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I. CONTEXTUAL ANALYSIS

This roadmap for the Scientific and Technical Council (STC) was inspired by the need to establish a procedure for conducting the business of the Association. It aims to consolidate the achievements and provisions of the 2014 and 2016 terms, focusing on the implementation of scientific activities. These activities have allowed us to conduct a debate on the role of the Association with a view to achieving the goals of access to water and sanitation in Africa.

With the adoption of the Sustainable Development Goals (SDGs) by the United Nations General Assembly in September 2015, a new global governance model was defined, based on 17 goals and 239 targets aimed at eliminating poverty by 2030. The SDGs both extend and deepen the original MDG roadmap.

SDG Goal 6 and its eight (08) targets aim specifically to “Ensure availability and sustainable management of water and sanitation for all”. The SDG vision reflects the high priority of water in the eyes of the international community. In its session of 28 July 2012, the United Nations General Assembly recognised access to clean drinking water and sanitation facilities as a fundamental human right.

Against that political and economic backdrop, the Association has conducted activities aimed at meeting the major challenges of access and innovative programming approaches through regular meetings of the STC in its member countries.

A number of meetings were held during the 2014-2018 period which contributed to the reinforcement of the fundamental principles of dealing with the concerns of both member companies and suppliers, although progress remains to be made in some areas. Indeed, this is the rationale behind some of the activities proposed by the new STC executive in this new roadmap.

With this in mind, the STC has opted to include gender equity and equality among its priorities in the process of building capacity in the water and sanitation sector in keeping with the mandate granted to it in that area by the Executive Board (EB). It also expressed a strong will to contribute to an enabling environment for smart and profitable business between supplier partners and various companies wishing to take advantage of new technologies.

Reviewing the activities already completed and documented in various reports is a key step to ensuring the continuity and recognition of the work carried out by our predecessors.

The new roadmap will also include a new strategic framework that takes account of the need for a paradigm shift to ensure that access is ramped up and that the management of the programmes funded by our financial partners is truly efficient. Above all, it will inform the decisions made by the EB and provide members with access to information on the supervision of general budget implementation. To this end, a questionnaire could be administered to the EB to gather the views of the members on the main orientations that should guide the work of the association and the STC in particular.

This two-year roadmap (2018-2020) clearly and precisely defines the activities to be completed as well as those to be continued beyond 2020. With this in mind, a certain number of necessary measures and prerequisites are required, including:
Setting up a monitoring and evaluation mechanism for STC activities;
Creating a Google group;
Defining a new procedural format for STC sessions;
Sending letters of invitation to the CEOs and reminders if necessary with copies to the Chair of AfWA for follow-up;
Drafting and sending specific letters to CEOs to stabilise and maintain designated participants to the fullest extent possible;
Informing the STC, in advance, of all strategic commitments so that related activities can be developed in a timely fashion;
Creating a databank (organisations, agencies, private sector, etc.) with a view to setting up partnerships;
Setting up a mailing list and other tools (website, newsletter, AfWA News) to disseminate decisions;
Inviting SC Chairs to EB meetings with observer status;
Including STC budget proposals tied to the activities described in the roadmap, in collaboration with Operations Management (Executive Director) and in compliance with the budget formulation process;
Setting up a formal framework for the participation of youth and women’s networks in STC sessions and giving the networks real contents in terms of activities;
Ensuring that the association is represented by both Executive Director and the STC in all international meetings, programme negotiations and other scheduled events;
Regularly sharing information on expressions of interest by potential host countries for STC sessions and ensuring collegiate management of preparations by both Executive Director and the STC;
Designating an AfWA site administrator and regularly update the site by publishing all of the documentation of the Association;
Defining a new format for joint organisation of open house days by Executive Director and the STC;
Forming a Task Force to handle the environmental aspects of the activities of the STC.

The drafting of the roadmap revolves around the following points:
- Analysis of the STC environment;
- Identification of major challenges;
- Situation analysis;
- Strategic framework design;
- Drafting of action plan activities;
- Setting up of activity monitoring mechanisms.

II. STC Environment

The membership and mandate of the Scientific and Technical Council are defined by the Executive Board in compliance with the recommendations of the Annual General Meeting.
The Scientific and Technical Council reports on its activities to the Executive Board and works closely with Executive Director, particularly on meeting preparation and organisation and the representation of the Association at the major events it is invited to attend.
More specifically, the Executive Board has the broadest powers to act on behalf of the ASSOCIATION in all circumstances, including to:
- administer, manage and supervise the business and interests of the ASSOCIATION;
- report on its activities and management to the General Meeting;
- submit nominations to the General Meeting for the appointment of a statutory auditor;
submit proposals to the General Meeting to amend the articles of association and rules of procedure;
carry out preparations for General Meetings and Scientific and Technical Council meetings and ensure that decisions are properly implemented.

Under the authority of its Chairman, the STC studies all submissions made to it by the General Meetings whose objectives are defined in advance.

