

Report on
4th EASTERN AND SOUTHERN AFRICAN
WATER UTILITIES REGULATORS' MEETING



Hosted by the Water Services Regulatory Board

Nyali International Beach Hotel, Mombasa, KENYA

11th – 13th August 2010



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Annex: List of Participants

1. INTRODUCTION

The fourth Eastern and Southern African Water Utilities Regulators' (ESAWUR) meeting was held in Mombasa, Kenya from 11th to 13th August 2010. The meeting was hosted by the Water Services Regulatory Board (WASREB) of Kenya and funded by German Development Cooperation through GTZ.

The three day meeting brought together about 30 participants of which the majority hailed from Kenya. The participants consisted of representation from the 5 member regulators (NWASCO of Zambia, CRA of Mozambique, WASREB of Kenya, EWURA of Tanzania and RURA of RWANDA). Also present were observers from GTZ, the Lesotho Water Commission and Uganda Ministry of Water as well as the local provider the Coastal Water Services Board.

The fourth ESAWUR meeting was the first meeting to be held following the signing of a Memorandum of Understanding in Maputo in May 2009 among the regulators to provide a framework for creating the association.

2. OBJECTIVES

The meeting was structured around the theme 'Responding to the Changing Environment' with the recognition that regulation needs to be dynamic by nature.

The meeting was also intended to finalise the Constitution for the Association and thus give it a legal basis.

3. PROGRAMME OUTLINE

The programme looked at the Zambian Regulation by Incentives Concept, and finding a better way to approach benchmarking. Updates from Countries were also given.

3.1 DAY ONE

3.1.1 Official Opening

The meeting was officially opened by the Chairman of WASREB, Professor Albert Mumma. There was self introduction by each participant, followed by welcoming remarks from the Chief Executive Officer of WASREB, remarks from the Director of Water Reforms from the Kenyan Ministry of Water and a statement from the Director of NWASCO as Secretariat of the Association.

In the remarks made by Eng. Patrick Ombogo the Director of Water Reforms, he said that regulation as a benchmark for standard keeping is important. Therefore, the essence of regulation to see who is either performing or not. He pointed out that Corporate Governance is central to quality service and also important especially in controlling wastage. He urged the regulators to insist on governance to which everything else follows. The main challenges are issues of sustainability of Water Service Providers (WSPs) and how to regulate small independent service providers. He ended by saying deliberate effort must be put in place to improve service coverage.

In the speech given by Professor Mumma, the Chairman of WASREB, he mentioned that the chosen theme for the meeting was opportune as regulation of water services is of great interest and takes place in dynamic environment. Water services are a continuing challenge in a majority of countries. Access to water is still low. Rapid urbanisation also poses challenge for making available piped water systems and sewerage services. This raises a requirement of increased investment and therefore demand on national budget. WSS is a resource intensive service. The key challenge remains on how to independently regulate public service entities. WSPs have not been forced to operate in a commercial manner, therefore UfW is high, collection low, quality of service poor. This is compounded by WSPs running to Government for subsidies therefore giving no incentive to look internally for improving operations. The Professor emphasised that there must be a mechanism in place for consumers to interact directly with the regulator and thereby monitor performance. Corporate Governance remains a key area of weakness. The key question is ‘how do you regulate an essential service delivered by a monopoly which is publicly owned?’

3.1.2 Incentive Regulation-Sharing Experiences- NWASCO

The discussion focussed on the question ‘Are incentives necessary in WSS Regulation?’

The participants agreed that incentives are important as there is need to explore tools that will incite responses and the regulated become complacent after some time. Incentives reminds one that forward movement is important but these should be structured well to show progress. It is important to ensure that the incentives are oriented to what regulators require in terms of performance. There is need to marry incentives being given internally by WSPs with performance.

CRA signs an agreement with WSPs for improved performance e.g. for collection efficiency above a certain level, the WSP can keep the extra revenue. In Kenya the WSPs on their own initiative established internal incentives e.g. to regularise illegal connections. The Regulator must therefore find mechanisms that help to improve service levels and introduce structured incentives.

