



# **ALL HANDS MEETING**

13<sup>TH</sup> – 14<sup>TH</sup> February 2020

**Theme: Building a sustainable LuWSI: 2020 and beyond**

## **WORKSHOP REPORT**

March 2020

## Workshop summary

This report provides a summary of the workshop hosted by Media 365 at Sarovar Neelkanth Hotel in Lusaka on 13 and 14 February 2020. The workshop was attended by partners of the Lusaka Water Security Initiative (LuWSI) and aimed at presenting the proposed business model that had been developed to create shared value for LuWSI and its partners and ensure long-term financial sustainability for LuWSI. The workshop was structured around interactive roundtable discussions and presentations of the proposed business model.

## Background and workshop objectives

LuWSI requested the assistance of Media 365 to capacitate LuWSI Secretariat and help its partners establish and successfully implement business plans for LuWSI as an initiative, and to enable the organisation to be financially sustainable. The purpose of the consultancy was to:

- i. Develop business models including value propositions, revenue streams, cost structures, as well as the proposed organisational structure and legal status of LuWSI;
- ii. Develop a marketing strategy, communication plan and implementation plan for the business model;
- iii. Make recommendations to LuWSI Steering Board through an interim report for feedback and refinement;
- iv. Develop business plans for LuWSI and validate them with key stakeholders;
- v. Build the capacity of key individuals in the LuWSI Secretariat to implement the business plan and organisational formalisation (if appropriate) in an adaptive manner; and
- vi. Schedule monthly progress report meetings with the LuWSI Secretariat and make final presentation of findings to the LuWSI Steering Board coordinated, with feedback from Secretariat and selected partners incorporated.

Having undertaken the tasks above, Media 365 organised a validation workshop to present the proposed business model to LuWSI and its partners. The overall objective of the workshop was to review and interactively discuss the proposed business model and specifically to:

1. Clearly identify what problem LuWSI is solving for who;
2. Clearly demonstrate the 'business case' for LuWSI by showing how LuWSI's solution creates impact;
3. Identify LuWSI's High Value Customers (partners) and unique offering;
4. Review and discuss proposed revenue models for LuWSI; and

5. Review and discuss the ideal organisational structure for LuWSI to deliver the agreed business model.

## Presentations and discussions

**DAY 1: THURSDAY, 13 FEBRUARY 2020**

### **Welcome and introduction**

To set the context for the workshop, the facilitator, Mary Phiri, Strategy and Innovation Lead at Media 365 reminded the participants of their enthusiasm when the idea for LuWSI was conceptualised. A short video of interviews with LuWSI partners showed the high expectations they all had for LuWSI and their commitment to ensuring that its objectives were met. Mary requested the partners to keep that enthusiasm in mind in as they discussed the proposed business model and considered the next steps for LuWSI.

### **Session I: Background and Overview**

#### **Presentation: LuWSI Overview**

A presentation from LuWSI Secretariat Coordinator, Brenda Mwalukanga, outlined LuWSI's work and impact. Emphasising the multi-stakeholder approach in LuWSI's work, Brenda explained that the private sector, public sector, civil society, and international organisations have come together with the vision of striving for water security for all to support a healthy and prosperous city. LuWSI's mission is to strengthen multi-stakeholder collaboration to safeguard Lusaka's water resources while enhancing sustainable and timely access to water and sanitation for all.

Having started with 16 partners in 2016, LuWSI currently has 25 partners and is growing, with representation from all four target sectors. LuWSI's water security action areas include groundwater pollution prevention, sustainable groundwater exploitation, a healthy Kafue River, access to water supply and sanitation, and urban flood risk management.

Brenda highlighted some projects currently being undertaken or already completed under LuWSI's collaboration system. These include the Wellfield Protection Project; Lusaka West Water Supply Project; Water Security Action and Investment Plan; Water Stewardship Standards and Award; Future Resilience of African Cities and Land; and the Education and Awareness Campaign.

LuWSI's core structure includes a Steering Board, technical committees, and the Secretariat, with oversight from a patron, who is the Minister of Water Development.

