



MINISTRY OF WATER AND SANITATION

COORDINATION, POLICY ENFORCEMENT AND REGULATION STRATEGIC RESPONSE PLAN

2023 -2028

FOREWORD

The Government of Malawi through the Ministry of Water and Sanitation in partnership with key stakeholders is keen to improve coordination in the water sector. Therefore, we present this strategic response plan that has been developed to address the pressing challenges of weak coordination and policy enforcement and regulation within the Water, Sanitation, and Hygiene (WASH) sector in Malawi. This plan represents the culmination of collaborative efforts among government agencies, non-governmental organizations, academia, civil society, and private sector partners who are all dedicated to advancing the well-being of our nation's citizens. Malawi's journey toward socio-economic development is inevitably connected to the provision of clean water, proper sanitation, and improved hygiene practices for all.



It contributes towards the achievement of the National Development Agenda as outlined in the Malawi 2063 under enabler number 5 on Human Capital Development. Furthermore, the Strategic response plan contributes towards the attainment of regional, continental and international aspirations such as the African Union Agenda 2063 and the 2030 Sustainable Development Goals.

This strategic response plan sets forth a roadmap that charts a course toward a more coordinated, accountable, and effective WASH sector in Malawi. Entrenched in the principles of inclusivity, collaboration, and innovation, this plan is the result of extensive consultations, rigorous assessments, and a deep understanding of the intricacies that define our unique landscape. Our shared commitment is to foster an environment where stakeholders across sectors can seamlessly work together, create an atmosphere of open dialogue that nurtures transparency, accountability, and continuous learning.

As we embark on this transformative journey, we acknowledge that the road ahead is not without challenges. However, it is through our dedication, resilience, and unwavering focus on the well-being of our citizens that we shall overcome these challenges. This strategic plan is more than just a document; it is a testament to our shared aspiration for a brighter future for Malawi.

We extend our heartfelt gratitude to all individuals and organizations that have contributed their time, expertise, and unwavering commitment to the development of this plan. I am hopeful of a WASH sector in Malawi that is marked by coordination, policy enforcement, and impactful change that echoes for generations to come.

Abida Sidik Mia, MP
Minister of Water and Sanitation

PREFACE

The development of the strategic response plan was a highly consultative process, involving various government Ministries, Departments and Agencies, Non-Governmental Organizations, Civil Society Organizations and the Academia who are highly involved in the Water, Sanitation and Hygiene Sector. These all played a key role in the prioritization of key barriers being faced in the WASH sector which were identified as follows; Low financing and investment in climate resilient water infrastructure, Weak coordination, policy enforcement and regulation and Inadequate advocacy. This led to the formation of Three Technical Working Groups that were formed with the goal of addressing each of the key barriers identified. Furthermore, this Strategic Response Plan has been developed to improve coordination and policy enforcement in the water sector. The development of this response plan has made reference to the 2023 to 2028 strategic plan for the Ministry of Water and Sanitation.



It presents the strategic direction that the Water Sector, specifically on coordination and policy enforcement, will take in the next five years to improve coordination and policy enforcement in the Water Sector.

Immeasurably, we are greatly indebted to the Global Water Partnership Program for the financial and technical support rendered throughout the development of this document. We thank all stakeholders for their invaluable contribution and participation in the development of this strategic response plan.

The Ministry of Water and Sanitation is fully committed to contributing to Malawi Vision 2063, It is rooted in all Water Related Acts, Public Sector Reforms and other relevant policies and legislations through its various strategies articulated in this response Plan. I call upon all stakeholders to continue to support the Ministry to ensure the successful implementation of this strategic response plan.

Elias Chimulambe
SECRETARY FOR WATER AND SANITATION

Contents

PREFACE	2
ABBREVIATIONS AND ACRONYMS	3
1.0 INTRODUCTION	6
1.1 Background	6
1.2 Rationale	7
2.0 STRATEGIC OVERVIEW	9
2.1 Vision, Mission, Strategic Objectives and Core Values	9
2.1.1 Vision.....	9
2.1.2 Mission	9
2.1.3 Core Values	9
2.1.3.1 Efficiency	9
2.1.3.2 Sustainability	9
3.0 STRATEGIC ANALYSIS	10
3.1 SWOT Analysis.....	10
3.2 Key Result Areas (KRA's)	0
3.3 Stakeholder Analysis	0
4.0 STRATEGIC OBJECTIVES.....	8
5.1 Implementation Matrix.....	9
5.2 The Results-Based Logical Framework.....	15
6 CRITICAL SUCCESS FACTORS	64
7 IMPLEMENTATION, MONITORING AND EVALUATION	66
7.1 Strategic Plan Implementation Arrangements	66
<i>Reference Materials Consulted</i>	64
8 List of Tables	64

ABBREVIATIONS AND ACRONYMS

ADB	African Development Bank
ADC	Area Development Committee
BADEA	Arab Bank for Economic Development in Africa
CONGOMA	Council for Non-Governmental Organization of Malawi
CBO	Community Based Organization
CSO	Civil Service Organization
DCT	District Coordinating Team
DoWR	Department of Water Resources
EU	European Union
GWP	Global Water Partnership
JSR	Joint Sector Review
KRA	Key Result Area
MBS	Malawi Bureau of Standards
MDA	Ministries, Departments and Agents
MoWS	Ministry of Water and Sanitation
MEPA	Malawi Environmental Protection Authority
NGO	Non-Governmental Organization
NSHCU	National Sanitation and Hygiene Coordination Unit
NSHTC	National Sanitation and Hygiene Technical Committee
NWRA	National Water Resources Authority
SBCC	Social and Behaviour Change Communication
SDG	Sustainable Development Goal
SWAP	Sector Wide Approach
SWG	Sector Working Group
SWOT	Strength, Weaknesses, Opportunities, Threats
TWG	Technical Working Group
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WASAMA	Water Services Association of Malawi
WASH	Water, Sanitation and Hygiene
WESNET	Water and Environmental Sanitation Network

WUA Water Users Associations

1.0 INTRODUCTION

1.1 Background

The provision of clean water, sanitation, and hygiene (WASH) services is a basic human right that is critical to improving public health, reducing poverty, and promoting sustainable development. In Malawi, WASH services are essential for meeting the basic needs of the population, but they face significant challenges due to poor coordination and policy and regulation enforcement.