It was felt that incentives important especially to encourage the participation of the private in the sector. The management in public institutions is not as effective as it should be and incentives become important. However, the first incentive is that regulation must be accepted by Government

Presentation:

NWASCO presented its Regulation by Incentives Concept which focussed on:

- Definition of RBI
- Objectives of RBI
- Guiding principles
- Implementation strategy
- Program financing
- Parameters
- Monitoring and reporting

The participants raised questions on:

- How long did process take to re-orient WSP internal incentive schemes to RBI?

- What was starting point for incentives vs. Subsidies
- Why doesn't the regulator leave the WSP to come up with their incentives and review the system especially with issues of labour organisations that require transparency and the WSP have their own structure within which they work.
- Did you realise that maybe the regulatory level was achieved to introduce incentives. What was level of losses, collection efficiency etc
- How do you know the people who are supposed to be rewarded?
- What is the review period for a cycle?
- How are parameters/targets for performance verified?
- How is RBI linked to tariff approval vs consistency in targets agreed. Also capacity issues of the regulator
- Each utility chooses a number of indicators for setting targets. What is the minimum of indicators that utility should be monitored on?
- Has the stick been incorporated in the programme?
- Where do the Boards of Directors fall in light of their role in the WSPs

Lessons from Countries

Kenya

WASREB approves multi-year tariffs in which conditions are set that the WSP must meet performance targets for subsequent adjustments. WASREB reviews performance and assesses whether WSP qualifies for next approval. Staff costs are benchmarked against total operational cost. If WSP can improve performance, e.g. by staff ratios, then they are given leeway to improve remuneration. Benchmarks set for certain indicators e.g. collection. If WSP generates more than target, they can use excess for improved service delivery. WASREB is still at level of using the stick and the regulated still needs to understand regulation. No utility has yet negotiated an incentive system although it is part of the legal document.

Uganda

Uganda is trying to build capacity in service delivery first before moving into regulation. Its focus is on training WSPs on data to be used in the tariff tool.

Rwanda

WSPs have management contracts for rural areas. Urban areas have performance contracts with targets. WSPs provide internal incentives to staff for achieving set targets. RURA intends to focus on customer service through its Department of Consumer Protection to set targets that improve service delivery. RBI is good but one needs to reach a certain level in regulation e.g. technical losses of 50% are still below standard to introduce incentive. Therefore the stick is still used to reduce losses.

Mozambique

CRA monitors service under delegated management. FIPAG enters into performance contract with WSPs while CRA enters into a regulatory agreement with FIPAG. The agreements states targets to be reached. Incentives are built into the tariff so that they reach sustainability quickly. There is a mechanism to reward good performance by the operator to keep excess revenue made above a target. CRA publishes a quality service bulletin to show who is performing well and badly.

Tanzania

Before EWURA was established, 20% of personnel costs could be used as bonus. Personnel costs + bonus should not be more than 30% of total costs. Setting targets was by negotiation. Bonus was for surpassed targets where the WSP tries to improve efficiency and quality of service. Efficiency was related to increasing revenue collection through reduction UfW, metering etc. This was married to a focus on cost reduction e.g. cheaper chemicals, better way of doing things. This creates a surplus. Cost of service indicators were insisted on. The surplus was divided using the ratio of employee salary which translated into what the employee should get. The bonus was a quarter of the salary. This was implemented for 3yrs and progress was made. e.g, the emphasis was not just about installing meters, but that the meter must be read and translated into revenue.

Under EWURA, 30% of revenue collection is for bonus + personnel costs. Prudence of costs is looked at and stretch targets are enforced. Aspect of incentives may be included in next WSP agreements.

GTZ

In the private sector incentives regulate themselves. There is a direct link between incentive regulation and tariffs.

Rolling out RBI through ESAWUR

There was general agreement among participants that lessons could be adopted from RBI within country context. However, there was need to establish what aspects could be implemented, what assistance may be required and modification needed. The participants requested that the aspect of penalties within the RBI concept document be elaborated e.g. How do we deal with underperformance, when is a license cancelled?

