



Autoridade Reguladora de Água e Saneamento

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DATE	<b>14/11/2024</b>

## 1. INTRODUCTION

### 2.1 Legal and institutional framework

Until 1975, when Mozambique achieved independence, water infrastructure was managed by the Municipalised Water and Electricity Services (SMAE). With independence, the water supply and sanitation service was taken over by state-owned companies. With a view to improving the framework of the water sector, the National Water Directorate (DNA) was created in 1977 through Order 352/77 of 15 September.

The reform of the water and sanitation sector in Mozambique began with the approval in 1991 of the Water Law, Law 16/91 of 3 August. The National Water Council (CNA) was also established as an advisory body to the Council of Ministers and for inter-ministerial coordination of general water management policy.

In 1995, the National Water Policy was approved by Resolution 7/95 of 8 August, which establishes the general principles of the various water sub-sectors, namely urban, peri-urban and rural water supply, wastewater sanitation, rainwater drainage and water resources, while considering the environmental impacts and sustainability of resources over time.

The Delegated Management Framework (QGD) came into being through Decree 72/98 of 23 December, based on the following principles:

- Ensuring efficient public service management, responding to strategic planning and development needs;
- Promote the differentiation of the roles of asset manager, operator and regulator.
- Ensure that the water supply service is regulated by an independent body; and
- Involving private entities in the management of water systems.

In order to achieve these principles, two entities were created: one responsible for managing assets and contracting operators, the Water Supply Investment and Assets Fund (FIPAG) through Decree 73/98 of 23 December, and an independent regulatory authority, the Water Regulation Council (CRA) through Decree 74/98 of 23 December.

As a result of the evolution of public water services, the National Water Policy had to be revised through Resolution 46/2007 of 30 October. This established medium (2015) and long-term (2025) objectives, focusing on the efficient use and responsible management of water resources, guaranteeing universal access to safe and reliable drinking water, and improving and providing universal access to public wastewater sanitation services.

The scope of the QGD's activity was extended to wastewater drainage systems by Decree 18/2009 of 13 May. This introduced, for the first time in Mozambique, the classification of systems according to their characteristics, distinguishing between urban systems and systems

systems. The same document also provided for the extension of the CRA's mandate to regulate all public water supply and wastewater sanitation systems.

With the extension of the scope of the QGD, the Water Supply and Sanitation Infrastructure Administration (AIAS) was also created by Decree 19/2009 of 13 May. It is responsible for managing the assets of secondary water distribution systems and public wastewater drainage systems, promoting their autonomous, efficient and financially viable operational management through delegation to private operators or other entities.

In 2015, the government, through Decree 51/2015 of 31 December, regulated the service provided by Private Water Suppliers (FPA).

Also as part of the reforms, the Water Policy was updated in 2016 by Resolution 42/2016 of 30 December, extending the objectives to 2030.

In 2017, the Legal Framework for the implementation of local authorities was approved, published in Law no. 6/2018 of 3 August. According to this law, local authorities are responsible for public supply, respecting the distribution of competences between municipal bodies and those of other legal persons governed by public law, namely the state.

In turn, Law 4/2019 of 31 May, which establishes the principles, organisational rules, competences and functioning of the executive bodies of provincial decentralised governance, defines decentralised governance as exercising functions in areas not attributed to local authorities and which are not the exclusive competence of central bodies, namely water and sanitation.

In 2019, Decree 8/2019 of 18 February extended the scope of the CRA's activities, renaming it the Water Regulatory Authority, Public Institute (AURA, IP). The organisation and functioning of the institution was also changed, and its autonomy and budgetary regime were adjusted.

The following year saw the approval of AURA's Organic Statute through Decree 86/2020, of 1 September, which repealed Decree 74/98, of 28 December, followed by the approval of Decree 112/2020, of 29 December, which adjusts AIAS's powers, competences, management, operation and grants it financial autonomy.

In the current legal and institutional context, the organisational framework for the water and sanitation sector can be outlined as follows:

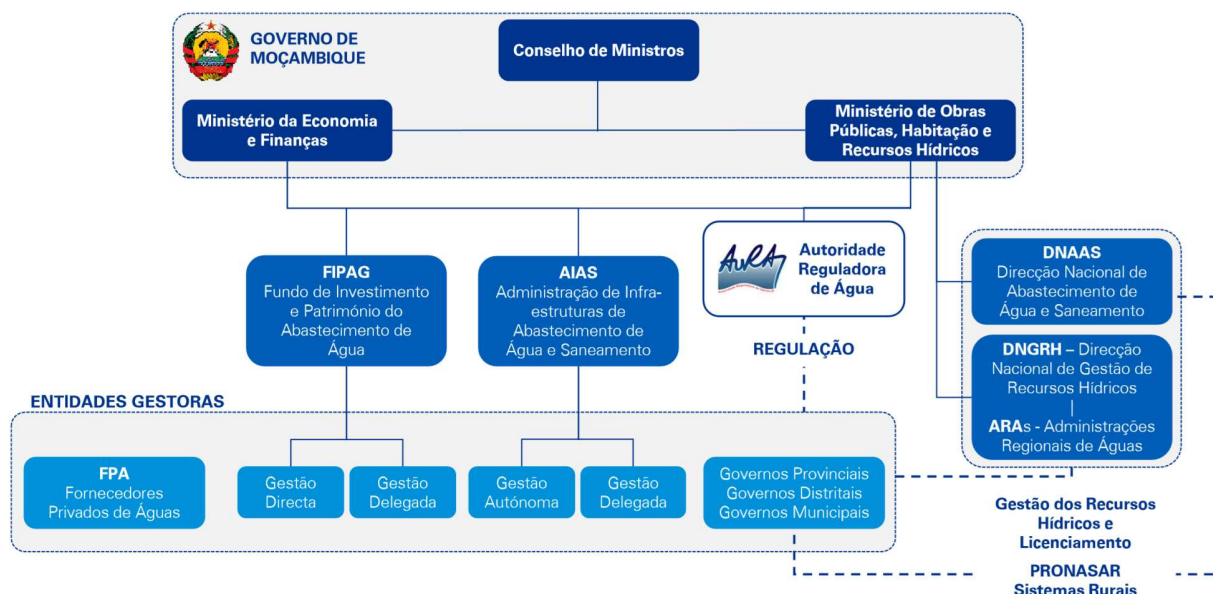


Figure 1 - Organisation of the sector

## 2.2. Regulatory Framework

The Water Supply Regulation Council was created by Decree 74/98 of 23 December, following the creation of the Delegated Management Framework (QGD), as the regulatory body responsible for reconciling the interests of users of the public water supply service and the economic sustainability of the entities it regulates, by reconciling the interests of operators and users of public water supply services.