## Roundtable discussion 1

The first roundtable discussion aimed at making the case for multi-stakeholder collaboration and was centred around the question,

*Why is there a need for multi-stakeholder collaboration to achieve water security?*

Specifically, the discussion focused on the following questions:

1. What is the problem LuWSI is trying to solve?
2. Who is experiencing the problem and how is it affecting them? How many people are experiencing this problem?
3. What are the consequences of not solving the problem?
4. What existed before LuWSI and why was that not an ideal solution?
5. Have others attempted to solve this problem before and why did their solution succeed or fail?
6. Why is LuWSI best positioned to solve this problem in a different way?
7. Why a multi-stakeholder partnership and not a network or an association? (What differentiates an MSP from a network/association)?

The discussions revealed that the problem LuWSI was trying to solve is a lack of coordination among actors in the water security sector. Although all partners are concerned with issues around water security, unregulated groundwater pollution, limited infrastructure and resources, the core objective for LuWSI was to bring all these actors together in a coordinated and collaborative manner to improve efficiency and effectiveness of work on water security.

Partners were concerned that if the problem of coordination is not resolved, projects undertaken by the various actors would be unsustainable, leading to a waste of resources and increased water scarcity, and deteriorating public health.

Although LuWSI is a recent initiative, water security problems in Lusaka are not new. Various actors have attempted to solve these problems.

However, many have done so in isolation and have thus, not yielded sustainable results. For example, the government through local authorities, associations such as the Water and Sanitation Association of Zambia (WASAZA), and other organisations have undertaken some work on water security. Although these stakeholders engaged in various platforms, this was


**LuWSI is solving the problem of lack of effective and productive multi-stakeholder co-ordination in water security through networking, data and insights, learning and capacity building and project ideation/initiation**

done only as a reporting mechanism for individual organisations, and not as a deliberate platform for collaboration. The unsustainability of these efforts has also been hampered by a lack of finances and full engagement of all actors, especially the private sector.

LuWSI is, therefore, best positioned to fill the gap in the sector because the collaborative platform it provides, coupled with good governance, and an innovative and flexible strategy allows partners to feel a sense of ownership in a fair, trusting and neutral manner, with no one partner being considered as more important than the others. In addition, the collaborative multi-stakeholder approach leverages knowledge and experience from different fields, and most importantly, engages the private sector in a way that has not previously been attempted in the water sector.

According to the partners, the Multi-Stakeholder Partnership is preferred because different partners bring together different resources and expertise, without focusing only on membership subscription, as the case is with associations. The MSP also allows inclusiveness and gives a sense of ownership for all partners, working together toward a collective goal, and allows a broader membership.

Partners concluded that LuWSI should be considered as an alliance because it is trying to solve a common problem while bringing together their financial resources and expertise, in an effective and productive collaborative manner.



**The end goal is to create a collaborative platform for various stakeholders to work together in solving water security problems in Lusaka.**

## **Roundtable discussion 2**

The second roundtable discussion tackled questions relating to ensuring the success of LuWSI in meeting its objectives. The key question was:

*What will it take to make LuWSI work?*

The discussion was guided by the following specific questions:

1. What are the barriers in achieving multi-stakeholder collaboration?
2. How can LuWSI overcome those barriers?
3. Does LuWSI have a long-term future?
4. How will you measure success?

### *Key barriers*

From the discussion, the following key barriers were identified by the partners:

- ✚ a lack of working capital and absence of support from the government;
- ✚ power dynamics amongst the partners and a lack of clear understanding of roles and responsibilities for all partners, the Secretariat and committees, and inability to effectively execute these roles and responsibilities
- ✚ an inadequate accountability mechanism and a lack of legally binding agreements
- ✚ competing rather than complementary interests
- ✚ irregular updates and meetings
- ✚ inadequate capacity within the Secretariat to provide the much-needed collaborative platform
- ✚ a lack of information or misinformation on what LuWSI is, allowing bureaucracy in operations and a lack of commitment amongst partners.

### *Overcoming barriers*

These barriers can be overcome by:

- ✚ having a sustainable financing mechanism in place
- ✚ setting clear objectives on what and who LuWSI is and clarifying partner roles and expectations
- ✚ involving all partners in decision making and ensuring that MoUs/collaborations and agreements are legally binding
- ✚ increasing awareness of its work and increasing community engagement
- ✚ putting in place an independent and honest convener and ensuring that government is aware of their work.

*Does LuWSI have a long-term future?*

Although LuWSI partners are optimistic about the long-term future for LuWSI, its longevity will depend on its performance, which can be measured by:

- ✚ the number of projects it will have delivered
- ✚ an increase in partners, partnerships, and member contributions
- ✚ overcoming financial resource constraints.
- ✚ influencing behaviour change in the use of water resources
- ✚ active government participation in LuWSI's work
- ✚ scaling up or replicating the LuWSI model in other parts of Zambia.