The Members of the ASSOCIATION may freely appoint one or more delegates to participate in the proceedings of the Scientific and Technical Council. In so far as possible, they are not to change their representatives during the term of the Specialised Committees.
Scientific and Technical Council meetings may take place at any time and in any venue upon which the Members attending agree, in conjunction with the Chair.

In order to fulfil its mandate, the STC has a budget, which is voted annually by the General Meeting.

In order to ensure its smooth running, the STC is made up of 3 specialised committees. All AfWA members who have paid their membership dues are eligible to sit on the SCs.

The three (3) specialised committees are:

- **Specialised Committee No. 1 (SC1) Management:**
  This Committee is in charge of all institutional, legal, financial, quality management, communications and human resources aspects. It also deals with issues linked to the association’s policies, etc.

- **Specialised Committee No. 2 (SC2) Technical Management:**
  This Committee is in charge of all aspects pertaining to drinking water, production, transportation, distribution, services, water quality, customer and business management, technological innovation, standards and regulations, etc.

- **Specialised Committee No. 3 (SC3) Sanitation and Environment:**
  This Committee is in charge of managing fecal sludge value chains, technological innovations in sanitation, climate change, protection of resources against pollution and other areas pertaining to regulatory and normative monitoring of sanitation, the environment, etc.

Each specialised committee is led by an executive comprising: a Chair, a Deputy Chair and two rapporteurs (one Anglophone and one Francophone). The members of the executive are appointed for a term of two (2) years, renewable.
All fully-paid AfWA members are eligible to sit on the STC to actively contribute to reflection on the challenges of the water sector in Africa.

**Note:**
In recent years, the association has decided to set up a programme committee, which has been doing a remarkable job preparing for the Congresses. This cross-cutting committee involves close collaboration between Executive Director and the STC. Like the other committees, it is open to any member wishing to make a contribution during the STC sessions.
Below are the members of the executive of the STC for the 2018-2020 term:

<table>
<thead>
<tr>
<th>POSTE</th>
<th>NOM &amp; PRENOMS</th>
<th>SOCIETE</th>
<th>PAYS</th>
<th>CONTACTS</th>
</tr>
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<tbody>
<tr>
<td>1er Président CST</td>
<td>Dr. Papa SAMBA DIOP</td>
<td>ONAS</td>
<td>SENEGAL</td>
<td>+221776374135 / <a href="mailto:papa.diop@onas.sn">papa.diop@onas.sn</a> / <a href="mailto:papsambadiop@gmail.co">papsambadiop@gmail.co</a></td>
</tr>
<tr>
<td>2ème Président CST</td>
<td>Dr. Rose KAGGWA</td>
<td>NWSC</td>
<td>OUGANDA</td>
<td>+256313315111 / <a href="mailto:rose.kaggwa@nwsc.co.ug">rose.kaggwa@nwsc.co.ug</a></td>
</tr>
</tbody>
</table>

**COMITE SPECIALISE 1 : MANAGEMENT**

<table>
<thead>
<tr>
<th>Président</th>
<th>Mrs MPOUMA LOGMO Géraldine</th>
<th>CAMWATER</th>
<th>CAMEROUN</th>
<th>+237690030059 / <a href="mailto:g_logmo@hotmail.com">g_logmo@hotmail.com</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice-président</td>
<td>Mr. Ibrahim OUOLOGUEM</td>
<td>SOMAGEP-SA</td>
<td>Mali</td>
<td>+22366759649 / <a href="mailto:ibrahim.ouologuem@somagep.ml">ibrahim.ouologuem@somagep.ml</a></td>
</tr>
<tr>
<td>Rapporteur 1</td>
<td>Mrs Tiguida Sinenta DIARTE</td>
<td>SOMAGEP-SA</td>
<td>Mali</td>
<td>+22379177673 / <a href="mailto:tiguida.diakate@somagep.ml">tiguida.diakate@somagep.ml</a></td>
</tr>
<tr>
<td>Rapporteur 2</td>
<td>Mrs. Marten STANLEY</td>
<td>GWCL</td>
<td>GHANA</td>
<td>+233244336180 / <a href="mailto:stanley.marley@ghanawater.info">stanley.marley@ghanawater.info</a></td>
</tr>
<tr>
<td>Responsable Programme</td>
<td>Mrs Fatou ABDOUNAYE</td>
<td>SPEN</td>
<td>NIGER</td>
<td>+22790333367 / <a href="mailto:fabdouaye@spen.ne">fabdouaye@spen.ne</a></td>
</tr>
</tbody>
</table>