3.1.3 Benchmarking – is there a better way

This section focussed on country lessons in benchmarking from various aspects:

Corporate Governance-WASREB

The presentation focussed on:

- Elements of Corporate Governance
- Why focus on Corporate Governance
- Where are Governance requirements
- Standards on Governance
- Governance and benchmarking
- Challenges of implementation
- Governance and regulation

Discussion:

Examples of benchmarks used were given as - Board expenses should not go above 2% of recurrent expenditure. Those going above may indicate that BOD is taking longer time to make a decision and is a measurement of effectiveness of leadership. WSBs should not go beyond 5-6% of recurrent expenditure. The assumption of reasonable costs is based on one meeting per quarter including Committees. Higher percentage for Boards gives allowance to more frequent meetings.

Governance standards in place have seen some entities not meeting entry requirements, which is an advance warning indicating that the WSP will have a problem in meeting regulatory requirements.

Defining Indicators – CRA

The presentation focussed on the group of indicators monitored by CRA which were:

- Access;
- Quality of Service
- Sustainability of Water Utility
- Customer Care
- Water Quality;

Discussion:

In the calculation for UfW, where metering is low, the WSP is given leeway to estimate its losses using any method available. The regulator has not drawn up any guidance on this. However, domestic connections without meters are only allowed to charge for 15m³.

Double-counting for areas with standpipes and individual connections tends to occur with some providers exceeding 100% coverage.

CRA defines access in terms of ‘so long a connection is billed, there is access even if there is no water’. According to RURA this must include issues of affordability, distance, time of supply etc. EWURA suggested that since differences in definition poses challenges for reporting especially for things like MDGs, the best is to conduct a household survey to establish those actually getting water (e.g. baseline data from CSO) and thereafter the utility can update the information.

Establishing the Correct Level of Benchmark- EWURA

The presentation focussed on:

- Introduction
- Performance agreement

- Minimum service levels
- Performance indicators
- Monitoring of service and performance targets
- Evaluation of attainment of performance targets for 2008/09.
- Conclusion

Discussion:

The key performance indicator for payment of electricity bills is measured using the WSP balance sheet to check liabilities, and if the electricity is on creditors then WSP loses 100% in performance.

How to benchmark the Regulator-RURA

The presentation focussed on:

- The role and mandate of the regulator
- The desired functions of
 - Independence (ability, knowledge, skills, competency, qualification,);
 - Powers (Enforcement)
 - Transparency and accountability;
 - Competency
- How to benchmark the regulator based on:
 - Autonomy
 - Resources
 - Accountability
- Questions to answer during benchmarking

Discussion:

Water services are a difficult commodity to regulate. It is difficult to have financial independence without outcry from consumers, or to have all the staff you need with correct expertise etc therefore, how does the regulator manage to regulate on the ground, with weak water services provision?

The University of Cape Town tried to review regulators on Corporate Governance and Impact in which EWURA participated. EWURA scored 100% on Corporate Governance but lower on Impact. Therefore how do we benchmark on impact? Lean structures come in for issues of efficiency and impact otherwise there is no justification for a regulator. A paper should be prepared by ESAWUR on benchmarking regulatory Impact and Corporate Governance.

Regulators must think seriously about the issue of impact and monitoring it beyond having tools in place. If the regulator doesn't assert itself, the Ministry will begin to operate like the regulator in decision-making.

We should benchmark ourselves on whether people are seeing the benefit of having the regulator. If consumers can see this value, then the regulator gains respect. Therefore is the regulator doing what it has been put in place to do? How is the set-up of the regulator in terms of environment and tools?

We have to be careful to benchmark in light of operating context. We have to find the correct benchmark of regulation e.g. many fines may not necessarily mean good regulation.

3.2 DAY TWO

3.2.1 Updates from Participating Countries

Each country was asked to give a short description with regard to the developments, achievement and challenges that each country has come across since last meeting.

RWANDA – RURA

The Rwanda Utilities Regulatory Agency (RURA) is a multi-sector regulator for water, transport and ICT. The presentation highlighted the following:

- *Country Overview*
Rwanda is a small mountainous country with a population estimated at about 10 million.
- *Status of Water Service*
The country has a huge water resource potential but only 3.4 % of Rwandans have access to piped water within their premises. Although the sector has a

clear policy, sector laws and regulations still constitute a challenge for sector regulation. The current policy is to delegate the management of WSS to private operators and facilitate PPP.