Malawi has made significant progress in improving access to WASH services, but much more needs to be done. According to the 2020 Joint Monitoring Programme (JMP) report by the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF), 85% of the population has access to basic water services, while only 25% have access to basic sanitation services. This means that 75 % (over 10 million people) of Malawians lack access to basic sanitation services, and the country is unlikely to meet the Sustainable Development Goal (SDG) 6 targets of universal access to basic water and sanitation services by 2030.

Currently the provision of WASH (Water, Sanitation, and Hygiene) services in Malawi is a joint effort by the Government through the water boards, non-governmental organizations (NGOs), and international development agencies. In Urban areas (cities and district centers) water boards provide water through piped water systems. The Water Boards sources and treat water from various sources before distribution. For Sanitation and Hygiene both onsite (septic tanks) and offsite facilities (city sewerage) are available in urban areas. For Rural areas water provision is mainly by communal boreholes where water is directly collected without treatment while sanitation facilities are mainly onsite pit latrines.

Malawi faces various challenges related to access to clean water, sanitation facilities, and hygiene practices, particularly in rural areas. Efforts have been made to address these challenges through various initiatives. In rural water Supply the government, in collaboration with NGOs and development partners, has worked to improve access to clean water sources. This includes constructing new water points, such as boreholes and protected springs, and rehabilitating existing water infrastructure. In regards with Sanitation Facilities; efforts have involved constructing household latrines, public toilets, and promoting the use of improved sanitation technologies. NGOs and government programs have also implemented campaigns to raise awareness about the importance of proper sanitation practices and to encourage communities to build and use latrines. Finally, Hygiene Promotion interventions include educating communities about proper handwashing techniques, safe food handling, and the importance of maintaining personal hygiene. Behavior changes communication campaigns, hygiene education in schools, and community-led initiatives are employed to promote sustainable hygiene practices.

In addition, Malawi has implemented several policies and strategies to address WASH (Water, Sanitation, and Hygiene) issues in the country. These include the National Water Policy (2005), the National Sanitation Policy (2008), the National Hygiene and Sanitation Strategy (2012-2016), the National Rural Water Supply and Sanitation Strategy (2016-2030), and the National Urban Water and Sanitation Strategy (2012-2030).

All these efforts addressing the WASH sector require coordination between Government and key players in WASH. However, poor coordination and policy enforcement is one of the significant challenges facing the WASH sector in Malawi. Addressing these challenges requires a coordinated approach that involves all stakeholders, including national and local governments, civil society organizations, and the private sector. The development of this strategy therefore will help in effective coordination mechanisms and the enforcement of policies to ensure the provision of high-quality WASH services to all Malawians.

1.2 Rationale

The water and sanitation (WASH) sector in Malawi faces significant challenges in the coordination and enforcement of policies and regulations. These challenges have necessitated the development of a comprehensive response strategy to address the critical issues undermining effective governance and implementation within the sector.

One of the main challenges facing the WASH sector in Malawi is poor coordination among stakeholders. The sector is highly fragmented, with many organizations working independently of each other. This leads to duplication of efforts, inefficiencies, and the failure to address critical gaps in the provision of WASH services. Furthermore, there is inadequate coordination between national and local governments, and poor coordination between councils and WASH service providers which results in the uneven distribution of WASH services across the country.

Another significant challenge is the poor adherence to WASH policies and inadequate enforcement of WASH regulations. Malawi has developed various policies and regulations to guide the provision of WASH services, but there is still poor adherence to the same by councils, NGO's and CSO's in the WASH sector. In addition, the inadequate functionality of the National Water Resources Authority (NWRA) which is the regulatory body for water resources has resulted in poor enforcement of regulations. This leads to poor quality services, substandard infrastructure, inadequate maintenance of infrastructure, and scanty data on WASH.

Weak coordination and enforcement in the WASH sector leads to various conflicts not only within the sector but also with other related sectors such as agriculture, natural resources and environment. These conflicts include inconsistencies and violations of buffer zone policies, disputes over water abstraction rights, and inadequate water pollution control and regulation. These conflicts highlight the need for improved coordination among stakeholders to enhance WASH service efficacy. Currently sector players often operate independently, leading to missed opportunities for collaboration and synergies. Effective coordination should therefore extend beyond policy issues to encompass programs and projects implemented by various stakeholders.

The poor coordination, adherence to policies and regulation enforcement in the WASH sector in Malawi have significant consequences. Firstly, the lack of coordination results in the inefficient use of resources, which could be better utilized to improve WASH services. Secondly, poor enforcement of regulations leads to poor quality services that fail to meet the basic needs of the

population. Finally, the failure to address critical gaps in the provision of WASH services leads to negative health outcomes and perpetuates the cycle of poverty.

To address these pressing challenges, a comprehensive response strategy is required to strengthen coordination mechanisms, and enhance enforcement capacities in order to promote sustainable and equitable access to water and sanitation services. By tackling these underlying issues, this response strategy seeks to ensure the effective implementation of policies and regulations, enhance sector governance, and ultimately improve the well-being and quality of life for the people of Malawi.