**COMITE SPECIALISE 2 : GESTION TECHNIQUE**

<table>
<thead>
<tr>
<th>Président</th>
<th>Mr. Konea Aimé LOUKOU</th>
<th>SODECI</th>
<th>COTE D’IVOIRE</th>
<th>+22321230314 / <a href="mailto:aloukou@sodeci.ci">aloukou@sodeci.ci</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice-président</td>
<td>Mr. Souleymane SOW</td>
<td>SOMAGEP-SA</td>
<td>Mali</td>
<td>+22366749983 / <a href="mailto:souleymane.sow@somagep.ml">souleymane.sow@somagep.ml</a></td>
</tr>
<tr>
<td>Rapporteur 1</td>
<td>Mrs Sokona Maguiraga TRAORE</td>
<td>SOMAPEG-SA</td>
<td>Mali</td>
<td>+22366749983 / <a href="mailto:sokona_magui@somagep.ml">sokona_magui@somagep.ml</a></td>
</tr>
<tr>
<td>Rapporteur 2</td>
<td>Dr Irene NANSUBUGA</td>
<td>NWSC</td>
<td>OUGANDA</td>
<td>+22366749984 / <a href="mailto:irene.nansubuga@nwsc.co.ug">irene.nansubuga@nwsc.co.ug</a></td>
</tr>
<tr>
<td>Responsable Programme</td>
<td>Ms Alarfach AG Mohamed</td>
<td>SOMAPEG-SA</td>
<td>Mali</td>
<td>+22366749984 / <a href="mailto:MohamedAg.ALARFACH@somagep.ml">MohamedAg.ALARFACH@somagep.ml</a></td>
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</tbody>
</table>

**COMITE SPECIALISE 3 : ASSAINISSEMENT / ENVIRONNEMENT**

<table>
<thead>
<tr>
<th>Président</th>
<th>Dr. NGUESSAN Konac André</th>
<th>ONAD</th>
<th>Côte d’Ivoire</th>
<th>+225 2240199 / <a href="mailto:a.nguessan@onad.ci">a.nguessan@onad.ci</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice-président</td>
<td>Mr. Bassirou SOW</td>
<td>ONAS</td>
<td>Sénégal</td>
<td>+225 2240199 / <a href="mailto:bassirou.sow@onas.sn">bassirou.sow@onas.sn</a></td>
</tr>
<tr>
<td>Rapporteur 1</td>
<td>Mrs Fatim Hélène COULIBALY</td>
<td>SOMAPEG-SA</td>
<td>Mali</td>
<td>+22366751055 / <a href="mailto:flthtraore@somagep.ml">flthtraore@somagep.ml</a></td>
</tr>
<tr>
<td>Rapporteur 2</td>
<td>Mrs Fa-N’dame LENE</td>
<td>TdE</td>
<td>TOGO</td>
<td>+22890127083 / <a href="mailto:fandamelenc@yahoo.fr">fandamelenc@yahoo.fr</a></td>
</tr>
<tr>
<td>Responsable Programme</td>
<td>Mr. Cephas OGUAH</td>
<td>GWCL</td>
<td>GHANA</td>
<td>+233 208156060 / <a href="mailto:ccephasoguh@yahoo.com">ccephasoguh@yahoo.com</a></td>
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</tbody>
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III. IDENTIFICATION OF MAJOR CHALLENGES

The STC should increase its contribution to the reinforcement of the strategic position of the association in the global arena as a vital actor in the resolution of water and sanitation issues in Africa by answering the following strategic and tactical questions:

- How can we increase the visibility of the association through these representations, particularly in institutional networks and partnerships?
- How can we devise innovative financing (and/or management) mechanisms and effectively implement them while effectively building capacities?
- How can we ensure strong communication and information sharing?
- What paradigm shift can ensure access to sanitation for everyone, everywhere?
- How can we make the events organised by the association, particularly the congresses, more attractive?

In addition to these managerial challenges, there are other challenges that are unique to either the drinking water or sanitation sub-sector, the latter including environmental and climate change components.

These challenges, summarised in terms of achieving SDGs and more specifically Goal 6, can only be met by changing our operating system through better control over our internal and external environment activities.

This takes place on three (3) main levels:

- In the STC:
  Certain activities put forward by the SCs with a view to achieving specific goals require cooperation, particularly in terms of management (these can be identified using questions and answers to determine what can be done to support activities led by other SCs). These include:

- In the EB:
  These essentially include recommendations made following the identification of threats and weaknesses, with a view to improving governance. They notably include:

  - Reviewing the procedure for delegating the power of the Chair so as to avoid situations where the executive is its own representative;
  - Enforcing rules and regulations and implementing provisional measures in case of non-compliance or breaches;
  - Ongoing activities aimed at raising awareness in officials from management companies on the importance of attending the different sessions;
  - The need for detailed reports from Executive Director and the STC;
  - A review of the rules and regulations in 2018 to correct inconsistencies and legal or administrative voids;

- Outside the association:
  These can be summed up by collaboration with other bodies and representing the association at various events. In this regard, a particular focus should be placed on the working relationship between the association and AMCOW, hence the need to strengthen advocacy to raise awareness in the political authorities in African countries.
IV. SITUATION ANALYSIS