Urban WSS has one operator, the Rwanda Water and Sewerage Corporation (RWASCO), a Public Utility with a monopoly over towns & urban centers.

Rural WSS currently has 847 water systems (December 2009). With the current policy, rural water systems belong to districts and the policy is to delegate them to private operators.

- National drinking water coverage : 74%
- Urban drinking water coverage : 76 %
- Rural drinking water coverage : 72 %

- *Legal and regulatory framework in the Water sector*

- The National Water Supply and Sanitation Policy updated with strategies inclusive (1997, 2004 & 2010)
- Guidelines on Required minimum service level for water service provision (pressure, Reliability of supply, access to supply, quality, water meter & billing & complaints handling),

- *Regulation of the water sector*

RURA was created as a result of privatization of public utilities previously owned by the government to provide security of services and to work in transparency in the service delivery. The law provides to RURA a legal personality and autonomy in the management of its finances, assets and employees (art 3). The law provides (art 5) a mandate to RURA to enforce compliance with the sector laws, advise the government on issues related to Water, complaints handling & disputes resolution, to approve utility rates (Tariffs), etc.

- *Challenges*

- Lack of qualified human resources - especially in decentralized entities (technical and operational management).
- Lack of a strong legal and regulatory framework.
- Failure to obtain information from operators: Reporting requirement is still to be improved.
- Water tariffs in rural areas tend to be relatively high, in particular where pumping is involved.

- ❑ Resistance by some operators to embrace regulations & limited enforcement of recommendations.

Discussion

Mandate to advise Government on WSS issues, what sort of advice has been given to Government and whether this has been acted upon: RURA requested Government to subsidise tariffs in rural areas and this is being considered e.g. by removing VAT

Mandate of dispute resolution- what is the appeal process if ruling is not accepted? There have been disputes between districts and operators, between customers and operators. If someone is not appeased, this resolution can be appealed in Court. Although it is yet to happen.

Power to request for information- what if WSP refuses? How many times has this happened and what do you do? Not yet experienced no submission of data upon request. But if data is late, enforcement notice can be done in the form of fines. However this has not yet been exercised.

National Targets – have targets been costed and how much money would have to be invested in sector to reach targets? Yes targets are ambitious but current is at 74% from 44% in 2005. Targets are costed and funds are mobilised by Government and various projects are underway.

Policy figures- 10 l/c/d for rural. From literature, minimum is 20 l/c/d for health and hygiene reasons. The current policy is on the low side, consider a revision as a standing policy. There are 40,000 springs across the country which are not counted as piped water. However, the 10 l/c/d is considered for drinking and cooking. Other purposes are from springs. However there is possibility of revising this figure in future policy amendments

Tariffs in rural areas- higher than urban areas, is this in line with policy and sustainable? Reducing VAT is one of options but not optimum solution. There is need to explore more options.

ZAMBIA - NWASCO

NWASCO highlighted its achievements in 10 years of operation. 12 key milestones were presented from 2000 to 2009.

TANZANIA – EWURA

The Energy and Water Utilities Regulatory Authority (EWURA) is a multi-sectoral regulator for water and sewerage services, electricity, petroleum and gas. The presentation highlighted the following:

- *Country overview*

The United Republic of Tanzania is a union of two sovereign states namely Tanganyika and Zanzibar. With a population estimated at about 34,443,603, 76.9% live in rural areas whilst 23.1% in urban areas.

- *Water sector overview*

(EWURA) is established under the Energy and Water Utilities Regulatory Authority Act Cap. 414 and started its operations in June 2006. The first Water Policy for Tanzania was formulated in 1991 and reviewed in 2002. One of the main guiding Principles for provision of Urban Water and Sewerage Water Supply is that the regulatory framework shall be independent and transparent and fair to all players.

EWURA regulates a total of 122 water utilities which include 19 Regional Towns, 74 District Towns, 21 Small Towns, 7 National Projects and DAWASA and DAWASCO for Dar-es-Salaam.