Ultimately, all this should lead to improved water security and public awareness of the importance of protecting water resources.

## **LuWSI's role in projects**

**The Partners agreed that LuWSI should not compete on projects with its partners. Rather, LuWSI's role should be project ideation, where it pilots new projects and acts as an incubator for projects that can be passed on to its partners for implementation**



### **KEY MESSAGE**

**There is a need to clarify roles and responsibilities for the Secretariat and LuWSI Partners and ensure that power dynamics that exclude some partners from fully participating in LuWSI activities are resolved**

## Session II: LuWSI' value proposition

### **Case Study: Multi-stakeholder collaborations for Water Security around the world: Catherine Phiri, Content Lead, Media 365**

*Presentation of examples of value proposition and revenue streams for multi-stakeholder collaborations on water security/water management*

Discussions on LuWSI's value proposition commenced with a presentation from Catherine Phiri, who outlined case studies of organisations that work in a similar manner to what is being proposed for LuWSI. She highlighted Alliance for Water Stewardship Africa, Water Environment Federation, the Water Footprint Network, and CEO mandate. For all these, the organisation's objectives and value proposition, governance structure, and business and revenue models were presented.

The presentation showed a clear value proposition for all the organisations and their goals and objectives aimed at achieving it. The governance structures of these organisations include a Steering, Advisory Board or Board of Trustees that serves as the governing body and provides strategic guidance for the organisation. A Secretariat or Executive Team runs the day to day operations of the organisation and works as a coordinating body for partners.

All the organisations are multisectoral and include international organisations, civil society organisations, the private sector, and the public sector.

#### *Offer to partners*

The organisations offer their partners:

- ✚ training, certification and advice on water security
- ✚ networking opportunities
- ✚ access to innovation, knowledge and data in the water sector
- ✚ capacity building, access to varied expertise in the water sector, and the opportunity to influence policy and practice.

Revenue generation for these organisations centres around membership fees for partner organisations, these fees are tiered according to sector and size of the organisation. Membership fees are supplemented by certification and training fees in the case of Alliance for Water Stewardship Africa, magazine subscriptions, annual conference fees, specialised events and e-learning and trade shows for Water Environment Federation while for Water Footprint Network and CEO mandate, other revenue sources such as donations and contributions support their work.



These case studies provided the foundation upon which LuWSI's model has been built, especially in relation to its governance structure and revenue sources. This presentation led to a discussion of LuWSI's value proposition, which was led by a presentation from Dr Natasha Phiri, Media 365 Research and Insights Lead.

### **LuWSI's Value Proposition, Natasha Phiri, Research and Insights Lead, Media 365**

#### *Presentation of partners' perceptions on LuWSI's value and proposed value proposition*






A video presentation on the importance of having a clear and non-technically worded value proposition was the thrust of the discussion on LuWSI's value proposition. Equally important is ensuring that a clear offer of benefits to LuWSI's partners is made. Defining a clear offer to all LuWSI partners is complex because of the multiplicity of actors from various sectors, all of whom have their own interests outside and within LuWSI. The value proposition, therefore, must tap into everyone's interests by identifying similarities and overlapping interests amongst the partners.

Natasha explained that LuWSI's proposed value proposition was developed by reviewing LuWSI internal documents, in-depth interviews with partners and non-partners, an online feedback survey, and a design workshop, which provided LuWSI's context, partners' needs, interests, motivations, and barriers.

Results from the research, presented by Enock Phiri, revealed that partners from all sectors are interested in water security because they are concerned with the conservation of natural ecosystems, are interested in the work of LuWSI, conduct research in the water sector, and are interested in a multi-stakeholder sectorial collaboration to promote water security/water stewardship.

#### *Expected gains by partners*

The key gains LuWSI partners expect from LuWSI include:

-  collaboration on projects and advocacy on water and the environment
-  networking and coordination
-  linkages to partners to collaborate on projects
-  project innovation and management
-  data and insights.

Based on these results, LuWSI's character is to **connect and collaborate**. This character is expressed in terms of its **purpose** to strengthen stakeholder collaboration; **promise** to

provide a collaboration platform; a friendly, approachable, professional, assertive and inclusive **personality**, and shared benefits, human rights, high integrity and mutual respect and adaptability **principles**.