2.0 STRATEGIC OVERVIEW

-Outline the strategic profile of the institution in terms of its structure, vision, mission and core values.

2.1 Vision, Mission, Strategic Objectives and Core Values

2.1.1 Vision

- Water and Sanitation for all always

2.1.2 Mission

- To develop, promote and manage water resources for multipurpose use and provision of water supply and sanitation services through appropriate technologies, standards and mechanisms for sustainable and equitable Socio-economic development

2.1.3 Core Values

2.1.3.1 Efficiency

We shall endeavor to achieve our goals and objectives by putting to use the available resources in the best way possible.

2.1.3.2 Sustainability

We shall make sure that we meet the current needs of the water sector without compromising the future needs.

2.1.3.3 Innovation

We shall promote innovation in the provision of our services at all times.

2.1.3.4 Transparency

We shall be as open as possible in all our dealings and provide reasons for any administrative decision and action if required.

2.1.3.5 Accountability

We shall be accountable and responsible for all our decisions and actions

2.1.3.6 Integrity

We shall put the obligations of the public services above ones of personal interest and conduct ourselves in a manner that is beyond reproach. We shall aim to serve even the humblest member of the public.

3.0 STRATEGIC ANALYSIS

3.1 SWOT Analysis

In order to identify key challenges in the WASH sector an inclusive consultative approach was used. This involved Regional and National consultations as well as focus group discussions. During these consultations and discussions, baseline overview of challenges and key systemic barriers towards inclusive and resilient water resources management and WASH services were identified. Together with various stakeholders prioritization for the most important barriers to be addressed were identified. Stakeholders during the consultations comprised Government ministries, government Institutions, Regulatory Authorities (NWRA, MBS), Academia and NGO's. One of the key challenges that was identified was that of Poor Coordination and Regulation enforcement in WASH service delivery which this strategic response plan is addressing

To analyze the current situation regarding coordination and regulation enforcement a SWOT analysis was undertaken. SWOT is the most commonly used method for situation analysis in strategic management. It is an acronym which stands for Strengths, Weakness, Opportunity and Threats. This analysis aims to identify the strengths and weaknesses (internal factors) of an entity and the opportunities and threats (external factors) in the environment in which the entity operates (Dijana Oreski,2012). As such the tool can be used for decision making and a basis for strategic planning (Helms and Nixon,2010). This analysis is to inform the strategies to be developed for the response plan.

To ensure that the situation analysis was broad and in depth the SWOT analysis was done with representation from the Ministry of Water and Sanitation, department of fisheries, MBS, NWRA, Academia, and Councils. This diverse representation brainstormed and discussed the different strengths, weaknesses, opportunities, and threats that came up with different perspectives and agreements were made after the discussions. This resulted in an analysis that encompasses various sectors involved in coordination and enforcement which ensures that this strategic response plan is not biased. Table1 presents a summary of the SWOT analysis.

TABLE 1: STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths	Weaknesses
<ul style="list-style-type: none"> -Institutional structures, Networks, Partnerships and various fora in place (e.g WESNET, WASAMA) -Existence of sectoral coordination structures-Sector Working Groups (SWG), National Sanitation and Hygiene Technical Committee (NSHTC), National Sanitation and Hygiene Coordinating Unit (NSHCU), WASH Cluster - Establishment Stand alone Ministry of Water and Sanitation and a stand alone department of sanitation and hygiene -Available legal instruments and policies (National Water Policy, Water Resources Act, National WASH strategy, WASH Climate Resilient Financing Strategy, Water Works Act,Water Resources Regulations , Malawi Standards) -Established Water Regulatory Authority (NWRA) and other regulatory bodies such as MEPA and MBS -Improved adherence to international guidelines on WASH -Guidelines for community total led sanitation for Sanitation and hygiene promotion -Established and functioning Water Boards -Available guidelines on water resources development 	<ul style="list-style-type: none"> -Duplication of duties between NWRA and DoWR -Lack of coordination among stakeholders in implementation of WASH projects -Inadequate enforcement of legislation, policies and standards due to inadequate capacity of the regulator -Lack of financial resources in coordination and enforcement programs -Lack of harmonization of policies and regulations -Bureaucracy in government systems. -Unreliable data management systems for water resources development, water resources monitoring, catchment management. -Insufficient Human resource at all levels -Inadequate coordination and collaboration between key ministries -Lack of sensitization of roles of different ministries in WASH -Unequal ministry representation at national WASH forums

<p>-Ability to propose bylaws on WASH at different levels (community, district and national).</p>	<p>-lack of standardized regulations for sanitation and hygiene facilities in peri-urban and rural areas</p> <p>-Outdated bylaws and regulations on WASH</p> <p>-Lack of information dissemination and sensitization to local structures in WASH.</p>
<p>Opportunities</p> <p>-Training institutions with programs in WASH</p> <p>- Advancement in various technologies in data management</p> <p>-Available labor pool</p> <p>-Improved and diverse communication channels</p> <p>-Development partners willing to work with the WASH sector</p> <p>-Advocacy for alignment of development partner guidelines and policies on WASH with government's guideline and regulations</p> <p>-Emerging technologies on improved point sanitation facilities</p> <p>-Involvement of communities in dissemination of WASH information.</p> <p>-Availability of modern equipment and technologies in water testing to facilitate regulation enforcement.</p>	<p>Threats</p> <p>-Competing interests amongst water suppliers</p> <p>-High levels of poverty and illiteracy hindering enforcement of guidelines and regulation by local communities</p> <p>-Cultural and religious beliefs</p> <p>-Stakeholders unwillingness to cooperate in coordination and regulation efforts by the government and the regulator.</p> <p>-Resistance to mindset change</p> <p>- Unwillingness to adopt SWAP in WASH programmes implementation</p> <p>-Potential Conflict with neighboring countries due to use of transboundary water resources</p>

3.2 Key Result Areas (KRA's)

The SWOT analysis that was done revealed a lot of challenges, opportunities, strengths & threats. As a way of addressing the identified threats & challenges taking advantage of the of the opportunities and strengths, the following key result areas were identified:

3.2.1 Improved Coordination Mechanisms: This key result area aims at addressing all issues stemming from the lack of coordination between the government and key stakeholders in the water sector. It is envisaged that this will foster efficiency in utilization of resources available for development in the WASH sector and reduce instances of duplication of efforts as well as enhance collaborations among different development organizations in the WASH sector.