The regulator thus became responsible for publishing specific regulations on the operation of the water sector, particularly with regard to the economic, technical and social regulation of the services provided.

The extension of the scope of the QGD in 2009, via Decree 18/2009 of 13 May, changed the CRA's mandate and scope of action to regulate all public water distribution and wastewater drainage systems in ways and regulatory regimes appropriate to the specific technical and management conditions of the systems.

As a result of the extension of the regulator's scope of action to the sanitation service, Decree 23/2011 of 8 June changed the name of the regulator from the Water Supply Regulatory Council to the Water Regulatory Council.

Due to Decree no. 51/2015, of 31 December, regarding the licensing of Private Water Suppliers (PWS), the CRA's mandate and scope of action is extended again, in this case to cover PWS.

Since the government approved the legal regime for the Organisation and Operation of Institutes, Foundations and Public Funds (Decree 41/2018 of 23 July), it was necessary to adjust the CRA's powers, competences, autonomy, budgetary regime, organisation and operation to this decree.

To accommodate these changes, **the CRA was converted into the Water Regulatory Authority, Public Institute (AURA, IP)** by Decree 8/2019 of 18 February. In addition, this decree entails the following changes:

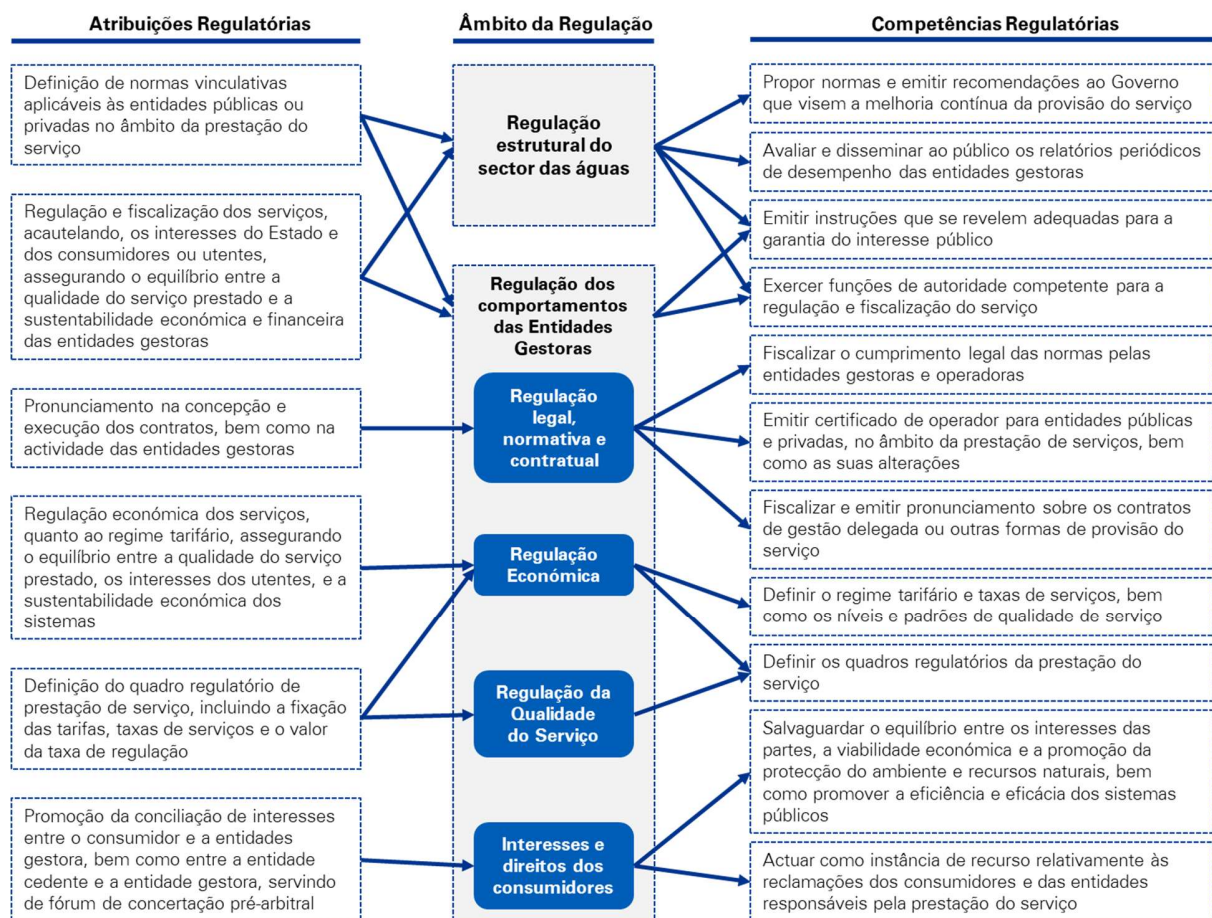
- AURA will now regulate and supervise water supply and sanitation services and not systems, as provided for in the previous decree;
- The **Board of Directors (BoD)**, the Statutory **Auditor (SSA)** and the **Advisory Board (AC)** are the bodies of AURA. The CA is the deliberative body responsible for coordinating and managing AURA's activities, the FU is responsible for monitoring legality, regularity and sound financial and asset management and the CC is the CA's advisory body;
- The regulatory fee is updated to 3 per cent of the annual revenue from the sale of water by the management entities or equivalent in the case of sewerage;
- The competences of the sectoral and financial authorities are described;
- AURA IP defines four principles of action

In the meantime, Decree 86/2020 of 23 September approved AURA's Organic Statute and repealed the Organic Statute approved by Decree 74/98 of 28 December.

In 2024, the Water Supply and Sanitation Law (LAAS), Law no. 9/2024 of 7 June, was approved. This law creates the regulator, from which AURA is renamed the Water and Sanitation Regulatory Authority (AURAS) whose responsibility is the economic regulation and supervision of the water supply and sanitation service, water resources and tariff setting, ensuring a balance between the quality of the public service provided and the interests of consumers and users, the economic sustainability of services, as well as promoting universal service and environmental protection.

The organisation, composition, functioning, attributions and other competences of AURAS are still being defined.