Going by the following:

*A value proposition is a statement of the unique benefits your product or service delivers to the target customer.*

And guided by the questions:

1. What is your product or service?
2. Who is your target customer?
3. What value does your product or service provide?

The proposed value proposition for LuWSI, therefore, is:

***“LuWSI is the only platform that offers organisations who value working together a space to network, collaborate, share data and insights, and ideate projects to achieve water security in Lusaka.”***

Following the presentation, partners were invited to vote, using Slido, to either agree with, disagree with, or suggest modifications to the value proposition and discuss the question:

*Do we agree, disagree or need to modify the value proposition?*

Specifically:

1. Is the value proposition clear?
2. Are these the right partners that LuWSI should serve? Are there any others that should be added? Are there any that should be dropped?
3. Are these the right products/services that should be offered? Are there any others that should be added? Are there any that should be dropped?
4. Do you believe that the value proposition is in line with what current and potential partners expect from LuWSI? And are they willing to pay for it?
5. From current partners, who's most likely to be an influencer for potential partners?

Consensus amongst the partners was that the value proposition was clear, but modifications were suggested. Results of the vote were:

32% agree;

5% disagree; and

63% modify

Modified value propositions were suggested as follows:

1. LuWSI is an independent platform that offers stakeholders a space to network, collaborate, share, learn, and initiate innovative projects to achieve water security in Lusaka;
2. LuWSI's unique partnership platform enables a diversity of organisations to realise the benefits of effective collaboration for water security in Lusaka; and
3. LuWSI's unique partnership platform enables a diversity of organisations to effectively collaborate in understanding and monitoring water security, promoting behaviour change, developing and implementing holistic and sustainable projects.

### ***Adopted LuWSI value proposition***

Following another 'dot vote', the following value proposition was adopted:

**LuWSI is an independent platform that offers stakeholders a space to network, collaborate, share, learn, and initiate innovative projects to achieve water security in Lusaka.**



#### **KEY MESSAGE**

**LuWSI's value proposition should be clear enough to ensure commitment from current Partners and attract new Partners**

### ***LuWSI membership***

The partners agreed that LuWSI currently has the right membership with no need to drop any partners. However, there is need to reenergise some partners' participation in LuWSI activities. At the same time other partners need to join the platform. Potential partners include community-based initiatives and ward development committees, the Ministry of Water, and private sector associations such as the hospitality industry.

In terms of the product LuWSI is offering, it was agreed that LuWSI was providing the right services. However, LuWSI should not compete with its partners in offering services such as bidding for projects that can be done by its partners. An example was given on the structure taken by CSO SUN Alliance who do not compete with partners on projects. Rather, they provide support to partners on such matters as proposal writing and bidding for projects. However, it is important to note that CSO Sun Alliance is not multi-sectoral in nature with only civil society organisations being partners.

All partners expressed their willingness to pay membership fees to LuWSI. However, some organisations are unable to pay because they need to justify LuWSI membership to their funders and others just do not have the ability to pay.

The partners voted on which partners amongst the current membership is most likely to be an influencer for potential partners. The most influential partners were revealed to be:



The discussion continued with the following questions being debated by partners:

1. Is your value proposition already being delivered by another organisation? Within LuWSI? Outside of LuWSI? Are these organisations more attractive to partners/potential partners than LuWSI? Why/Why not?
2. What does LuWSI offer that no one else can deliver?
3. What does LuWSI need to do to deliver on your value proposition?
4. What will make LuWSI struggle to deliver on your value proposition?

From the discussion, partners agreed that there is no other organisation delivering the proposed value proposition, even though the government has been working to secure water resources in the country. However, its bureaucratic and uncoordinated processes have not yielded sustainable results. LuWSI, therefore, offers an integrated way of working on water security. The calibre and multiplicity of LuWSI partners strengthens LuWSI's position as it offers a unique and rare diversity to meet its objectives. The common and shared vision among partners from the different sectors also positions LuWSI for effective delivery of its mandate.

#### *Ensuring effective delivery of value proposition*

To effectively deliver on its value proposition, LuWSI needs

- ✚ a clear strategy
- ✚ adequate financial and human resources
- ✚ a clear monitoring mechanism and accountability structure
- ✚ a strong commitment from all partners and enhanced channels for collaboration.

Conflicting interests between LuWSI and its partners, being unable to hold partners legally accountable for their commitments, a weak leadership, inability to demonstrate impact, and inadequate skills within the Secretariat will hinder LuWSI's ability to deliver on its value proposition.