3.2.2 WASH Legislation Review and Enforcement: This key result area will address the deficiencies in coordination resulting from outdated legislation including policies, regulations, by-laws and enforcement strategies. This will strengthen and empower the regulators in carrying out their enforcement activities.

3.2.3 Improved Institutional Capacity: This key result area will focus on improving capacitance of the human capital in the water sector: Government, regulators and development partners. It is envisaged that coordination must be a key in the programing of WASH projects on the part of government and development partners and that all regulators are able to enforce the regulations as stipulated in different legislations.

3.2.4 Improved Data Management Systems: realizing that data and information will be vital in facilitating coordination efforts, this key result area will focus on operationalizing the centralized data management system M-Water. This will enable various stakeholders to obtain easily up-to-date information on developments by other stakeholders especially on boreholes and sanitation facilities. It will also provide means for the regulator to check adherence to borehole and sanitation standards.

3.3 Stakeholder Analysis

In order to achieve the intentions of this strategic response plan various stakeholders have been identified as well as their interest levels, contribution capabilities, and engagement strategies. These have been summarized in Table 2 below.

TABLE 2: STAKEHOLDER ANALYSIS

Stakeholder Category	Name of Stakeholder	Power	Interest	What is important to the Stakeholder	How could the Stakeholder contribute positively	How could the Stakeholder frustrate the efforts	Strategy for engaging the stakeholder
Government (MDA's)	Ministry of Water and Sanitation	High	High	coordination and enforcement of regulations, policy direction and implementation.	leading coordination and providing guidance in regulation enforcement.	Delays in acting on issues not involving other stakeholders,	Sensitization, information dissemination, providing adequate resources for policy implementation and regulation enforcement.
	Ministry of Health	medium	high	Prevention of water related diseases	Enforcement through inspection, civic education	inadequate inspections of Sanitation and hygiene facilities	information dissemination
	Ministry of Agriculture	Medium	High	Harmonized resource allocation harmonized policies	Harmonization of Policies, Adherence to stakeholders	Untimely policy guidance	information dissemination, co-development of policies and regulations
	Ministry of Education	Medium	High	Availability of WASH services in Schools, WASH inclusive curriculum.	adhering to regulations civic education and awareness	not adhering to regulation	information dissemination , involvement in policy development and implementation

Stakeholder Category	Name of Stakeholder	Power	Interest	What is important to the Stakeholder	How could the Stakeholder contribute positively	How could the Stakeholder frustrate the efforts	Strategy for engaging the stakeholder
	Ministry of Natural Resources	Medium	High	Catchment management, water pollution control, equitable distribution of water for all ecosystems	adherence and enforcement of regulations.	not adhering and enforcing regulations	information dissemination, involvement in policy development and implementation
	Ministry of Local Government	Medium	High	Provision of policy direction on coordination	adherence and enforcement of regulations and monitoring	not adhering and enforcing regulations, delays in approving bylaws	Information dissemination, involvement in policy development and implementation
	Councils	High	High	WASH service provision, policy implementation, development of by-laws	adherence and enforcement of regulations and monitoring	not adhering and enforcing regulations	Information dissemination, involvement in policy development and implementation
	MBS	Medium-High	Medium - High	adherence to standards	development and enforcement of dissemination standards	delays in development of enforcement of standards, inadequate sensitization.	Information dissemination, involvement in policy development and implementation

Stakeholder Category	Name of Stakeholder	Power	Interest	What is important to the Stakeholder	How could the Stakeholder contribute positively	How could the Stakeholder frustrate the efforts	Strategy for engaging the stakeholder
	NWRA	High	High	regulation enforcement	Enforcement of regulations, management Data	poor enforcement	Information dissemination, involvement in policy development and implementation
	Water Boards	High	High	Provision of WASH, Catchment management, water resources.	adherence to regulations and standards and cooperation in coordination	not adhering to regulations and standards, not cooperation in coordination	Information dissemination, involvement in policy development and implementation
	MEPA	high	high	Pollution control, regulation enforcement	timely regulation enforcement	not enforcing regulations	Information dissemination, involvement in policy development and implementation
Academia	Public Universities	Medium	High	information, capacity building, human	Research and dissemination, curriculum development	irrelevant research and curriculum	Information dissemination, involvement in policy development and implementation

Stakeholder Category	Name of Stakeholder	Power	Interest	What is important to the Stakeholder	How could the Stakeholder contribute positively	How could the Stakeholder frustrate the efforts	Strategy for engaging the stakeholder
	Private Universities	Medium	High	Information, capacity building, human	Research and dissemination, curriculum development	irrelevant research and curriculum	Information dissemination, involvement in policy development and implementation
CSO's and NGO Boards	NGO's	High	High	Meeting project objectives	adhering to coordination guidelines and regulation in project implementation	not adhering to coordination efforts and regulations	Information dissemination, involvement in policy development and implementation
	CBO's	Low	High	Sustainable Rural water service provision	Reporting noncompliance to regulations. facilitating coordination by information sharing	not being involved in coordinating and regulation enforcement	Empowering them with information and involving them in local government structures.
	WESNET	Medium	High	Coordination of NGO's and Advocacy for WASH services	Harmonization of NGO's activities, promotion of accountability and transparency of NGO's	No enforcing powers to ensure compliance to all NGOs	Continued Strengthening coordination amongst NGOs
	WASAMA	Medium	High	Cooperation among water service providers and compliance to	enforcement of service delivery standards Facilitating coordination	Not enforcing service delivery standards and not facilitating coordination	Information dissemination, involvement in policy