In order to carry out its mandate, AURA has regulatory powers and duties related to each other and also related to the scope of Regulation as follows (Decree 8/2019 of 18 February):



In addition to the duties and competences described in the previous paragraph, AURA's Organic Statute stipulates the powers of the Regulator, stating in particular that AURA has:

Binding regulatory power to define the regulatory framework for public service provision;

Regulatory power to define and impose fines and other sanctions on entities responsible for providing public services, subject to regulation by AURA, for non-compliance with the regulatory framework or other legislation, within the scope of its competences;

Authority to access, for inspection and survey purposes, the premises of regulated entities directly associated with the provision of the service to the consumer, with AURA employees or collaborators being treated as agents of the authority, provided they are duly accredited;

Authority to request the intervention of other public bodies and police authorities;

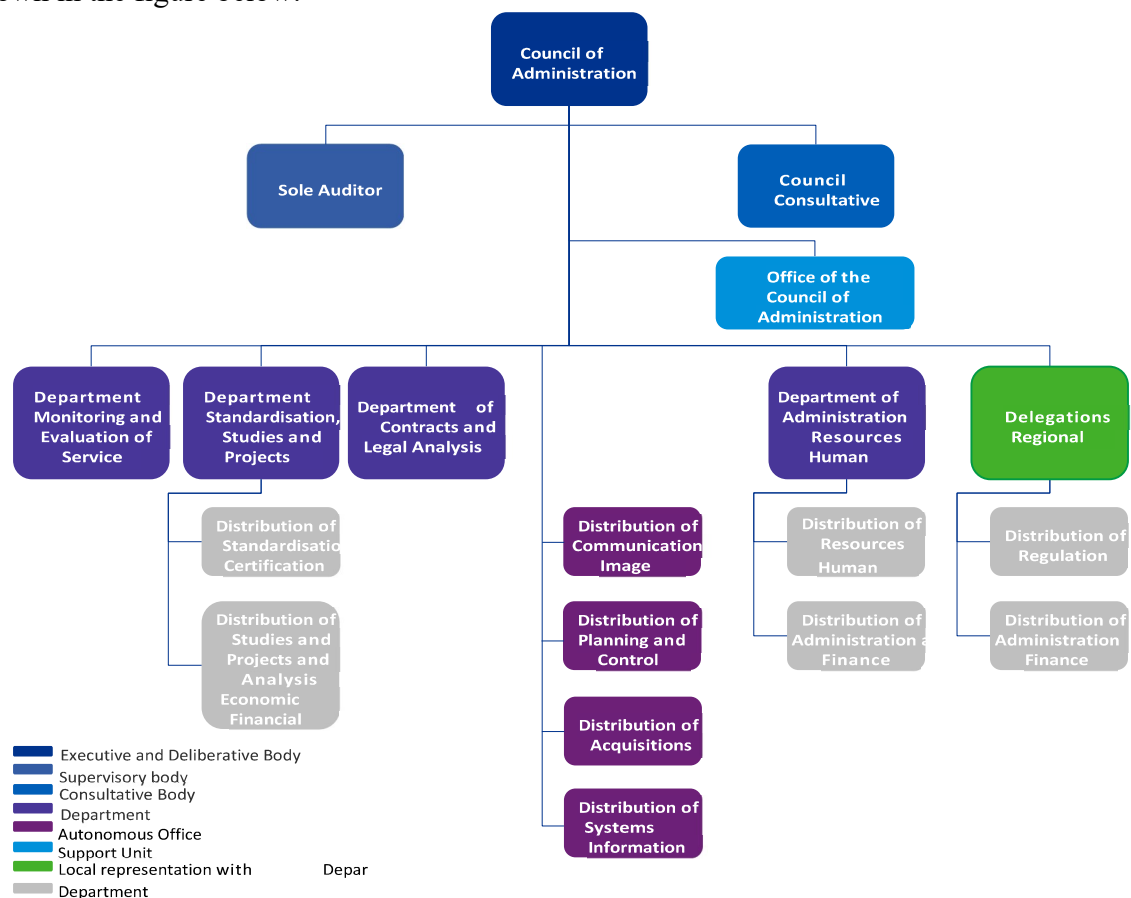
Authority to request information and documents, suspend or terminate activities, close facilities and carry out other related acts.

### 2.3 AURA, I.P.

AURA's structure is organised between its governing and management bodies and its organic units, which in turn are divided into Departments, Offices and Regional Delegations.

It is a mixed structure, where Departments appear linearly, with specific competences in the areas of sectoral regulation, Departments appear transversally, with support and "back office" competences and Regional Delegations appear as decentralised representations of their central bodies and units.

The organisational chart resulting from Ministerial Order no. 141/2021, of 25 November, is as shown in the figure below:



*Figure 2 - AURA organisational chart*

It is a well-structured organisation from a functional point of view that covers the entire spectrum of AURA's activity. In view of the regulatory challenges facing AURA, namely the significant increase in the number of entities and systems to be monitored, the organisation by Departments, Offices and Delegations (the Organic Units) guarantees effective management, control and monitoring capacity on the part of the regulator.



## 2.4 Regulated Entities

Regulated Entities are all entities responsible for operating public water supply and wastewater drainage systems.

Regulated Entities have legal personality and direct responsibility for the systems they own. They can be public (Districts, Municipalities, Municipal Companies, FIPAG, etc.) or private (as is the case with private operators with operating transfer contracts signed with the AIAS or Municipalities, and also with the FPA).

It should be noted that a Management Entity can own several systems, as is the case with FIPAG (with 18 systems), Collins (with seven systems), or World Class ESC (with five systems), just to give a few examples. Furthermore, in the case of sanitation or rural water supply systems, municipalities are also Management Entities that can own several systems.

In this context, AURA is responsible for **legal, contractual and economic** regulation of the Regulated Entities - regulation of the entities responsible for providing the public service - and for regulating the **quality of service of the systems** - regulation of the public service.

### 2.4.1 Supply systems in major cities managed by FIPAG

FIPAG is the entity responsible for managing the public investment programme in the urban supply systems of the main cities, as well as guaranteeing, on a temporary basis, the management or operation of the systems, granting contracts for the transfer of operation or management contracts and monitoring their current execution. In June 2021, the Mozambican government authorised the creation of four commercial companies:

- Águas da Região Metropolitana de Maputo, S.A. (by Decree no. 33/2021)
- Águas da Região do Sul, S.A. (by Decree no. 34/2021)
- Águas da Região do Centro, S.A. (by Decree no. 35/2021) and ■ Águas da Região do Norte, S.A. (by Decree no. 36/2021).