- *Challenges*

- Service providers are many and diverse in size, capability and capacity.
- Weak managerial, financial and technical capacity especially in District and Small Towns Utilities.
- Move to cost reflective tariffs (low tariffs in water)
- Poor quality of service and low service coverage.
- Low awareness on regulation.
- Most decisions made by EWURA (at this early stage of regulation) are susceptible to complaints from either side.

KENYA – WASREB

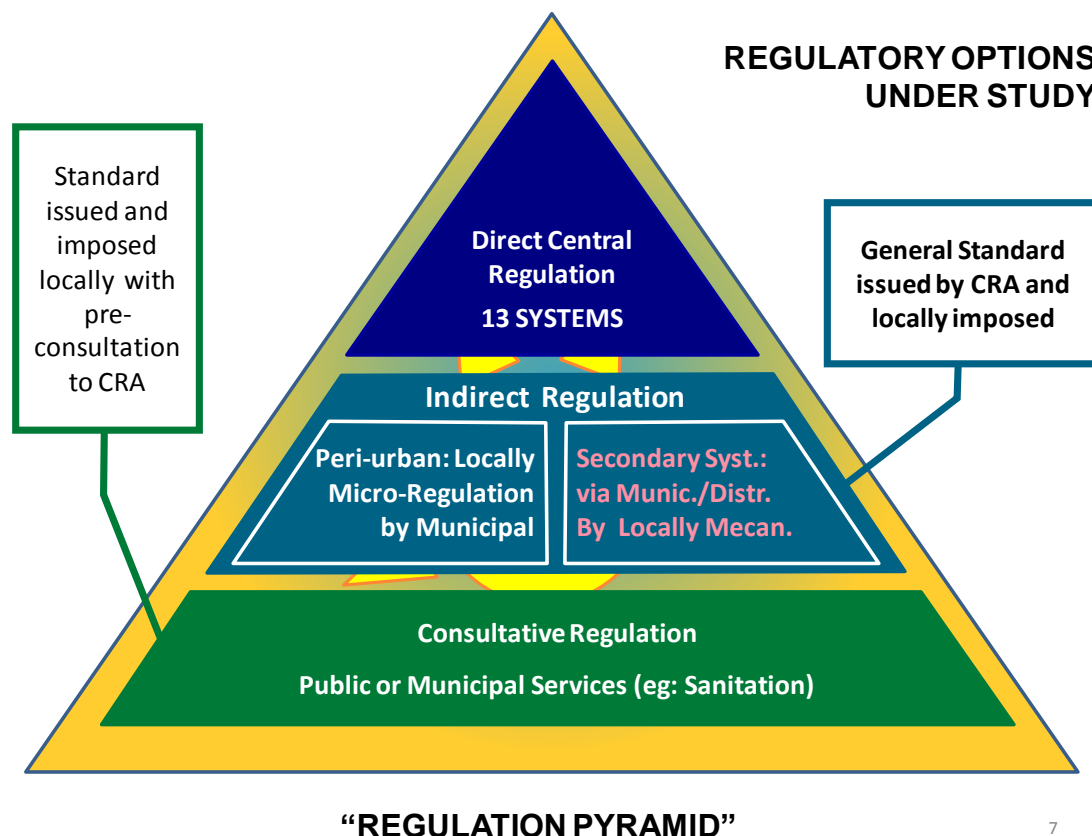
The Water Services Regulatory Board was established in March 2003 to oversee the implementation of policies and strategies relating to the provision of water and sewerage services. The presentation highlighted the following:

- *Background on Reforms and WASREB*
Reforms were to address severe deficiencies in management of water supply and sanitation.
- *Positive Trends in Subsector*
 - Improvements in Water and Sanitation Coverage
 - Improvements in Data Submission
 - Improvements in WSP Performance over Time
 - WSBs have slightly improved their performance over time
- *Key Challenges*
 - Governance
 - Composition of BoDs
 - Lacking accountability in WSP management
 - Communications disconnect between WSBs and WSPs
 - No or incomplete information submission; data quality and inconsistency
 - Over-politicization
 - Lack of leadership and professionalism
 - General resistance to comply
 - Institutional overlap
 - Financial Sustainability of WSPs & WSBs
 - Subsidies (not linked to performance)
 - Size of WSPs
- *Way Forward for WASREB*
 - promote leadership on governance through communication with Ministry and the licensees
 - deepen reform of WSPs
 - continue to monitor and expose underperformance and resistance to transparency and accountability
 - use public and stakeholder power in checking accountability
 - rigorously apply Enforcement and Compliance Strategy
 - continue collaboration with other regulators on issues of training and information exchange

MOZAMBIQUE – CRA

The Water Regulatory Council (CRA) regulates the water sector in Mozambique which operates under delegated management.