IV.1 Recalls on 2014-2017 STC Activities

The activities were carried out over two terms of the STC Board chaired by Mr. Olivier Gosso who produced a report in order to assess the titanic work that has been completed. Specifically, the achievements had to do with the following items (see APPENDIX 1):

- Branding AfWA through Partnerships and Institutional Networks
- Skills Development and reinforcement
- Communication and Knowledge Sharing
- Sanitation and Environment

IV.2 SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

✓ Strengths and Weaknesses of the STC

The Scientific and Technical Council enjoys notable strengths, including:

- The diversity of its membership (operators, asset holding companies, industrialists, etc.);
- The multidisciplinary skills and diverse specialities of the members (technical, financial, communications, etc.);
- The organisation of regular meetings (STC sessions);
- Flexibility in participation in regular meetings;
- Use of working groups (SCs) during regular meetings;
- A clear understanding of the evolution of the sector in member organisation countries (to feed a database);
- The position granted to sources and purveyors of ideas;
- Members' assumed ability to contribute to international reflection;
- The fact that members' organisations cover the cost of their participation in STC sessions;
- Existing special platforms and working groups;
- National networks of professional youths and women have been formed.

However, the STC suffers from the following weaknesses:

- The lack of a monitoring mechanism for STC activities;
- The inability to carry certain thinking processes all the way through and make concrete proposals;
- The fact there is no information tool or documentation tool to help prepare for the organisation of STC sessions;
- The lack of a balanced format for STC activities;
- The lack of a forum for expression outside of the STC sessions due to limited use of ICTs;
- The lack of a harmonised format for STC activities;
- Limited CEO attendance/participation in STC proceedings;
- Irregular attendance of STC sessions by committee members;
- Accepting to carry out reflection to validate Executive Director strategic decisions (it should be the other way around);
- Lack of sufficient initiatives to strike up partnerships that benefit the association;
Insufficient communication about EB decisions that would increase strategic visibility and validate STC proposals;
Insufficient budgetary information, both at the design (draft budget and validation) and implementation stage (sharing of balance sheets);
Lack of a working forum designed to include professional youths’ and women’s networks in STC proceedings;
Lack of financial resources to cover certain meetings of the executive;
The need for sponsorship to attend certain international meetings;
Insufficient STC involvement in selection, negotiations and preparations for sessions in certain countries;
Difficult access to certain documents and other data pertaining to the STC;
Lack of STC involvement in defining open house day formats and other aspects aimed at creating resources for STC activities;
Lack of an electronic library, reflecting the lack of access to documentary resources;
Limited STC presence on the global stage to share an African vision in major forums and similar events;
Lack of benchmarking and sharing with other units in charge of scientific and strategic aspects in well-known sister organisations around the world;
Insufficient STC involvement in selection, negotiations and preparations for sessions in certain countries;
Difficult access to certain documents and other data pertaining to the STC;
Lack of an electronic library, reflecting the lack of access to documentary resources;
Lack of STC involvement in defining open house day formats and other aspects aimed at creating resources for STC activities;
Insufficient mainstreaming of environmental and climate change aspects;
Lack of visibility of Programme Management activities (member companies lack a clear understanding of the advantages of membership in AIWA);

Threats and Opportunities of the STC

The threats facing the STC include:

- A lack of sharing and concertation on major decisions without the consent of the EB (abuse of the powers of the Chair);
- Failure to comply with rules and regulations for good governance;
- Absenteeism among CEOs and other officials who fail to attend sessions;
- Lack of close monitoring of the management and activities of the STC;
- Lack of clarity in the rules and articles of association, which are changed according to the circumstances;
- Instability in the leadership of certain businesses (or leadership changes too often).

However, the STC can leverage the following opportunities:

- Renewed donor interest in initiating sector programmes in conjunction with the association;
- The potential of ICTs for remote training and communication with the world outside the association;
• The international status of the association;
• The fact that policy-makers have agreed to support AfWA in programme implementation (Sessions and other activities) and cover the cost of their delegation’s attendance at STC sessions;
• The association’s positive reputation among financial partners such as AMCOW;
• Sanitation and the environment are among the priorities (SDGs) set by international institutions and policy-makers;
• The existence of peer partnership programmes.

IV.3 Cross-cutting themes

Cross-cutting themes pertain to the challenges identified in point III. They form the foundation for the activities directly managed by the Chair of the STC in complement to the work of the Chairs of the SCs. Task forces should be set up on certain issues for further reflection before proposing solutions to the EB. One example is the upcoming review of the rules and articles of association in 2018 to correct inconsistencies and legal or administrative voids.

Gender issues should also be mainstreamed, as is the case in other bodies active in the sector, including benchmarking to ensure that the women’s network reaches the appropriate scale.