The decrees stipulate that 100 per cent of the share capital of the regional companies is held by FIPAG, which may sell part of it up to a limit of 49 per cent.

At the moment of transition in which FIPAG finds itself, it currently manages 17 main systems, identified in Table 3. In accordance with the above, these systems will be aggregated and managed in regional companies, with the southern region being served by two regional operators, Águas da Região Metropolitana de Maputo and Águas da Região do Sul.

Sistemas geridos pelo FIPAG		
Região Norte	Região Centro	Região Sul
Nampula	Beira e Dondo	Maputo/Matola e Boane
Nacala	Chimoio, Manica e Gondola	Xai-xai
Pemba	Tete e Moatize	Chókwé
Angoche	Quelimane	Inhambane
Lichinga	Chitima	Maxixe
Cuamba	-	-
Mueda	-	-

Figure 3 - Systems managed by FIPAG

#### 2.4.2 Supply systems for secondary towns and villages managed by the AIAS

The AIAS is responsible for managing the assets of secondary public water distribution systems and public wastewater drainage systems, promoting their autonomous operational management through delegation to private operators or other entities.

At present, 54 water supply systems are under the management of a private operator, under contracts signed with the AIAS, and the Management Framework is expected to be gradually extended.

Delegated to the other supply systems in the secondary cities. It should be noted that in December 2020 the Council of Ministers approved, through Decree 111/2020 of 29 December, the concession of eight water supply systems to *Operation Water Mozambique*, which is the first concession of water supply systems in the country. In addition to the systems managed by private operators, seven of the remaining operational secondary systems are under the management of public operators (four of which are managed by FIPAG). Under the Delegated Management Framework in which the secondary cities' water supply systems operate, the operators, both public and private, are the regulated entities.

#### 2.4.3 Urban Sanitation Systems

With regard to urban sanitation systems, six sanitation systems are managed by municipalities or municipal companies in these cities: Maputo, Matola, Beira, Tete, Quelimane and Nampula. In this case, the municipal services (or municipal companies created for this purpose) are the regulated entities. AURA has been launching the first initiatives to regulate sanitation systems, and has signed or is in the process of formalising Regulatory Frameworks.



#### 2.4.4 Rural systems

Rural water supply and sanitation systems are a growing reality in Mozambique. Management of the assets of these systems has been decentralised to local authorities, and many of these systems are managed by private operators, with a varying degree of professionalisation and corporatisation. Regulation of these systems is not yet effective. As with secondary systems, the regulated entities will be the private operators, when there is a contract between them and the public owner, or the public entities, when they operate the systems directly.

PRONASAR, established by the government in 2010, is a vehicle for a *sector-wide* approach by the GoM and its development partners. The aim of the programme is to universalise access to water and sanitation in rural areas by 2030. PRONASAR has management, coordination, supervision and implementation structures at three levels: central, provincial and district. At central level, DNAAS is responsible for coordination.

According to the database managed by DNAAS, called SINAS, 1425 rural water supply systems are registered in Mozambique.

#### 2.4.5 Supply systems managed by Private Water Suppliers (PWS)

FPAs supply water through their own piped water distribution systems via domestic connections, standpipes and kiosks. FPAs are present all over Portugal, with a strong presence in the peri-urban areas of the major cities in the south of the country.

FPAs fall under Decree 51/2015 of 31 December, which regulates the service provided by Private Water Suppliers (FPA).

Around 1,830 FPA have been identified in the country, mainly in the south, Inhambane, Gaza and Maputo, in the coastal area.

### 2.5 Currently regulated entities

Table 4 summarises the number of existing supply and sanitation systems and, of these, the regulated ones, i.e. all the systems for which AURA has published performance assessment data in its 2019 annual report.

Systems	# Systems	# Regulated systems
Main urban systems (FIPAG)	17	17
Secondary urban systems_AA (AIAS)	+130 (not all operational)	54
Secondary urban systems_AR (AIAS)	+150 (only operational in some capital city systems) 6 province)	6
Rural Systems_AA	~ 1,425	2
Rural Systems_AR	~ 2,297	
Private Systems (FPA)_AA	~ 1,830	0

Private Systems (FPA) AR	0	0
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*Table 4 - Water supply systems regulated by AURA in 2021.*

### 3. Service regulation

#### 3.1 Water supply assessment methodology

The data for the performance assessment was submitted by the Regulated Entities and uploaded to the AURAnet platform. The process of collecting and validating the data is in the consolidation phase, and the platform users still need to be trained. Actions to improve the consistency of information should continue and include other players such as the National Directorate for Water Supply and Sanitation and the National Statistics Institute to harmonise the methodology for collecting and processing data.

The performance of the Regulated Entities responsible for water supply is assessed on the basis of the **Regulatory Frameworks (RQs)**, which define the basis of the matters regulated by AURA, IP within the scope of public service provision, namely (i) definitions of quality of service, (ii) efficiency of performance by the Regulated Entities, (iii) setting of tariffs and fees, (iv) consumer or user protection and (v) provision of information and other related matters.

The **Service Quality Assessment Report Card (BAQS)** reflects the recommendations of the QRs and is the tool used to assess the service of urban centres and cities and towns, taking into account the scoring of specific performance indicators for each system organised into 4 groups, namely (i) Accessibility of the service, (ii) Level of quality and service provided to consumers, (iii) Quality of water supplied and (iv) Sustainability and efficiency of the Regulated Entities. The figure below describes each of these groups, which comprise a total of 11 indicators.

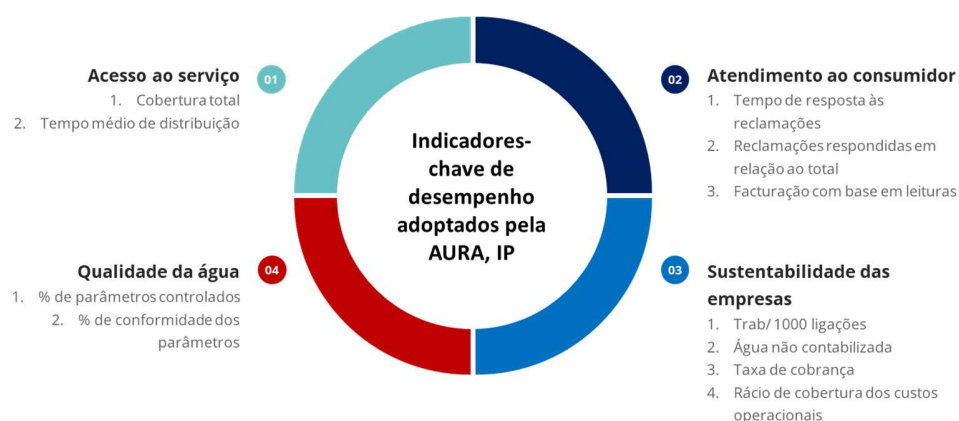








Figure 5: Key performance indicators adopted by AURA, IP

In turn, each indicator is associated with reference values that make it possible to gauge whether the organisation's performance is satisfactory, average or unsatisfactory.