The presentation focussed on highlighting the challenges and major changes since the last ESAWUR meeting. The regulatory framework of CRA was given as follows:



The main challenge is to extend service to all which will require Massive capital investments; Extension of network to peri-urban areas; Promotion for new connections; and installment for new contract.

A survey was undertaken to assess the consumption patterns of consumer on which basis the tariff blocks were revised based on a principal of cross-subsidy. The new tariff blocks therefore saw the first block of minimum consumption reduced from 10m³ up to 5m³/month. The premise was that this gradually concurs for financial sustainability of utilities; minimizes the risk of the WSPs not fulfilling the financial obligations; increases coverage and improves quality service for low income consumer sustained by a tariff that covers the operational capital costs.

Discussion

Change in tariff block + subsidy- progressive tariff is firstly for conservation of water, it seems most people were already conserving water and therefore moved to lower consumption. Who is subsidising who? Was there problem with first tariff structure, it could be that the rich are being subsidised by the poor.

Standpipe is most heavily subsidised but what is not clearly established is who is accessing the house connection and benefiting from the subsidy between 5-15m³

Regulator should not subsidise water- assistance should be through investment in infrastructure by Govt. How can the poor be subsidised?

There is need to do careful analysis of who is accessing water through what mode and subsidise at that point. Subsidies need to be justified. The challenge is to formalise service across the board. For informal settlements, there are more risks than benefits therefore alternatives seem to be preferred. If services are formalised, then maybe there is way of targeting the poor

General Comments

- We need to have a peer-review of what is place in regulators involving major players and compile a document of comparative analysis and impact of regulation.
- What consideration have we given for the time-period in which WSPs should be self sustaining-full cost recovery?
- Clustering- consider putting a requirement for a utility to have a certain number of connections to be licensed or operate as a way forcing them to synergise and meet the requirement.

3.3 DAY THREE

3.3.1 Objectives of ESAWUR

NWASCO reminded the meeting of the objectives of the Association as stipulated in the signed MoU.

3.3.2 Constitution of ESAWUR

WASREB led the meeting in refining the draft constitution. The following amendments were agreed upon:

General comments:

- Formatting should be standardised either alphabetically or roman numerals.
- As opposed to saying Three Countries use the term 2/3

Definitions

- There should be consistency in terminology e.g. Annual Forum, AGM, Plenary etc. Agreed to use AGM
- Difference between Secretariat and Coordinator functions should be clear

Article 3 - Establishment

- ESAWUR will be registered in Zambia, and the member countries sign on behalf of the regulator and not country
- 3.3 Reword for Zambia to have legal capacity and not each country
- 3.4 This Constitution and not 'This MoU'

Article 4 Objectives

Add 'Promote peer-review to evaluate the impact of regulation in member countries.'

Article 6- Membership

Delete 6.9

Criteria for annual fee can remain general in the Constitution.

Article 8

define the term Cooperating Partner

Article 15

Include notice period and reasonable grounds

3.3.3. Way forward

NWASCO as Secretariat led the session on agreeing on the following aspects:

Signing of Constitution:

The meeting agreed to make the required amendments to the draft Constitution and sign it before the end of that day except for CRA who needed to consult. The finalised Constitution was signed by WASREB, EWURA, RURA and NWASCO later that afternoon. CRA were given 5 signed copies to return to the Secretariat once the necessary consultations were done.

Establishing membership fees and secretariat costs

The meeting resolved to establish a Taskforce consisting of one representative from each member country to draw up a business plan for ESAWUR that would include activities to be undertaken, their related costs, secretariat costs and resultant criteria for membership fees.