IV.4 Analysis of the organisation format for sessions and reforms

Prior to this, one or more in-depth reflection (or harmonisation) meetings should be held to better prepare session contents in conjunction with the host organisations. Close collaboration is required between Executive Director and the STC, along with careful planning of all activities to be carried out beforehand; organisations interested in organising the sessions over the next five (5) dates during the two-year term of the STC should be identified. To that end, specifications should be defined and publicised and the EB should be asked to contact the various head offices to launch an expression of interest process. One STC session (among the 5 dates scheduled between 2 congresses) could be organised by affiliate members in the country of their choice.

This could provide an opportunity to discuss the organisation format in detail based on the general framework that has already been established. It is already clear that the current format, which only includes a day and a half of effective working time for the different SCs, does not allow for high-quality intellectual output and certainly not for the completion of all of the activities scheduled during a term. We could envisage extending the sessions, taking account of the length of the plenary sessions and presentations by suppliers and partners. The Management SC will make the proposed change of format a priority, hoping it can be applied to the session held in November 2018.

This will be followed by an evaluation and likely some adjustments will be made before a stabilised format is established for the following session.

Also with a view to improving the format, a proposal will be made to cover two (2) nights of accommodations for the STC and SC Chairs so they can be onsite before the sessions start, to allow the executive to do some fine tuning and consolidate the TDRs they will have drafted. Their presence will allow them to attend the EB meeting as observers, in keeping with the proposal to be made.
V. STRATEGIC FRAMEWORK

➢ Strategic anchoring of the STC’s approach

It would be pretentious for the STC to adopt an approach that does not espouse the mandates conferred on it by the EB or correspond to the budget allotted to it.

The approach should follow a bottom-up logic so that proposals are made to its representative who may accept a certain down-grading of the Council’s ambitions if the resources linked to the activities are unavailable. In any case, the activities jointly agreed upon by the EB and the STC should not suffer from poor performance at the end of the year; on this point, instructions shall be given to Executive Director to ensure that they are properly carried out.

The STC only asks that it be consulted both upstream and downstream of decision-making in order to be able to make a positive contribution.

➢ Mission, Vision, Values and Guiding Principles

   o Mission

To carry out the role of a purveyor of ideas and contributor to major reflections on matters pertaining to water, sanitation, environment and climate change.

   o Vision

To make significant contributions in terms of reflection and creation of infrastructure and facilities with a view to achieving SDGs in Africa.

   o Values

- **Abnegation**: reflect further on how to pave the way for lasting solutions to structural problems of access to clean drinking water and sanitation;
- **Inclusion**: involve every body of the association and all stakeholders (youth and women’s networks) by advocating for open-mindedness and active listening to take advantage of diversity and respond to the aspirations of our members;
- **Recognition of intellectual output**: always be willing to devote our time to promoting our common interests, by being proactive and constantly striving for excellence to urge companies to provide users with quality public services and serve members;

   o Guiding Principles

To guarantee good governance within the association and capitalise on the impacts of the work of the STC, the guiding principles of our vision are:

- Transparency;
- Virtuous management;
- Intellectual honesty;
- Selfless commitment;
- Integrity.
Strategic Orientations

In order to fulfil the STC’s overall development objective, our activities will be guided by five (5) strategic orientations broken down as follows: (i) the association makes relevant contributions to major international debates, (ii) training and capacity building, (iii) placing high priority on benchmarking visits and workshops, (iv) innovative approaches to project implementation and (v) opening up STC sessions to smart business.

STC’s Overarching Development Objective

While maintaining the gains noted above and applying corrective measures to the weaknesses revealed by the SWOT analysis, the STC must include a value-creation dimension in seeking sponsors for its activities; certain financial partners are open to that approach and STC sessions can provide an opportunity to develop large-scale dissemination programmes, across the African continent.

The overall goal is to extend the reach of the STC through high-quality intellectual output, while encouraging contributions to the financial coverage of the attendant costs.

Specific Objectives

Five specific objectives were identified with a view to implementing our activities in accordance with the strategic orientations of the STC, namely:

SO1: Boost STC representation and attendance to enhance visibility in institutional networks and partnerships

Highly-skilled delegates should be appointed to represent the association in meetings with global water-sector institutions. These experts will ensure that due account is taken of the concerns of the African continent’s companies and policy-makers.

To ensure greater efficiency and true participation, representatives are to be chosen based on the relevancy of their experience. To ensure capitalisation, detailed reports shall be provided by appointed STC experts.

SO2: Efficiently implement innovative development and capacity-building mechanisms

Benchmarking activities should be continued and internal training should be effectively provided to deal with the problems identified. Particular attention should be focused on the information sharing already accomplished during the last congress based on the centres of interest expressed by the STC’s base; papers on germane subjects should not be left to lie dormant.

SO3: Ensure strong communication and information sharing

The first step is to make a database available and make good use of the association’s information dissemination tools and conduct an in-depth review of their contents (newsletter, AfWA NEWS, etc.). They should reflect the work of the bodies of the association.