Valores de referência dos indicadores dos sistemas secundários			
<b>1. Acesso ao serviço</b>			
Cobertura total (%)	$V \geq 60$		Bom desempenho
	$40 \leq V < 60$		Desempenho mediano
	$V < 40$		Desempenho insatisfatório
Tempo médio de distribuição (hr/dia)	$V \geq 8$		Bom desempenho
	$4 \leq V < 8$		Desempenho mediano
	$V < 5$		Desempenho insatisfatório
<b>2. Sustentabilidade das Empresas</b>			
Água não contabilizada (%)	$V \leq 30$		Bom desempenho
	$30 \leq V < 40$		Desempenho mediano
	$V > 40$		Desempenho insatisfatório
Taxa de cobrança (%)	$V \geq 100$		Bom desempenho
	$85 \leq V < 100$		Desempenho mediano
	$V < 85$		Desempenho insatisfatório
Nº de trabalhadores por 1000 ligações	Por definir		Bom desempenho
			Desempenho mediano
			Desempenho insatisfatório
Rácio de cobertura dos custos operacionais	$V > 1.10$		Bom desempenho
	$1 \leq V < 1.10$		Desempenho mediano
	$V < 1$		Desempenho insatisfatório
<b>3. Atendimento ao consumidor</b>			
Reclamações respondidas (%)	$V \geq 100$		Bom desempenho
	$80 \leq V < 100$		Desempenho mediano
	$V < 80$		Desempenho insatisfatório
Tempo médio de respostas às reclamações (dias)	$V \leq 10$		Bom desempenho
	$10 < V \leq 21$		Desempenho mediano
	$V > 21$		Desempenho insatisfatório
Facturação c/ base em leituras reais (%)	$V \geq 85$		Bom desempenho
	$75 \leq V < 85$		Desempenho mediano
	$V < 75$		Desempenho insatisfatório
<b>4. Qualidade da água tratada</b>			
Percentagem de parâmetros controlados (%)	$V \geq 100$		Bom desempenho
	$80 \leq V < 100$		Desempenho mediano
	$V < 80$		Desempenho insatisfatório
Conformidade dos parâmetros controlados (%)	$V = 100$		Bom desempenho
	$60 \leq V < 80$		Desempenho mediano
	$V < 95$		Desempenho insatisfatório

### 3.2 Sanitation evaluation methodology

Sanitation service regulation is still in the consolidation phase. The sanitation service in urban centres is provided by municipalities, while in villages and rural areas sanitation has been provided by local authorities without a clear definition of the roles of the various players in the service provision chain.

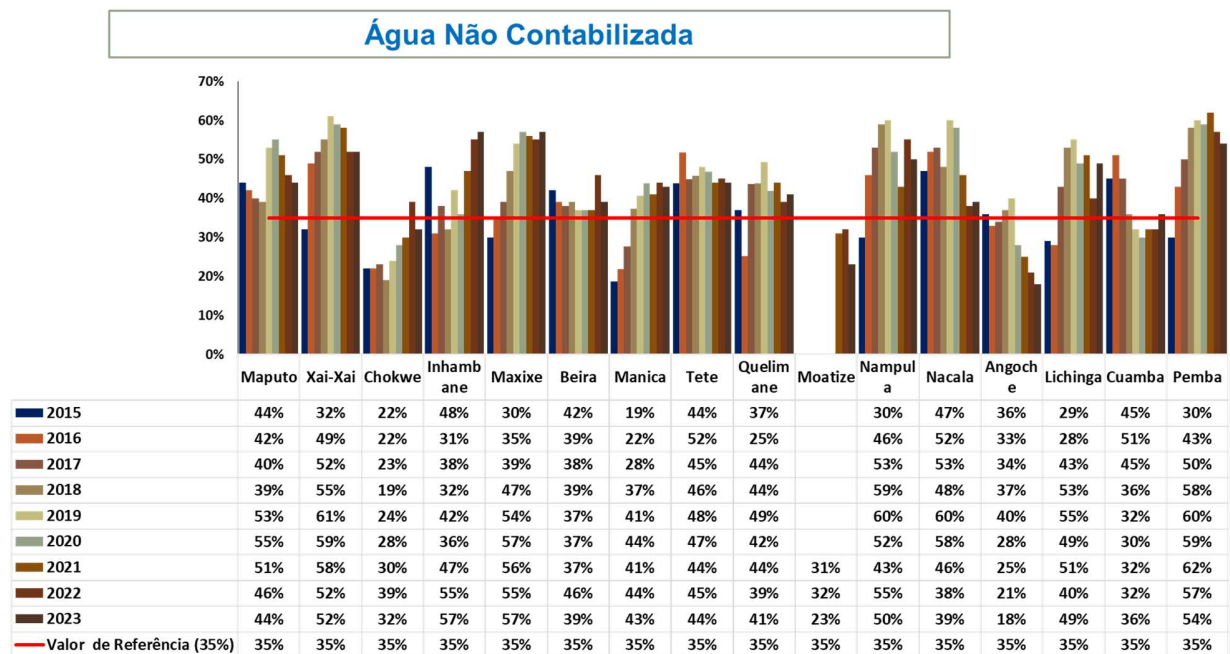
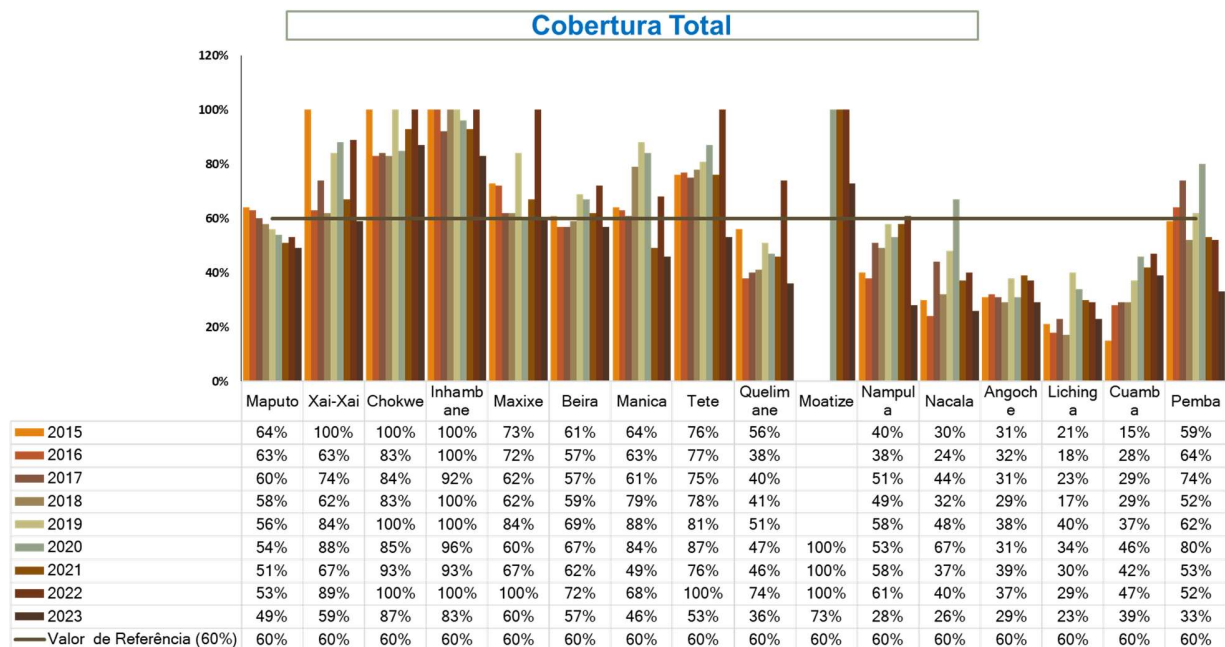
The performance of the REs responsible for the sanitation service in the Urban Centres is assessed on the basis of the Regulatory Frameworks (RF), which establish, among others, the Performance Indicators, **(i)** Access to safe and inclusive sanitation; **(ii)** Support for sanitation services; **(iii)** Adequacy of human resources; **(iv)** Infrastructure knowledge; **(v)** Planning and operational performance; **(vi)** Control and compliance of final products; **(vii)** Cost coverage; and **(viii)** User satisfaction.