Proposed activities for the first year were:

- **Peer Review of Regulators**
Peer-review of 5 member regulators on common aspects to be agreed e.g. Corporate governance, Tools, Operations, Pro-poor regulation
- **Adopting lessons from Regulation by Incentives**
Undertake a study of applicability of the Zambian Regulation by Incentives (RBI) Concept in the context of each member country.

Once the draft document is ready, the Secretariat would send this to the CEOs who would then convene to finalise the strategy/plan.

3.3.4 Next Meeting and Host

The next ESAWUR meeting is scheduled for the first half of 2011 to be hosted by RURA.

If not, then NWASCO will host.

3.4 Official Closing

The meeting was officially closed by the Chairman of the WASREB Board. In his remarks he reiterated that there are expectations from consumers that we are protecting as regulators. Therefore, the Priority is addressing coverage levels and setting appropriate tariffs.

GTZ was thanked for its support and its representative mentioned that GTZ has been part of the ESAWUR process from the beginning and will report back that the association is becoming formal with ratification of a Constitution.

4. ACTION POINTS

The following need to be followed up by NWASCO as Secretariat before the next ESAWUR meeting:

Task	Deadline
Retrieve copies of Constitution from CRA	October 2010
Registration of ESAWUR in Zambia	TBA
Taskforce Finalise draft business plan	November 2010
CEOs meet to finalise business plan	February 2010
Submit business plan for possible funding to GTZ	March 2010
Oversee activities if funded	TBA

5. CONCLUSIONS AND RECOMMENDATIONS

The three day meeting yielded very fruitful discussions in the issues common to the regulators. The objectives of the meeting were well achieved with very active participation from all in attendance.

4th ESAWUR Meeting List of Participants

11th - 13th August, Mombasa, Kenya

S/No.	Name	Country	Organisation	Designation
1	Kelvin Chitumbo	Zambia	NWASCO	Director
2	Yvonne Magawa	Zambia	NWASCO	Systems Specialist
3	Chola Mbilima	Zambia	NWASCO	Commercial Officer
4	Mwila Kaseketi	Zambia	NWASCO	PA to the Director
5	Miguel Magalhães	Mozambique	CRA	Engineer
6	Ália Sultana Remane	Mozambique	CRA	Monitoring Officer
7	Edmund Rwigyi Kiiza	Uganda	Ministry of Water	Engineer
8	Venerande Mukamurera	Rwanda	RURA	Director of Consumer Affairs
9	Jacques Nzitonda	Rwanda	RURA	Director of Water
10	Joseph Kagabo	Rwanda	RURA	WSM Officer
11	Haruna Masebu	Tanzania	EWURA	Director General
12	Mutaekulwa Mutegeki	Tanzania	EWURA	Director of Water and Sewerage
13	Hawa Lweno	Tanzania	EWURA	Executive Assistant to the Director
14	Nerei Msimbira	Tanzania	EWURA	Board Member
15	Dirk Pauschert	Tanzania	GTZ	Advisor
16	Lucy Sekoboto	Lesotho	Commission of Water	Chief Legal Officer
17	Katleho Lesaoana	Lesotho	Commission of Water	Head M&E
18	Peters Philipp	Kenya	GTZ	Advisor
19	Robert Gakubia	Kenya	WASREB	Chief Executive Officer
20	Albert Mumma	Kenya	WASREB	Chairman
21	Herbert Kassamani	Kenya	WASREB	HCM
22	Bernadette Njoroge	Kenya	WASREB	Legal & Enforcement
23	Richard Cheruiyot	Kenya	WASREB	ISM
24	Stephen Githinji	Kenya	WASREB	TO
25	Dorcas Okanga	Kenya	WASREB	Secretary
26	Margaret Karuki	Kenya	WASREB	Secretary
27	Daniel Karanja	Kenya	WASREB	IT
28	Grace Aloo	Kenya	Water Action Group	
29	Patrick Ombogo	Kenya	Ministry of Water	Director of Water Reforms
30	Abdulrahim Khan	Kenya	Coastal Water Services Board	Engineer
31	Andy Tola	Kenya	Coastal Water Services Board	Chief Executive Officer
32	Stephen Oluocer	Kenya	Ministry of Water	Engineer