SO4: Apply a paradigm shift for access to sanitation for everyone, everywhere
The old approaches, which have already shown their limitations with respect to meeting the MDGs, should be reviewed and different mechanisms should be submitted to the various technical and financial partners that adhere to their guidelines as closely as possible. Things should not be allowed to stagnate to the point where no one even knows why they are the way they are; they should be challenged to achieve progress.

**SOs:** Develop more attractive marketing on the activities of the association (open house days, STC sessions, Congresses)

Significantly more large-scale value-generating activities are required. Open house days should be reviewed and new ideas on a new marketing approach will be expected from the STC. Affiliate members should contribute to defining a new open house day format and will be included in the process to bring in more suppliers.

- **Defining Programmes and Activities**

The experience garnered in the implementation of certain programmes such as RASOP and the tentative progress achieved in terms of organising master classes on sanitation have demonstrated the urgent need to provide human resource training. This shortcoming does not argue in favour of broad dissemination of activities unless it has been ensured that there are competent teams at the base; specific training programmes are required, backed by mechanisms and projects that can be rolled out in the field. To that end, a long-term approach should be taken, as it is better to teach a man to fish than to give him a fish.

**VI. GUIDING PRINCIPLE FOR THE DEVELOPMENT OF THE 2018-2020 PLAN OF ACTION**

The plan of action of the STC is a combination of the three (3) partial action plans produced by the SCs, with specific activities linked to new actions requiring collaboration between the different SCs. It also includes activities not specific to SCs, whose implementation can complement the dashboard and complete the activities of the previous executive.

A collegiate approach was followed, based on regular dialogue between members of the executive with a view to joint validation. The following steps were observed:

- SWOT analysis of the STC environment;
- Identification of proposals and corrective actions to be carried out regarding the weaknesses observed;
- Proposal of provisional or sustainable measures to prevent the threats identified;
- Reviewing reports from previous years to put uncompleted activities back on the table;
- Proposal of new activities to consolidate achievements and open up new perspectives;
- Tying activities to specific objectives;
- Planning the implementation and submission of activities that warrant the formation of task forces.

The SC action plans are provided in detail in the **APPENDIX 2.**
VII. ORGANISATION OF STC ACTIVITIES

The optimal implementation of the activities proposed in the roadmap will require the establishment of an organisation and the emergence of complicity between the members of the executive. With this in mind, it should be recalled that the new executive intends to establish collegiate management in which all orientations must be harmonised internally prior to sharing. A BOTTOM-UP approach should be applied, with a stronger focus on the activities to be implemented within the SCs and those that need to be coordinated by the STC Chair.

Activities should be validated by the Chair in terms of their compliance with the roadmap and the extent to which any potential gaps could interfere with the achievement of the specific objectives proposed by the SCs.

Once this is established, only activities that have been validated by the SC executive should be implemented, thereby avoiding unchecked improvisation and significant changes to the activities scheduled under the roadmap.

However, the number of activities proposed by the new roadmap and the stated ambition of completing them all entails a need for change in the way we manage our time. Work should not be limited to STC sessions alone; there is a need for everyone to put in as much effort as possible between the sessions in order to address time constraints.

To achieve this, the SC Chairs should maintain permanent contact with task force leads and members of the executive to ensure the continuity that has been lacking thus far. Such an approach doubtless places an additional burden on busy professionals with numerous responsibilities and tasks within their respective organisations. Accordingly, it is vital to ensure an appropriate division of work between the members of the executive and task force members, with support from the STC, in order to fully leverage the resources and expertise that abound in the association.

The new organisation strategy focuses on working in task forces which, depending on their field, will be supervised by specific SCs with support from the Chair of the STC. The coordinators of the task forces, chosen on a volunteer basis, will work closely with the other members who volunteer to help meet the objectives assigned by the TDRs.
APPENDICES
1) Branding AfWA through Partnerships and Institutional Networks
   - Periodic evaluating of projects in the presence of donors (BMGF, USAID West Africa and the EU through the Afri-Alliance consortium), at the various meetings of the STC;
   - Participating in international forums and meetings on the water and sanitation sector
   - Reviewing and evaluating the professional women's forum of the water and sanitation sector held during the 18th AfWA congress of Nairobi 2016;
   - Establishing national committees of professional women in Côte d'Ivoire and Kenya. Starting the establishment of the national committees of Cameroon, Mali, Niger, Uganda, Tunisia, Ghana, Angola;
   - Preparing a road map for the preparation of the professional women's forum of the next BAMAKO 2018 congress;
   - Promoting the BAMAKO 2018 AfWA Congress through international forums and meetings;
   - Developing a procedure for the establishment of a national committee of the Women Professional Network;
   - Signature of advocacy text by professional women;
   - Drafting an advocacy letter addressed to the leaders of the water and sanitation companies;
   - Reviewing and evaluating the forum of young professionals in the water and sanitation sector held during the 18th AfWA congress of Nairobi 2016;
   - Establishing National Committees of Young Professionals of Angola and Malawi;
   - Developing a strategy for setting up local committees of the Women Professional Network for the year 2017;
   - Entrusting the organization of the open house (JPO) exhibition of STC meetings to a professional;
   - Contributing to the scientific organization of the BAMAKO 2018 AfWA 19th Congress