The system for assessing the quality of sanitation services is made up of a set of Complementary Data and Reporting Data (Reporting File) needed to calculate indicators that allow the quality of the service provided by different EGs to be assessed over time and compared. In turn, each indicator is associated with reference values that make it possible to gauge whether the organisations' performance is good, average or unsatisfactory.

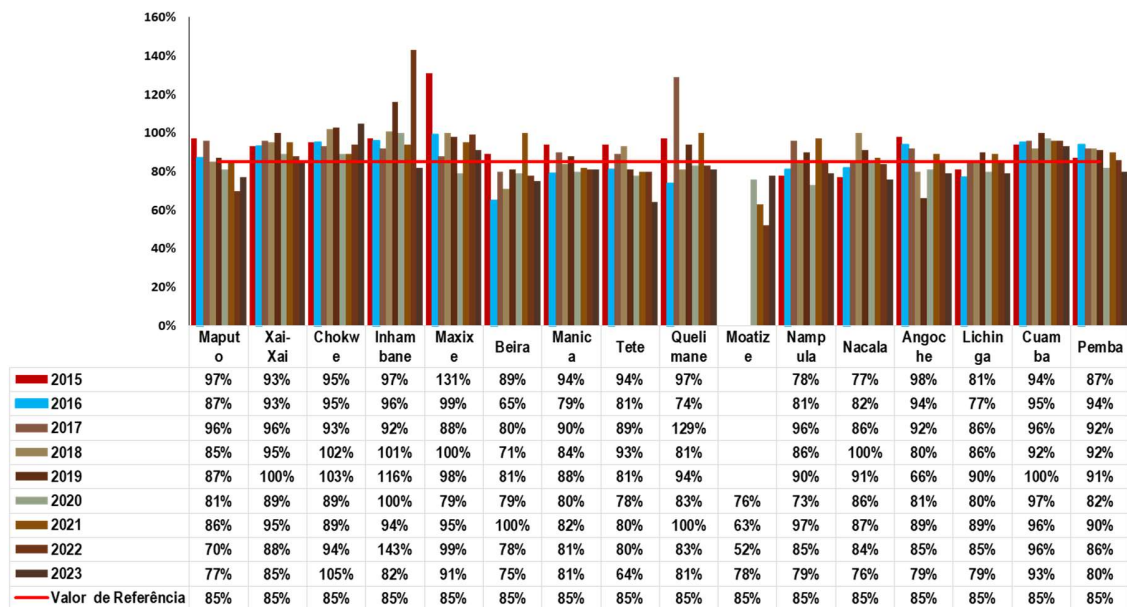
Indicadores	Prestação insuficiente	Prestação mediana	Prestação boa
1. Acesso a saneamento seguro e inclusivo (%)	[0; 50[	[50; 80[	[80; 100]
2. Apoio aos serviços de saneamento	[0; 50[	[50; 80[	[80; 100]
3. Adequação de recursos humanos	[0; 60[	[60; 85[	[85; 100]
4. Conhecimento infraestrutural	[0; 50[	[50; 80[	[80; 100]
5. Planeamento e desempenho operacional	[0; 50[	[50; 80[	[80; 100]
6. Controlo e conformidade dos produtos finais	[0; 80[	[80; 100[	100
7. Cobertura de custos	[0; 70[ou	[70; 100[ ou ]110; 120]	[100; 110]
	]120, +inf[		
8. Satisfação dos utentes	[0; 75[	[75; 90[	[90; 100]

