High quality reporting to the AU Summit				
7.1.3.3	Advocacy to promote the WASSMO reports and follow-up actions.				
SOP Objective 7.2: Increase the exchange and use of research and best practice by actors in the African water and sanitation sectors.					
7.2.1.1	Operationalization of knowledge management function in the Secretariat, including initiatives to increase KM profile amongst stakeholders	7.2.1	The knowledge management and information system is established and operational.	Number of inquiries treated by the KMIS per year	KMIS metrics
7.2.1.2	A network of experts in water and sanitation generating knowledge and recommendations to inform decision making.				
7.2.1.3	Campaign to promote the use and enhancement of the KMIS				
7.2.2.1	Improved convening and advocacy resources and capacities, including more robust events management function established	7.2.2	AMCOW events provide productive and globally respected platforms for the exchange of knowledge and experience in the African water and sanitation sectors.	Stakeholders' perception of AMCOW events	Event evaluations
7.2.2.2	Biennial Africa Water Week Conferences				
7.2.2.3	Biennial AfricaSan Conferences				
7.2.2.4	AMCOW reports, sessions and booth at relevant international water and sanitation forums				

Cross-Cutting Priority 4: Strengthen Gender Equality and Youth Empowerment in Water and Sanitation				
Outputs		Outcomes	Outcome Indicators	Data Source
SOP Objective 8.1: Develop the youth and gender equity strategies for Africa's development in the water and sanitation sectors.				
8.1.1.1	AMCOW's Gender Strategy is updated and widely disseminated	8.1.1 Increased mainstreaming of gender and youth issues into policy.	Proportion of Member States with water and sanitation policies that explicitly address gender and youth issues	Member States through WASSMO (to be developed)
8.1.1.2	AMCOW's Youth Strategy is updated and widely disseminated			
8.1.1.3	Advocacy and training on gender mainstreaming and youth carried out at TAC and regional meetings, Africa Water Week, AfricaSan Conference Series, other forums			
8.1.2.1	Sessions at AMCOW events that address gender and youth issues (<i>also contributes to outcome 8.1.3</i>)	8.1.2 Increased profiling of gender and youth issues at AMCOW events.	Proportion of sessions at AMCOW events that address gender and youth issues	Event records
8.1.3.1	Advocacy and initiatives to boost participation of women and youth at AMCOW events	8.1.3 Increased participation of women and youth from Member States.	Attendance of women and youth at AMCOW events	Event records
8.1.4.1	Pilot programmes for Africa youth volunteers for water and sanitation in at least five countries.	8.1.4 Youth is involved in water and sanitation campaigns across the continent.	Number of youth initiatives in water and sanitation in Africa	AMCOW reports

SOP Objective 8.2: Strengthen the consideration of equality and non-discrimination in the water and sanitation sectors of Member States.				
8.2.1.1	The position of equality and non-discrimination specialist is established and operational in the AMCOW Secretariat	8.2.1 Policy guidelines on equality and non-discrimination in the water, sanitation and hygiene sectors are developed and disseminated.	Proportion of Member States with water and sanitation policies that address issues of equality and non-discrimination	Member States through WASSMO (to be developed)
8.2.1.2	Policy guidelines on equality and non-discrimination in the water, sanitation and hygiene sectors			
8.2.1.3	Continent-wide advocacy campaign for adoption of equality and non-discrimination policies in the water and sanitation sectors			
8.2.1.4	Equality and non-discrimination monitored and reported through WASSMO			

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