Stakeholder Category	Name of Stakeholder	Power	Interest	What is important to the Stakeholder	How could the Stakeholder contribute positively	How could the Stakeholder frustrate the efforts	Strategy for engaging the stakeholder
				standards in service delivery			development and implementation
	CONGOMA	Medium	High	NGO's adherence to National Regulations	Frequent communication and monitoring of NGO's	not executing their mandate in regulating NGO's	Information dissemination and frequent updates of regulations
Development Partners	GWP	Medium	High	Improved livelihoods, attainment of SDG's	Financial support	not providing financial support	Information dissemination, involvement in policy development and implementation
	UNICEF	Medium	High	Improved livelihoods, attainment of SDG's	Financial support	not providing financial support	Information dissemination, involvement in policy development and implementation
	ADB	High	High	Improved livelihoods, attainment of SDG's	Financial support	not providing financial support	Information dissemination, involvement in policy development and implementation

Stakeholder Category	Name of Stakeholder	Power	Interest	What is important to the Stakeholder	How could the Stakeholder contribute positively	How could the Stakeholder frustrate the efforts	Strategy for engaging the stakeholder
	World Bank	High	High	improved livelihoods, attainment of SDG's	Financial support	not providing financial support	Information dissemination, involvement in policy development and implementation
	EU	Medium	high	Improved livelihoods, attainment of SDG's	Financial support	Not providing financial support	Information dissemination, involvement in policy development and implementation
	USAID	Medium	high	Improved livelihoods, attainment of SDG's	Financial support	Not providing financial support	Information dissemination, involvement in policy development and implementation
	USAID	Medium	high	Improved livelihoods, attainment of SDG's	Financial support	Not providing financial support	Information dissemination, involvement in policy development and implementation

Stakeholder Category	Name of Stakeholder	Power	Interest	What is important to the Stakeholder	How could the Stakeholder contribute positively	How could the Stakeholder frustrate the efforts	Strategy for engaging the stakeholder
	BADEA	Medium	high	Improved livelihoods, attainment of SDG's	Financial support	Not providing financial support	Information dissemination , involvement in policy development and implementation

4.0 STRATEGIC OBJECTIVES

4.1 Strategic Objectives

- i) To improve coordination mechanism at National, Council and Community levels
- II) To review and enforce policies and regulations for improved implementation of the WASH strategies
- iii) To Improve institutional capacity regarding regulation enforcement and coordination
- iv) To improve data management systems at central level

4.2 Key Result Areas

- 1. Improved Coordination Mechanisms
- 2. WASH Legislation Review and Enforcement
- 3. Improved Institutional capacity
- 4. Improved Data Management System

The table below shows the four key result areas and the objectives under each key result area.

Table 3 : Key result Areas and their Strategic Objectives

N0	KEY RESULT AREA	OBJECTIVE
1	Improved Coordination Mechanisms	To improve coordination mechanism at National, Council and Community levels
2	WASH Legislative Review and Enforcement	To review and enforce policies and regulations for improved implementation of the WASH Strategy
3	Improved Institutional Capacity	To Improve institutional capacity regarding regulation enforcement and coordination
4	Improved Data Management System	To improve data management systems at central level

5.1 Implementation Matrix

TABLE 4: KEY RESULT AREAS, STRATEGIC OBJECTIVES, STRATEGIC OUTCOMES AND OUTCOME TARGETS AND RELATED OUTPUTS

KEY RESULT AREA 1		IMPROVED COORDINATION MECHANISMS						
Strategic Objective		To improve coordination mechanism at National, Council and Community levels						
No.	Strategic Outcome	Outcome Target	Related Output	Annual Output Targets				
				2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
1.0	Improved collaboration and coordination among WASH stakeholders at all levels by 2028	All WASH programmes are implemented in coordinated manner by 2028	Coordination committees established/revamped.	1	0	0	0	0
			35 DCTs revamped and strengthened	7	7	7	7	7
			370 ADCs revamped and strengthened	74	74	74	74	74
			Capacity of the DCT's and ADC's committee members enhanced	1	1	1	1	
			20 Technical Working Group Meetings Conducted	4	4	4	4	4
			20 Sector Working Group Meetings Conducted	4	4	4	4	4

			5 JSR meetings conducted	1	1	1	1	1
			Annual joint investment plan established at national and council levels.	1	1	1	1	1
KEY RESULT AREA 2		WASH LEGISLATION REVIEW AND ENFORCEMENT						
Strategic Objective		To review and enforce policies and regulations for improved implementation of the WASH strategy						
No.	Strategic Outcome	Outcome Target	Related Outputs	Annual Output Targets				
				2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
2.1	Availability of enabling WASH legal Frameworks	Outdated and duplicative regulations reviewed	1 Local Government Act Reviewed	1	1	1	1	1
			1 Water Works Act Reviewed	1	1	1	1	1
			1 National Water Resources Act Reviewed	1	1	1	1	1
			MEPA act					
		Improved awareness at national, district and community level	5 Awareness sessions conducted to promote compliance	1	1	1	1	1