The first day of discussions closed with emphasis on ensuring that the value proposition was clear for all partners, especially the private sector. Also, the multiplicity of sectors represented in LuWSI means that there needs to be middle ground for all partners' interests to be met, and to ensure that the interests of one sector or organisation does not supersede the needs of everyone else. This also means that all partners should feel equally welcome to the LuWSI table and a sense of ownership should be created for all to overcome constant reference to LuWSI as 'they' by some partners, rather than 'we' as a sign of belonging and collective efforts for achieving LuWSI's objectives.

## **DAY 2: FRIDAY, 14<sup>th</sup> FEBRUARY 2020**

Following a recap of the previous day's discussions, the workshop proceeded with a presentation from Andrew Chitembo on options for LuWSI legal structure.

### **Session III: Corporate Structure**

#### **What are the options for LuWSI Legal Structure?**

A review of proposals for LuWSI's legal structure: Andrew Chitembo, Lead Consultant – Andrew Chitembo Consultancy

After providing a brief background of LuWSI's genesis, Andrew explained that the importance of LuWSI's existence prompted discussions on how to make it independent and financially self-sufficient. At the time, LuWSI was fully embedded in GIZ and there was need to consider what it would become as an independent entity. An interim period from 2017 to 2018 was suggested. It was decided to house LuWSI at NWASCO during the interim period while working towards registering LuWSI as a **company limited by guarantee**, with the idea that LuWSI would exist in perpetuity. After the initial interim period came to an end, it was further decided in 2019 to continue housing LuWSI at NWASCO for another year before it could finally be registered as an independent entity.

Concerns were raised regarding LuWSI remaining in its interim phase and being housed by another organisation. These concerns included financial accountability as there are no reports on LuWSI's financial activities. However, it was clarified that LuWSI currently has two accounts and its financial activities are audited by Grant Thornton. This is done under NWASCO and LuWSI Secretariat does not directly manage the accounts.

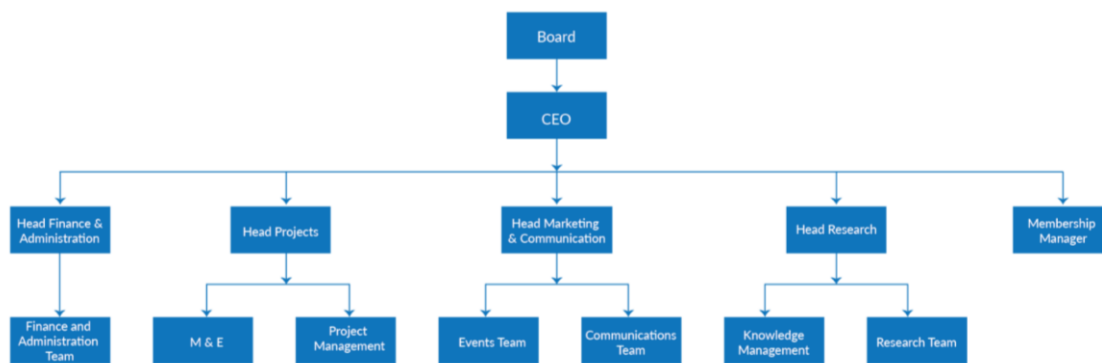
Andrew emphasised that in order to determine the structure LuWSI will take, its functions and roles and a clear value proposition will need to be outlined. LuWSI's functions and roles will then need to be clearly defined in its Articles of Association and Constitution.

## Session IV: LuWSI's Business Model

### LuWSI Business Model Canvas

*Presentation of LuWSI's business model using the business model canvas visual tool, Mary Phiri, Strategy and Innovation Lead, Media 365*

Mary presented the proposed LuWSI structure to deliver the value proposition. The structure was created based on results from the partner survey and considers the work LuWSI is expected to undertake in order to achieve its objectives.