### 3.3 Performance of the Water Supply Service

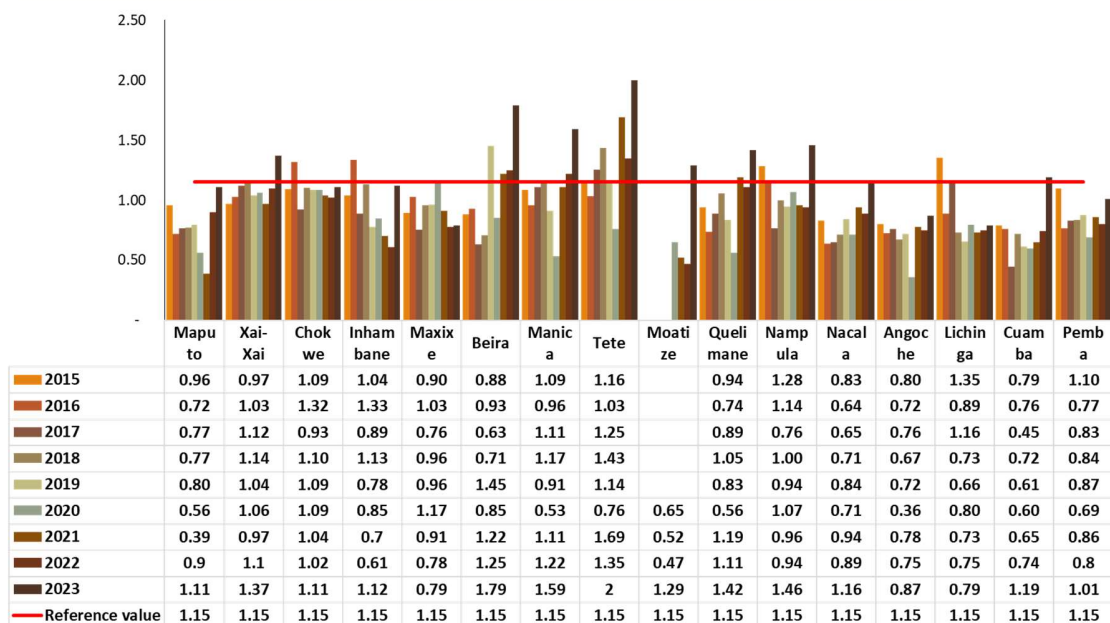
By way of example, the results of the assessment of the performance of the main indicators of the water supply service of the main systems for the period 2015-2023 are presented below.



## Taxa de Cobrança

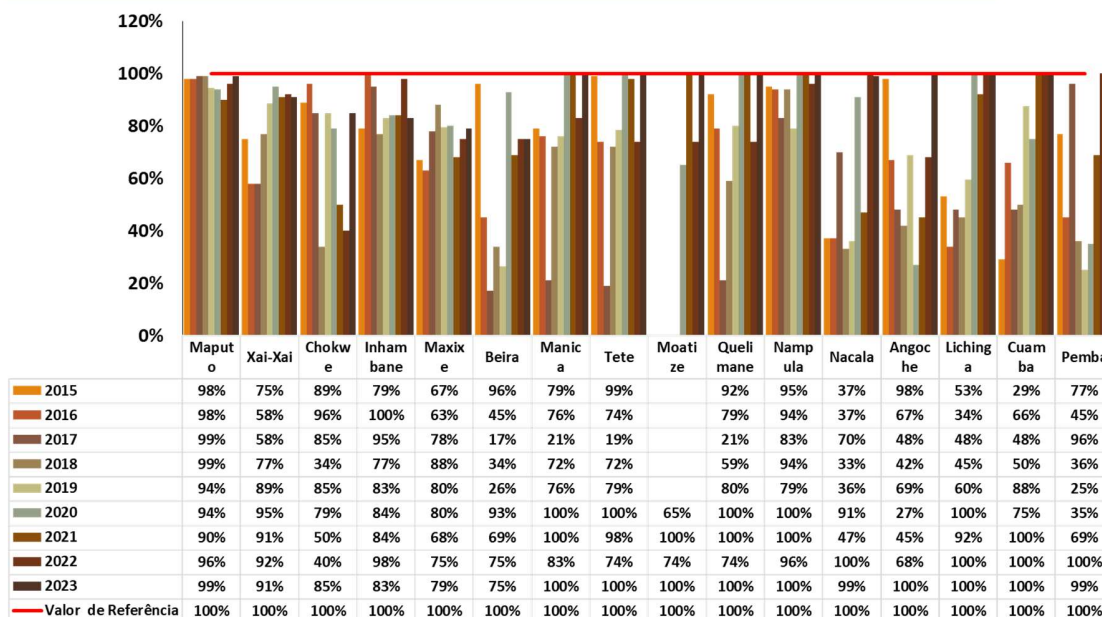


## Rácio de Cobertura de Custos



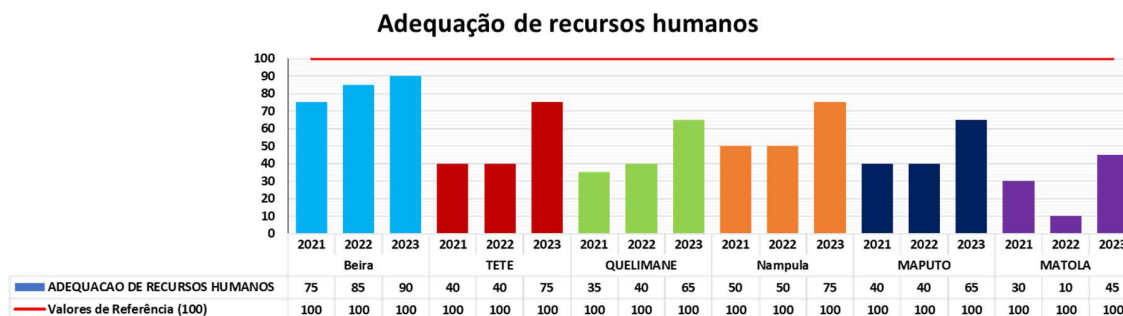
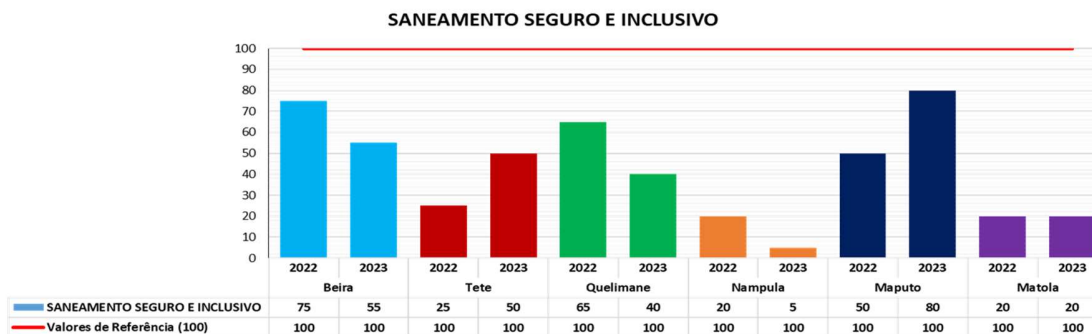


### Qualidade de Água (conformidade dos parâmetros controlados)



### 3.4 Sanitation Service Performance

By way of example, the results of the performance evaluation of some indicators of the urban systems sanitation service for the period 2021 - 2023 are presented below.