2) Skills Development and reinforcement
   - Reviewing 13 projects of young water and sanitation professionals on the reduction of non-revenue water (NRW) in 9 countries;
   - Developing and adopting the AfriCap program's grant award strategy to support the training of young professionals
Developing several ToRs of the professional women’s network on the evaluation of women’s participation in the water and sanitation sectors, leadership and gender, developing bankable projects and drafting a communication plan;

Developing two ToRs on a training workshop of the focal points of the Working Group on "Communication and Knowledge Sharing" and on the performance and database of the companies;

The USAID funded FABRI Non-Revenue Water Program (NRW) has enabled 19 water companies to be audited. At the end of the audits, performance improvement plans (PIPs) were prepared and four training workshops were selected. At the Nairobi 2016 congress, a forum on PIP funding took place;

Developing a strategy to strengthen FABRI 2016-2017 program;

Proposal and training of new experts as well as the planning of audits of new companies;

Concerning the AQUAYA program on water quality, the working group took stock of the comparative study of both methods: quantitative methods (Standard methods) and a qualitative method P/A on the detection of E. Coli and Total Coliforms (Cilitag) in five (5) countries (NWSC Kenya, ONEA Burkina Faso, SDE Senegal, SODECI Côte d’Ivoire, SOMAGEP Mali) and updated the program schedule for 2017;

Developing laboratory certification strategy for the USAID funded Africap program;

Conducting a master class from May 16 to 18, 2016 on remote management in Niamey, Niger. The theme of the training session was "Remote Management Tools for Improving the Performance of Drinking Water Systems in Africa". The purpose of this session was to provide the participants with the necessary knowledge to initiate, design and implement a remote management project including remote monitoring, remote reading and equipment supervision and works of production and distribution;

Developing a catalogue for masters-class to be conducted in 2017;

Organizing a workshop on technological innovations in collaboration with ILSE Utilities in Lilongwe, which is an independent consultancy body bringing together technical and commercial specialists. The aim was to offer companies a platform for exchanges with specialists for the improvement of processes through innovative and advanced solutions.

Expanding the list of AfriCap Young Professionals Scholarships to other African schools and universities and harmonizing scholarship selection and awarding dates against academic and academic calendars;

Formalizing the partnership between the ILSE Utilities structure and AfWA and setting up a working group on technological innovations;

Organizing masters class at the level of each STC specialized committee (Niamey, Luanda, ...).
3) **Communication and Knowledge Sharing**
- Strengthening the activities of the "Communication and Knowledge Sharing" working group to support the implementation of the WAWASH project through the digital platform and focal points. Thirty (30) identified contacts against an initial list of 14 contacts. The focal points listed cover 15 member countries;
- Developing a ToR for training members of the Knowledge Management and Sharing Working Group on Collaborative Work Tools and Digital Communication
- Disseminating of 1000 magazines copies (Magazine about the activities of AfWA members) and SHARE WATER (Magazine dedicated to knowledge sharing)

4) **Sanitation and Environment**
- As part of the extension of the project at the level of sanitation operators and municipalities in other African countries and AfWA members, a working group was set up to reflect on the criteria for extending the RASOP, on the popularization of RASOP through the website of AfWA and other media of communication;
- Development of a project file and identification of toilet operators at the level of AfWA members;
- Creating of national and pan-African associations of toilets operators;
- Proposal for the composition of the African delegation (20 people) to participate in the China Toilet Fair.
- Setting up a model based on lessons learned from the first year of implementation of the RASOP project;
- Advocating and training on technological innovations for municipalities and companies in the sanitation sector;
- Updating the project file and identification of toilet operators at the level of the AfWA members.
APPENDIX 2
ROADMAP ACTIVITIES

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I. FLAGSHIP ACTIVITIES OF THE STC

3. Task force on the revision of the rules and articles of association

Task force in charge of reviewing member dues and the collection system

Task force on the monitoring and evaluation mechanism for STC activities and governance

Task force on the preparation of the 2020 Congress

Task force on the design of a survey for AfWA, analysis and recommendations for adjusting the AfWA draft budget and the budgets for FY 2019

II. SC 1

Task force in charge of submitting new formats for the organisation of STC sessions and open house days

Knowledge-Management and Transfer Task Force

II.1 SO1: STRENGTHENING KNOWLEDGE DISSEMINATION, MANAGEMENT AND SHARING

Boost the Communications TF and develop a 2018-2020 roadmap

Operationalise and popularise the use of the knowledge management and sharing platform

Contribute to AfWA publications (articles, etc.)