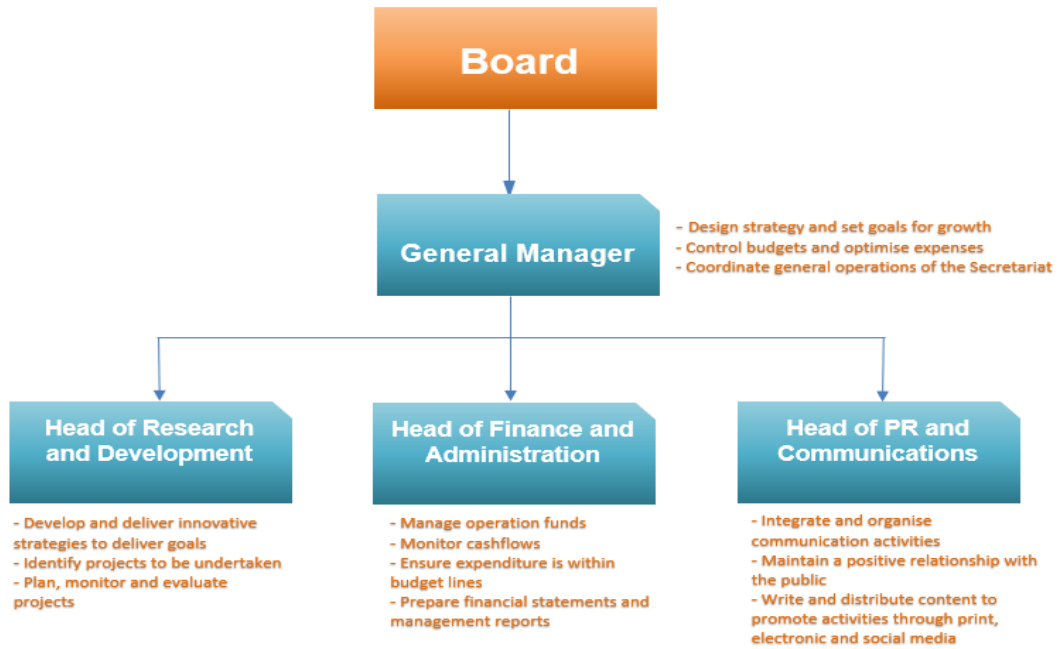
*Proposed Management Team and operational model to deliver LuWSI's value proposition*

Initial reactions from Partners on the proposed structure was the cost of sustaining it and the wording of the positions which might create expectations for high salaries. It was suggested that an interim structure be considered before a more elaborate body of a fully functional LuWSI is discussed.

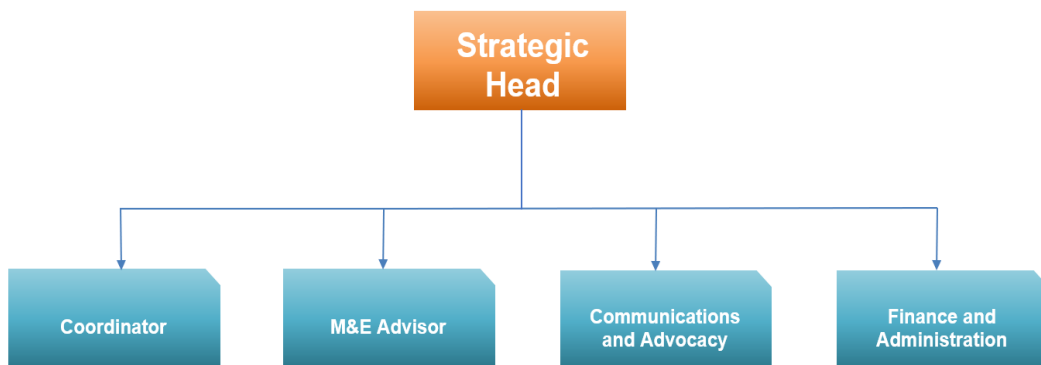
Mary clarified the wording, emphasising that since LuWSI is a multi-stakeholder organisation, all partners need to relate to its structure and operations. Based on feedback from the survey, private sector partners felt strongly against turning LuWSI into an NGO-esque organisation and requested that a private sector personality is reflected in LuWSI, in addition to all other partner sectors.

Partners then engaged in group discussions on the proposed LuWSI structure and made recommendations on the ideal structure for LuWSI. From the discussions, the following proposals were made:

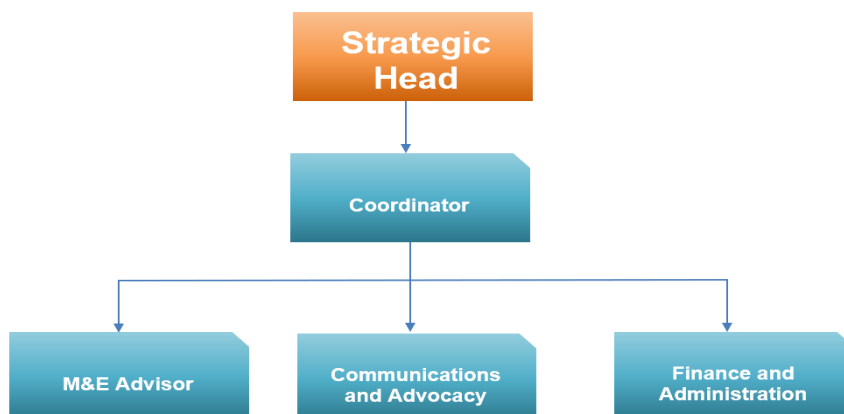
### Proposal 1



### Proposal 2



### Proposal 3





The proposals were made based on the consideration that LuWSI should maintain a lean structure and also reflect the personalities of all partner sectors. The Resource Mobilisation Committee would finalise the structure.

## Session V: LuWSI's Financial Model

### What does it cost for LuWSI to deliver value to its member partners?

*A presentation of what it costs to operate LuWSI and what is needed to sustain its operations: Njavwa Mulwanda, Business and Financial Consultant, Media 365/Zenga Ventures*

During the presentation, Njavwa highlighted that government has prioritised the water sector by increasing annual budgetary allocations between 2016 and 2019. During this period, allocations have increased by ZMW1, 701, 111, 768. Increased budget allocation means more projects, more partners, which underscores the need for multiple stakeholder collaboration if any of these projects are to create and deliver impact.

Investment in the water sector is increasing, there are currently 7 major projects taking place in Lusaka Province worth an estimated USD 1.5 billion. The main funders include GRZ, Exim Bank of China, Japan International Agency Cooperation, African Development Bank, European Union, Millennium Challenge Cooperation and the KFW Development Bank.

The expected outcomes of the projects include improved water supply, improved drainage systems, increased access to water supply and sanitation services to Lusaka residents and businesses

#### *Total addressable market*

There are **52 potential partners**, who spent nearly **\$195 Million (USD)** in 2018 on potential revenue streams for LuWSI and a total of 24 Multinational companies, 17 large Zambian companies and 11 Donors and International Organizations could join the LuWSI partnership.

#### *Revenue assumptions in current model*

Two Revenue Models were proposed:

*Fee for Service: Consultancy/Advisory*

*Recurring Revenue: Membership Model & Subscription*

The membership models would be tiered according to sector and size of the organisation, with 2 Tiers of Membership being considered: Partner Member and Funding Member.

Partner Members Assumptions:

- ✚ Private Sector Associations starting at 1, capping at 6
- ✚ Large Zambian National Companies starting at 1 capping at 20
- ✚ Multinational Companies, starting at 1 capping 7
- ✚ International NGOs start at 8 capping at 13
- ✚ Local NGOs starting at 4 capping at 9
- ✚ Public Sector starting at 7, capping at 10

Funding Member Assumptions:

- ✚ Private Sector - \$10,000
- ✚ Public Sector -\$10,000
- ✚ Civil Society -\$30,000.00

Funding member assumptions was derived looking at previous contributions made by each partner category in the last two years and that LuWSI would become operational in August 2020.

## **Session VI: Implementation of LuWSI's sustainability agenda**

### **Way forward and next steps**

#### *Extension of interim phase*

Partners recommended that the interim phase be extended for another two years, ending in February 2022. During this period, the business model would be piloted based on agreed KPIs. LuWSI would maintain its lean structure with its Secretariat still being hosted by NWASCO. NWASCO would continue to second its staff to the LuSWI Secretariat although roles, functions and time availability would have to be renegotiated.

At the end of the interim phase, the LuWSI Steering Committee will make a decision to either legally register LuWSI based on the achievement of KPIs, or not. If a decision is made to legally register LuWSI, a Company Limited by Guarantee was selected as the best option.

#### *Functions of the Secretariat during the extended interim phase*

Partners agreed that the functions of LuWSI Secretariat would be:

1. Knowledge management and communication (including research, data aggregation and dissemination)
2. Resource mobilisation and fundraising (for LuWSI collaboration system and secretariat costs)
3. Partnership and stakeholder coordination
4. Monitoring and evaluation (including financial monitoring - tracking and monitoring contributions and expenses to LuWSI secretariat from partners).