		Capacity of regulatory agencies and enforcement bodies enhanced.						
		Standards for products, services, processes and practices developed.	20 Existing standards reviewed.	4	4	4	4	4
			30 new standards developed	6	6	6	6	6
2.2	Develop a comprehensive awareness and information dissemination campaign	all stakeholders in WASH adhering to policies and regulation	5 Awareness sessions conducted to promote compliance to collaboration and regulations	1	1	1	1	1
KEY RESULT AREA 3		IMPROVED INSTITUTIONAL CAPACITY						

Strategic Objective		To Improve institutional capacity regarding regulation enforcement and coordination						
No.	Strategic Outcome	Outcome Target	Related Outputs	Annual Output Targets				
				2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
3.1	Enhanced capacity of regulatory agencies and enforcement bodies.	Enhanced capacity at national, district and community level	5 Knowledge sharing and skill development trainings on collaboration, regulation and enforcement conducted at national level	1	1	1	1	1
			35 Knowledge sharing and skill development trainings on collaboration, regulation and enforcement conducted at council level	7	7	7	7	7
			350 Knowledge sharing and skill development trainings on collaboration, regulation and enforcement	70	70	70	70	70

			conducted at community level					
			124 Staff recruited under the Regulatory bodies	34	30	20	20	20
3.2	Achieve 60% adequate sector Financing by 2028	Efficient utilization of resources in the WASH sector	5 Financial Audits conducted	1	1	1	1	1
		Adequate Allocation of resources in the WASH Sector	21 councils adequately financed in WASH coordination, regulation, and enforcement.	4	4	4	4	5
			3 Regulatory bodies adequately financed in WASH coordination, regulation, and enforcement.	1		1		1
3.3	Attain Modern Infrastructure for all regulatory	Fully functional laboratories	4 Regional Office and Laboratory Infrastructures constructed	1	1	1	1	

	bodies by 2028	operationa l	5 Newly constructed modern laboratories fully equipped	1	1	1	1	1
			4 Laboratories revamped	1	1	1	1	
KEY RESULT AREA 4		IMPROVED CENTRAL DATA MANAGEMENT SYSTEM						
Strategic Objective		To improve data management systems at central level						
No.	Strategic Outcome	Outcome Target	Related Outputs	Annual Output Targets				
				2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
4.1	Operationalize M-Water at national level by 2028	To develop a Central up to date WASH database and dashboard	1 database and 1 dashboard developed					
			60 Monthly Database updates received	12	12	12	12	12
		operationa lization of M-water Regulation s	Stakeholder engagement and awareness	2	2	2	2	2
			14 Development and implementing partner awareness campaigns conducted	3	3	3	3	2

		Capacity building on M-water	5 data management officers recruited at ministry level.		5			
			35 councils with capacity to operationalize M-water	7	7	7	7	7
			1 Training for Development and implementing partners on M-Water conducted in all 3 regions	1				
			270 local structures trained on M-water	54	54	54	54	54

5.2 The Results-Based Logical Framework

- Populate the Results Based Logical Framework to be used as a quick tool for monitoring and evaluating the achievement of the results through the given indicators and their means of verification.

TABLE 4: THE RESULTS-BASED LOGICAL FRAMEWORK

Key Result Area 1	IMPROVED COORDINATION MECHANISMS			
Strategic Objective	To improve coordination mechanism at National, Council and Community levels			
	Performance Indicators		Risks	

Expected Results/Outcome	Objectively verifiable indicators	Baseline 2023	Targets 2028	Sources and means of verification		Mitigation measures
Improved collaboration and coordination among WASH stakeholders at all levels by 2028	Number of Coordination committees established/revamped.	3	1	<ul style="list-style-type: none"> Ministry of Water and sanitation Establishment reports. 	<ul style="list-style-type: none"> Funding willingness of institutions to cooperate 	<ul style="list-style-type: none"> resource allocation awareness and inclusive programming
	Number of DCTs revamped and strengthened	10	35	<ul style="list-style-type: none"> District councils Meeting reports 	<ul style="list-style-type: none"> councils not sharing reports 	<ul style="list-style-type: none"> involvement of councils in programming activities
	Number of ADC's revamped and strengthened	100	370	<ul style="list-style-type: none"> District councils Meeting Minutes and Reports 	<ul style="list-style-type: none"> inactive ADC's 	<ul style="list-style-type: none"> Training ADC's
	Number of DCT and ADC committee members with enhanced capacity	100	350	<ul style="list-style-type: none"> District councils Meeting 	<ul style="list-style-type: none"> Finances for capacity building training 	<ul style="list-style-type: none"> Advocacy on financing to ADC

				Minutes and Reports	<ul style="list-style-type: none"> political interference 	and DCT activities
	number of technical Working Group Meetings Conducted	0	4	<ul style="list-style-type: none"> Ministry of Water and Sanitation Meeting Reports 	<ul style="list-style-type: none"> Finances under representation and inconsistency 	<ul style="list-style-type: none"> financing TWG meetings consistency in TWG's
	Number of Sector Working Group Meetings Conducted	0	4	<ul style="list-style-type: none"> Ministry of Water and Sanitation Meeting Reports 	<ul style="list-style-type: none"> Finances under representation and inconsistency 	<ul style="list-style-type: none"> Financing TWG meetings consistency in TWG's
	Number of JSR meetings conducted	1	5	<ul style="list-style-type: none"> Ministry of Water and Sanitation 	<ul style="list-style-type: none"> Finances under representation and inconsistency 	<ul style="list-style-type: none"> Financing TWG meetings consistency in TWG's