Develop a procedure for adding content to the KMS platform and define the roles of all involved

II.2 SO2: RAISING THE VISIBILITY OF AFWA

Make proposals to be added to the AfWA communications plan

Strengthen STC participation in international meetings on water and sanitation, in conjunction with Executive Director

Ensure the visibility of the work of the STC in regional media

II.3 SO3: CAPACITY BUILDING FOR MEMBERS

Identify new themes and organise master classes

Capitalise on ongoing programmes and reinforce benchmarking

Contribute to the creation of a Water Academy

Seek opportunities for partnerships with training institutions, etc.

II.4 SO4: PROVIDING VARIOUS FORMS OF SUPPORT FOR WOMEN’S AND YOUTH’S NETWORKS

Define procedures to support women’s networks and involve them in STC activities

Define a format for the women’s forum and contribute to its organisation, work in close collaboration with the host country to prepare for the 3rd Women’s Forum in 2020

Create a skills directory for the women of the network

Monitor the Grants Programme in conjunction with Executive Director
Monitor national JPAEA committees
Monitor and participate in the preparation of the upcoming JPAEA Forum

III. SC 2

Task force on sharing and initiating use of the NRW tool

III.1 SO1 ENHANCING COMPANIES’ TECHNICAL PERFORMANCES IN TERMS OF NRW
Complete training of task force auditors on NRW
Prepare a concept paper to seek funding from donors in conjunction with Programme Management (AfDB, EU).
Complete audit tool kit implementation
Obtain funding for the audit programme (AfDB, EU)
Conduct audits of member companies

III.2 SO2 HARMONISING WATER COMPANY PERFORMANCE INDICATORS
Inventory all indicators used by water companies
Ensure that AfWA adopts a unified set of performance indicators
Publish annual evaluations of all water companies based on the performance indicators with the assistance of a specialised organisation (FORBES, JEUNE AFRIQUE, etc.)

III.3 SO3 CAPACITY BUILDING FOR SC MEMBERS WITH SUPPORT FROM AFFILIATE MEMBERS
Contact affiliate members capable of providing technical training (water quality, metering, energy efficiency, etc.)
Create an action programme for affiliate members in the form of a one-day master class for each STC
Create a platform for dialogue and interaction with SC2 members

III.4 SO4 SETTING UP WORKING GROUPS ON TOPICAL DRINKING WATER SECTOR ISSUES
Prepare and publish a directory of drinking water sector experts
Create and boost a working group on the “conservation of water resources in Africa”
Create and boost a working group on the “fighting climate change in Africa”
Create and boost a working group on the “water quality”
IV. **SC 3**

- Task force on sharing and initiating use of the sanitation tool kit
- Task force on sharing with TBC
- Task-force on sharing and introduction to standards for toilets (PC 305)

**IV.1 SO1: INCREASING AND MAINTAINING PARTICIPATION OF SANITATION AND ENVIRONMENT MEMBERS IN AfWA SESSIONS**

- Raise awareness and nominate new sanitation and environment members to join AfWA
- Conduct advocacy aimed at the executive management of agencies in charge of sanitation in Africa (sanitation asset holding companies, sanitation operators, municipalities with powers in the area of sanitation) in order to enhance and maintain their participation in AfWA sessions
- Contact AfWA members to appoint focal points for the duration of the term
- Create a platform for dialogue and interaction with SC3 members

**IV.2 SO2: CREATING INCENTIVES FOR AfWA SANITATION AND ENVIRONMENT MEMBERS TO IMPROVE THE QUALITY OF THEIR SERVICES AND PERFORMANCES**

- Take an inventory of sanitation asset holding companies, sanitation operators and municipalities with powers in the area of sanitation
- Establish performance-evaluation indicators for each category of stakeholders (sanitation asset holding companies, sanitation operators and municipalities with powers in the area of sanitation)
- Create awards for excellence for each category of stakeholders (sanitation asset holding companies, sanitation operators and municipalities with powers in the area of sanitation)

**IV.3 SO3: CAPACITY BUILDING FOR SANITATION STAKEHOLDERS**

- Design and implement a training programme (seminars, workshops, training courses, etc.) that meets member expectations and sector needs with a view to improving the performance of the companies
- Support master-class implementation
- Propose RASOP follow-up activities
- Strike up new partnerships in the area of sanitation and environment in conjunction with Executive Director

**IV.4 SO4: SETTING UP WORKING GROUPS ON TOPICAL SANITATION AND ENVIRONMENT SECTOR ISSUES**

- Prepare and publish a directory of sanitation and environment sector experts
- Create and boost a working group on “faecal sludge management”
- Create and boost a working group on “toilets for all”
- Create and boost a working group on “conservation of water resources in Africa”
- Create and boost a working group on “fighting climate change in Africa”
- Create and lead a working group on “rural sanitation”