Further discussions and resolutions would be required on:

1. Role and involvement of Government in LuWSI
2. LuWSI's Advocacy value proposition – should LuWSI undertake advocacy initiatives?
3. LuWSI's role in project implementation
4. Review of LuWSI Financial Model

### *Next steps and actions*

The Resource Mobilisation Committee would:

1. Review the Financial Model; update key assumptions and include funding pipeline and mechanism of cost recovery for Secretariat to the model;
2. Design the organisational structure for the Secretariat during the interim phase and present to the Steering Committee for approval; and
3. Develop an implementation plan for roll-out of the business model; including developing targets/KPIs, and roles and responsibilities for implementation.

The Secretariat would:

1. Schedule a meeting with NWASCO to discuss the roles and availability of NWASCO staff seconded to the Secretariat; and
2. Discuss with NWASCO the possibility of a separate report for LuWSI funds to be prepared by the auditor during preparation of NWASCO.

## Key recommendations

Based on the discussions and presentations over the two days, partners made the following recommendations regarding the proposed business model for LuWSI:

1. LuWSI's key function is to effectively coordinate actors working on water security. LuWSI should, therefore, not compete with its partners on projects but should work as an incubator, piloting projects which can then be taken to scale by its Partners;
2. LuWSI should be registered as a Private Company Limited by Guarantee with clear roles and functions, as well as expectations for all parties being clearly outlined in its Articles of Association and Constitution;
3. LuWSI would continue in its interim phase, being housed by NWASCO until February 2022 when a review will need to be done on the next steps;
4. The Resource Mobilisation Committee would design the organisational structure for LuWSI in its interim phase and outline its roles and functions, and present this to the Steering Committee for approval;

5. The Resource Mobilisation Committee would also review the Financial Model; update key assumptions and include funding pipeline and mechanism of cost recovery for the Secretariat to the model;
6. It would also develop an implementation plan for roll-out of the business model; including developing targets/KPIs, and roles and responsibilities for implementation;
7. The Secretariat would schedule a meeting with NWASCO to discuss the roles and availability of NWASCO staff seconded to the Secretariat;
8. The Secretariat would discuss with NWASCO the possibility of a separate report for LuWSI funds to be prepared by the auditor during preparation of NWASCO.
9. There is a need to build capacity in the LuWSI Secretariat to ensure that as roles evolve, skilled personnel are available to undertake functions such as research, project ideation and research, and knowledge management;
10. Power dynamics amongst Partners would need to be resolved to ensure that collective ownership of LuWSI projects and activities is guaranteed;

## Annex

### List of Participants

1. Wamunyima Mbunwae	Projects Assistant Officer	ZAMCOM
2. Angolile Amos	Senior Engineer	LWSC
3. Lilian Zulu	Project Accountant	LWSC
4. Laurian Haangala	Vice President	ZACCI
5. Enock Phiri	Research Consultant	Media 365
6. Perrykent Nkole	Project Assistant	Media 365
7. Micho Owen	Water Expert	LWSC
8. Sandra Ndozo	Intern	GIZ
9. Chilombo Musa	Researcher	Media 365
10. Robin Farrington	Natural Resources Country Coordinator	GIZ
11. Harringtone Namunja	Photographer	Media 365
12. Andrew Chitembo	Consultant	Andrew Chitembo Consultants
13. Brian Katongo	Funding Manager	OXFAM
14. Martha Preus	Advisor	LuWSI
15. Uchizi Mtonga	Comm., M&E Officer	LuWSI
16. Margaret Zulu	Social Coordinator	BORDA Zambia
17. Mwiyaluka Kabisa	Project Coordinator Water Security	LWSC
18. Brenda Mwalukanga	Coordinator	LuWSI
19. Sibongile Ndaba	Business Development Lead	WSUP
20. Nachombe Nang'amba	Ag. Chief Health Inspector	LCC
21. Dimuna Mwanza	Head of Funding	Water Aid
22. Chanda Mwale	Water Stewardship Manager	WWF
23. Mildred Zyambo	Research Associate	Media 365
24. Mary Phiri	Strategy Lead	Media 365
25. Wilma Nchito	Vice Chairperson	LuWSI
26. Lumba Siyanga	Executive Director	Women for Change
27. Chimwanga Maseke	Senior Adviser	Action for Water
28. Natasha Phiri	Research Lead	Media 365
29. Rueben Sipuma	Country Programme Manager	WSUP
30. Chris Lukwanda		NWASCO
31. Catherine Phiri	Content Lead	Media 365