				<ul style="list-style-type: none"> Meeting Reports 		
	Number of Annual joint investment plans established at national and council levels.	0	1	<ul style="list-style-type: none"> Ministry of Water and Sanitation Meeting Reports 	<ul style="list-style-type: none"> Finances under representation and inconsistency 	<ul style="list-style-type: none"> Financing TWG meetings consistency in TWG's
Key Result Area 2	WASH LEGISLATION REVIEW AND ENFORCEMENT					
Strategic objective	To review and enforce policies and regulations for improved implementation of the WASH strategy					
Availability of enabling WASH legal Frameworks	Number of acts / legislatures reviewed	0	4	Acts and reports reviewed	<ul style="list-style-type: none"> Lack of funding for review of acts Lack of commitment by policy holders 	<ul style="list-style-type: none"> Active stakeholder engagement Lobby for funds for review of acts
	Number of awareness sessions conducted to promote compliance	0	5	<ul style="list-style-type: none"> Activity reports 	<ul style="list-style-type: none"> Low attendance 	<ul style="list-style-type: none"> Capacity building Using new approaches

				<ul style="list-style-type: none"> ● Attendance registers 	<ul style="list-style-type: none"> ● Distortion of messages 	for awareness campaigns (SBCC)
	Number of Existing standards reviewed.	0	20	Catalogue of Malawi Standards and dissemination reports	<ul style="list-style-type: none"> ● Lack of funds for review of standards ● Low participation in technical committees 	<ul style="list-style-type: none"> ● Lobby for funds ● Active engagement of stakeholders
	Number of new standards developed	0	30	Catalogue of Malawi Standards, dissemination reports	Low participation in technical committees	<ul style="list-style-type: none"> ● Lobby for funds
Develop a comprehensive awareness and information dissemination campaign	Number of Awareness sessions conducted to promote compliance to collaboration and regulations	0	5	Dissemination reports	<ul style="list-style-type: none"> ● Lack of funds ● Low participation 	<ul style="list-style-type: none"> ● Lobby for funds ● Active engagement of stakeholders
Key Result Area 3	IMPROVED INSTITUTIONAL CAPACITY					
Strategic Objective	To Improve institutional capacity regarding regulation enforcement and coordination					

Enhanced capacity of regulatory agencies and enforcement bodies	Number of Knowledge sharing and skill development trainings on collaboration, regulation and enforcement conducted at national level	0	5	Training reports training evaluation surveys	<ul style="list-style-type: none"> ● Lack of funds ● Low participation 	<ul style="list-style-type: none"> ● Lobby for funds ● Active engagement of regulatory bodies
	Number of Knowledge sharing and skill development trainings on collaboration, regulation and enforcement conducted at council level	0	35	<ul style="list-style-type: none"> ● Training reports ● training evaluation surveys 	<ul style="list-style-type: none"> ● Lack of funds ● Low participation in training 	<ul style="list-style-type: none"> ● Lobby for funds ● Active engagement of councils ● develop interactive practical trainings.
	Number Knowledge sharing and skill development trainings on collaboration, regulation and enforcement	0	350	<ul style="list-style-type: none"> ● Training reports ● training evaluation surveys 	<ul style="list-style-type: none"> ● Lack of funds ● Low participation in training 	<ul style="list-style-type: none"> ● Lobby for funds ● Active engagement of communities

	conducted at community level					<ul style="list-style-type: none"> develop interactive practical trainings in Chichewa.
	Number Staff recruited under the Regulatory bodies	35	83	interview reports	<ul style="list-style-type: none"> Failure to retain recruited members of staff 	<ul style="list-style-type: none"> Review of terms and conditions of services for members of staff
Achieve 60% adequate sector Financing by 2028	Number of annual Financial Audits conducted	0	5	Ministry of Water and Sanitation Audit reports	<ul style="list-style-type: none"> Inadequate finances Inadequate staffing at audit department 	Lobbying for funding Employing more staffing Outsource audit services
	Number of councils adequately financed in WASH coordination, regulation, and enforcement.	0	35	Councils Financial and Technical reports	Inadequate finances Inadequate staffing	Lobbying for funding Build strong partnerships Employing more staffing

	Number of Regulatory bodies adequately financed in WASH coordination, regulation, and enforcement.	0	3	Ministry of Water and Sanitation Financial and Technical reports	Inadequate finances Inadequate staffing	Lobbying for funding Build strong partnerships Employing more staffing
Attain Modern Infrastructure for all regulatory bodies by 2028	Number of Regional Office and Laboratory Infrastructures constructed	0	4	Ministry of Water and Sanitation Reports of completion	Inadequate finances	Lobbying for funding
	Number of modern laboratories fully equipped	0	5	Min of Water and Sanitation Reports of operational lab	Inadequate finances	Lobbying for funding
	Number of Laboratories revamped	0	4	Ministry of Water and Sanitation Reports of completion and operational lab	Inadequate finances	Lobbying for funding
Key Result Area 4	IMPROVED DATA MANAGEMENT SYSTEM					

Strategic Objective	To improve data management systems at central level					
Expected Result/Outcome	Performance Indicators			Sources and means of verification	Risks	Mitigation measures
	Objectively verifiable indicators	Baseline 2023	Targets 2028			
Operationalize M-Water at national level by 2028	Number of database and dashboard developed	0	1	<ul style="list-style-type: none"> MoWS working database and dashboard 	<ul style="list-style-type: none"> lack of finances for running the database data integrity and security 	<ul style="list-style-type: none"> lobbying for finances regulations for database accesses
	Number of monthly Database updates received	0	60	MoWS Database update reports	<ul style="list-style-type: none"> inadequate human resource delays in updates finances for maintaining the database poor quality data 	<ul style="list-style-type: none"> recruitment of data officers adequate training of data collectors allocating funds to database maintenance activities