### *3.5 Service Performance Findings*

Data quality: the need to improve the consistency of data from the Regulated Entities (REs). To this end, the Regulator has designed an electronic platform for collecting and validating data and evaluating the REs' performance indicators. The RECO platform for monitoring and managing consumer complaints has also been designed. In addition, technical and financial auditing guides for the systems are being drawn up with a view to verifying the authenticity of the records and assessing the credibility of the operators' data and information;

Coverage of the water supply service: coverage rate is low and on a downward trend, partly due to the high number of inactive connections (around a third) and partly due to inefficiency and lack of investment to expand the service in the face of population growth;

Complementarity of the public service: The water supply service provided by Private Water Suppliers (FPA) represents a relevant contribution to the complementarity of the service of public systems. The regulator is engaged in the prevention, mitigation and resolution of conflicts arising from the provision of the service by public and private operators, namely overlapping service areas and lack of peaceful coexistence, having created the forum for dialogue, communication and coordination called the Joint Technical Coordination Committee. It is also developing instruments to mediate potential conflicts and relations between public and private operators;

Service efficiency: many operators face challenges related to management and poor performance in the unaccounted-for water, collection rate and operating cost coverage indicators, which jeopardises the efficiency and sustainability of the service.

- (i) Technical losses - The regulator has held meetings on the subject with the management and regulated entities and is developing rules to reduce technical losses;
- (ii) Commercial losses - In order to reduce delinquency, management and regulated entities are engaged in the use of pre-paid meters. The Regulator is responsible for developing regulatory instruments and tariffs applicable to pre-paid meters;
- (iii) Covering operating costs: Introducing indicators linked to corporate governance.

Drawing up procedures for the certification of operators, including tanker lorries, with a view to assessing and certifying the operator's technical qualifications to provide a quality service;

Development of the Incentives and Penalties Regulations for the water supply and sanitation service and revision of the membership contract;

Sustainability of the Municipal Sanitation Companies: the sanitation service is in its initial phase. However, the irregular transfer of the Sanitation Charge from the water companies to the sanitation companies has been a major obstacle to improving the sanitation service. The regulator is committed to promoting the implementation of measures to regularise this situation, with an emphasis on payment via Direct Debit.

### *4. AURA's challenges*

- 1) Legal and institutional changes:** There is a need for the organisation to adapt quickly to the structural changes that have been taking place, namely the inclusion of rural and secondary

systems and the sanitation service in the regulation; licensing and regulation of FPAs; broadening of AURA's powers and scope of action; certification of Management Entities; and alignment of the internal regulations with the other instruments approved by the Ministry and the Government of Mozambique (specifically Decree 41/2018 on public institutes).

- 2) **Regulation of FIPAG systems:** The reforms expected for FIPAG will have an impact on the form and dynamics of system regulation, requiring the introduction of more agile information reporting and validation mechanisms. The introduction of private partners in regional companies and new contracts for the transfer of operations will also have to be accompanied by new regulatory processes and standards capable of responding to the requirements and clauses of these new contracts.
- 3) **Regulation of AIAS systems:** The greater number of systems in operation will force AURA to increase its response capacity. On the other hand, the second generation of operating transfer contracts will be more demanding in terms of regulation and the introduction of a new form of delegated management - by concession contract - introduces a "novelty" into the sector for which AURA must be able to cope.
- 4) **Regulation of Private Water Suppliers:** The monitoring of more than 1,830 entities, many of which are unsophisticated and lack rigorous methods of document control, should be accompanied by automated and standardised forms of regulation.
- 5) **Regulation of rural systems:** In the coming years, AURA will have to incorporate the regulation of rural systems, creating the mechanisms and partnerships that manage the provision of good quality services at a fair price and seeking to ensure the sustainability of services in the medium and long term.
- 6) **Regulation of sanitation services:** The short-term challenges concern consolidating the tariff implementation and reporting process established in the current Regulatory Frameworks, promoting the improvement of future Regulatory Frameworks and introducing the necessary adaptations for their effective application to a growing number of systems; reviewing the financial model for calculating the sanitation charge; including indicators relating to the sanitation service in the annual performance reports and continuing the effort to support and boost businesses linked to the cleaning of autonomous sanitation systems not connected to public networks.
- 7) **Role of the AURA Delegations, Local Regulatory Agents (ALR) and Local Regulatory Commissions (CORAL):** the Regional Technical Units are currently constrained in terms of competences and consequently have a very small staff structure. In the future, the number of Regulated Entities and the range of contracts will require the decentralisation of Head Office services, resulting in greater responsibility and autonomy for the new Regional Delegations.
- 8) **AURA's financial sustainability:** There is a strong current dependence on International Financial Institutions (IFIs) and other donors to finance AURA's investment activities and/or technical assistance. Another challenge linked to this point is financial unsustainability due to non-payment of the regulatory fee by the managing organisations.

**9) AURA's technical competences:** Improving technical competences results in a virtuous and therefore key circle that will make a decisive contribution to improving public water supply and sanitation services. The components can be summarised as the AURA Net IT tool; computer equipment, communication systems, automated reporting; a business management system; frequent use of SINAS, the AIAS portal and registration and reporting systems.

**10) Visibility and recognition of AURA:** There is a need for AURA to be able to assume its authority in an assertive, independent and discreet manner, in order to ensure its legitimacy and recognition in the market in an effective way - with the aim of disciplining the market and its agents, and becoming recognised (by national and international stakeholders) as an entity with high skills and capacity, and at the forefront of sectoral knowledge.

**11) Interaction with stakeholders:** Taking advantage of political support at the highest level to make all the necessary institutional and legal changes, including the application of sanctioning power with total independence and legitimacy, and supported by clear and efficient rules and regulatory instruments.