	Number of stakeholder engagement and awareness	0	10	<ul style="list-style-type: none"> ● engage ment and awaren ess reports 	<ul style="list-style-type: none"> ● lack of finances ● poor participat ion of stakehold ers 	Allocating funds Engaging the stakeholders
	Number of Development and implementing partner awareness campaigns conducted	0	14	<ul style="list-style-type: none"> ● MoWS ● awaren ess campai gn reports 	<ul style="list-style-type: none"> ● Insufficie nt reach ● Lack of behavior change 	Using appropriate communicatio n channels
	Number of data management officers recruited at ministry level.	0	5	<ul style="list-style-type: none"> ● MoWS ● recruit ment reports for data officers 	<ul style="list-style-type: none"> ● lack of funding for recruitme nt and retainmen t of data officers 	<ul style="list-style-type: none"> ● lobby for finances
	Number of councils with capacity to operationalize M-water	0	35	<ul style="list-style-type: none"> ● council s ● M-Water reports at 	<ul style="list-style-type: none"> ● commitm ent to using and updating M-Water ● lack of qualified 	<ul style="list-style-type: none"> ● trainings on M-Water usage ● recruitmen t of

				council level	personnel at council levels	qualified personnel
	Number of Training sessions for Development and implementing partners on M-Water conducted in all 3 regions	0	1	<ul style="list-style-type: none"> Ministry of Water and Sanitation Training reports 	<ul style="list-style-type: none"> Inadequate financing Low participation 	<ul style="list-style-type: none"> Lobby for finances provide incentives to participants
	Number of local structures trained on M-water	0	270	<ul style="list-style-type: none"> Ministry of Water and Sanitation Training report 	<ul style="list-style-type: none"> Inadequate financing Low participation 	<ul style="list-style-type: none"> Lobby for finances Providing incentives to participants

6 CRITICAL SUCCESS FACTORS

In order to successfully achieve and sustain the strategic outcomes and targets, outputs and annual output targets set out in this strategic response plan, MoWS is aware that certain critical elements must be present. These are important assumptions which must be considered, put in place and observed in order to successfully realize the intended results of implementing the Strategic Response Plan. Critical Success Factors (CSF) may change overtime, hence there is need for regular assessment and adjustment to set CSF's that facilitate the implementation and outcomes of the strategic response plan depending on the prevailing circumstances.

7.1. Leadership

Coordination of organizational goals and objectives requires strong Leadership. It is therefore imperative that Water and Sanitation Sector leadership is proactive, visionary and accommodative of other people's views and be able to delegate responsibilities.

7.2. Human Resource

The sector must recruit personnel in all critical positions to enhance implementation of all activities. The Country is producing adequate and skilled human resources in WASH related programs from public and private institutions of higher learning. The regulatory bodies in the WASH sector should utilize this available human capital to enable collaborations amongst different stakeholders, and enforce regulations in the sector.

7.3. Sustainable Financing

The activities of the sector will require financial resources for implementation. Therefore, partnerships and lobbying will be required to ensure adequate financial resources to realize the planned output targets and the sustainability of its operations in general.

7.4. Institutional capacity

It is imperative that the institution is well capacitated in terms of infrastructure development like office space, laboratory equipment and mobility. The available infrastructure needs to be allocated with adequate financing for operations and maintenance.

7.5. Political Commitment

It is anticipated that the current political commitment will remain stable for the entire sector plan implementation period and beyond. The political leadership will support the activities of WASH sector, more especially in enacting, reviewing and enforcing the Acts, policies, regulations and other related strategic documents.

7.6. Stakeholder engagement

The Ministry will offer and receive adequate support from MDAs, traditional donors, and collaborative development partners, including WASH NGOs at national, council and community levels.

7.7 Mindset change

For infrastructure development and sustainability, strong mindset change is required at all levels from national, Council and community leaders, including duty bearers and individuals to instill a culture of self-reliance.

7 IMPLEMENTATION, MONITORING AND EVALUATION

7.1 Strategic Plan Implementation Arrangements

Task	Output	Timeline	Responsible Institutions
Revamping of Coordination committees	DCTs, ADCs, TWGs, SWGs	2023-2028	MoWS, DC's
Review of Legal Frameworks	Legislature reviewed	2023-2028	MoWS, Academia, stakeholders
Enhance capacity of regulatory agencies and enforcement bodies	Trainings conducted	2023-2028	MoWS, NWRA, Academia
Lobby for WASH financing	Finances secured	2023-2028	MoWS, Development Partners,
Construction of Regulatory infrastructure	Infrastructure constructed	2023-2028	MoWS, NWRA, MBS,
Operationalization of central data management system	Data Management system installed	2023-2028	MoWS, Academia, Development Partners.

Reference Materials Consulted

S/N	Documents consulted
1.	National Water policy (2005)
2.	Water Resources Act (2013)
3.	Consultation Meeting Reports
4.	Water Resources Regulations
5.	2020 Joint Monitoring Program (JMP)
6.	National Sanitation Policy (2008)
7.	National Rural Water Supply and Sanitation Strategy (2016 -2030)
8.	National Urban Water Supply and Sanitation Strategy (2012-2030)
9.	National Hygiene and Sanitation Strategy (2012 -2016)
10.	Malawi Climate Resilient WASH Finance Strategy (2022 - 2027)
11.	Oreski, Dijana. (2012). Strategy development by using SWOT - AHP. TEM J.. 1. 283-291.
12.	Helms, Marilyn & Nixon, Judy. (2010). Exploring SWOT analysis – where are we now? A review of academic research from the last decade. Journal of Strategy and Management - J Econ Manag Strat. 3. 215-251. 10.1108/17554251011064837.

8 List of Tables

Table 1: *Strengths, Weaknesses, Opportunities and Threats*

Table 2: Key Result Areas, Strategic Objectives, Strategic Outcomes and Outcome Targets and Related Outputs

Table 3: The Results-Based Logical Framework

Table 4: *Risks and Mitigation Measures*