



Kenya Water and Sanitation Civil Society Network (KEWASNET)



STRATEGIC PLAN 2022 – 2032



2022-2032 STRATEGIC PLAN



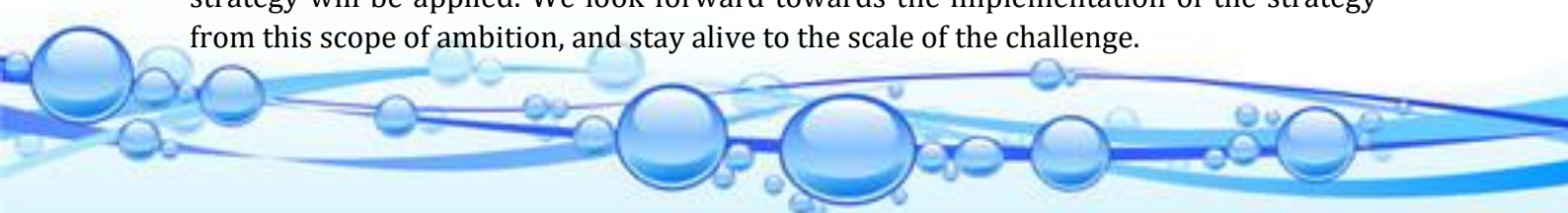
Chairman's Statement

I am happy to announce that, in 2022, at the age of 15 we reached a new chapter in the historical development of our Network. We approved our new strategy to 2032, which sets the course to further strengthen KEWASNET's position as an sector leader in both strategic and operational terms. Furthermore, emerging from a very tumultuous period as a country, and in respect to the development challenges that abound, we are proud to have continued to good performance across a range of indicators. We anticipate that our newly adopted strategy sets the pace for an accelerated performance in the future, to approach it with new perspectives and integrate required flexibilities to quickly adapt to new opportunities or challenges.

After a decade and a half of existence and active engagement in the sector, the time has come for higher expectations, for common goals pursued together as a Network, and for an increased push for political will to accelerate the common ambition of a universal access for sustainable water, sanitation and hygiene. The challenge of working within an ambitious sustainable development framework ought to provide the impetus - indeed the imperative - for a renewed search for multi-stakeholder engagement and concerted lateral solutions and a restructured inter-sectoral co-operation. These challenges cut across the divides of the water and sanitation sector, of limited strategies for improved investment, and of multiplicity of interactions amongst sectors.

As a Network we look back with pride on what we have been able to achieve in the previous strategies, even when there have been moments of extreme distress for the Network, individual members, and/or overarching global challenges. I applaud the role members of the network as well as the management team have done over the years to firmly stamp a visible and credible footprint in the areas of our interventions. The previous implementation period called upon the Network to operate within a context of governance reforms in the sector and the country at large. These reforms continue to inform the evolution of the sector, and call upon various actors to continuously adapt their ways of working as well as innovate ways and means that ensure their engagements are relevant and impactful. The Governing Council expresses its confidence that KEWASNET has demonstrated this evolution, and is well placed to approach the new challenges as agreed upon in the new strategy.

The new strategic plan takes cognizance of the scale of present and projected complex problems bearing down on human development and which then impact on the population's access to water, sanitation and hygiene. Amongst these are climate change, pandemics and global economic downturn which are not only issues of global concern but real survival issue for many individuals who find themselves trapped in unending desolation. The discussions preceding this new strategy sought to embrace the wide perspective of the challenge, as well as provide a realistic timeline through which the strategy will be applied. We look forward towards the implementation of the strategy from this scope of ambition, and stay alive to the scale of the challenge.



We also recognize that the strategy speaks to the role "citizens" groups, to non-governmental organizations, to educational institutions, and to the research community. They all will play indispensable roles in the raising the demand for action, creating public awareness and triggering political prioritization as is required to achieve the vision of the strategy.

I am deeply grateful to all the KEWASNET Strategy committee for their dedication, their foresight and personal commitment to technically support the writing of this strategy. The spirit of friendship and open communication, the meeting of minds and the process of learning and sharing clearly manifested in the strategy development process. The strategy committee took guidance from a variety of contributors, including Network members, staff, private sector actors, development partners and Government. We anticipate that the resultant strategy addresses itself to, and speaks directly to hopes, ambitions and fears of all the contributors.



CEO Statement

As KEWASNET starts its next chapter, I can't help but look back with a degree of pride. In an eventful decade and a half of organizational existence, we have manoeuvred through a lot of changes. It was not easy working on the great ambitions set before us in the previous strategies. We have continually adapted to the demands of the times, understanding that keeping up pace with the changes is an important aspect to growth and success, but also that there's a finality of fate for those organizations that have not been sufficiently adaptable in time. We have learned a lot, and we are eager to build on lessons learnt over time to grow.

Amongst the key reflections during the construction of the new strategic direction, was that Our work happens in a rapidly changing environment, and the strategic direction we adopt must allow room for change. With this in mind, the strategic plan was written with the intention to regularly revisit and measure successes and to account for emerging opportunities. What will remain constant, however, is our commitment to continue to work with our member institutions in exploring new ways of delivering our collective will to spur continuous growth.

Looking forward, we are focused on accelerating the execution of our growth strategy, while continuing to build on the strength of our past achievement. It is our belief that our strategic pathway will bring positive changes to society.

I am incredibly excited about this journey and I truly believe that the best days of KEWASNET lie ahead.



Vision;

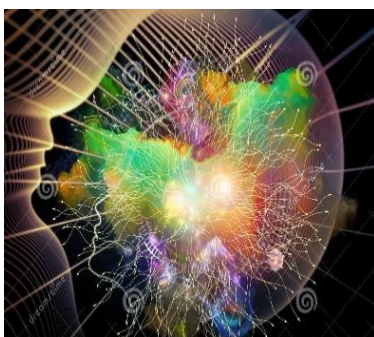
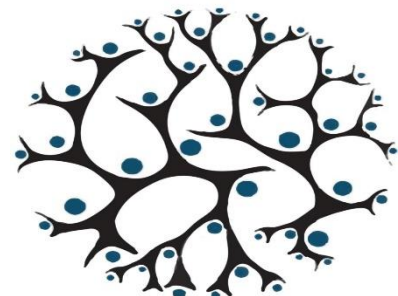
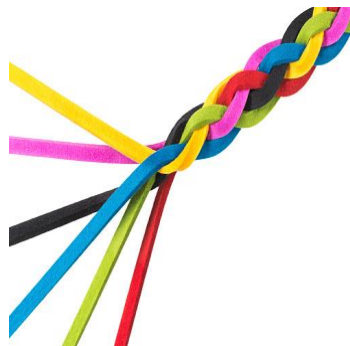
A Kenya where Universal, Sustainable and Equitable Access to Safe Water, Sanitation and Hygiene is realized by all

Mission

To Enhance Political Will and Collective Development Capacity and Mobilize Resources for Transformational Change in WASH Governance and Water Resource Security in Kenya
Transformational Change in WASH Governance & WRM

Core Values

(Sustainability, Partnership & collegiality, Integrity, inclusivity and justice Creativity & Innovation, Excellence and Partnership, Diversity)



Strategic Issues

- Weak Law/policy/Practice Linkage
- Insufficient Research, Information, Education and Communication to inform Evidence based Programming
- Weak/Lacking Strategic Partnership and Coordination to drive WASH and WRM Agenda
- Effectiveness and Sufficiency of Sector Capacities
- KEWASNET's Organizational Effectiveness

Strategic Objectives

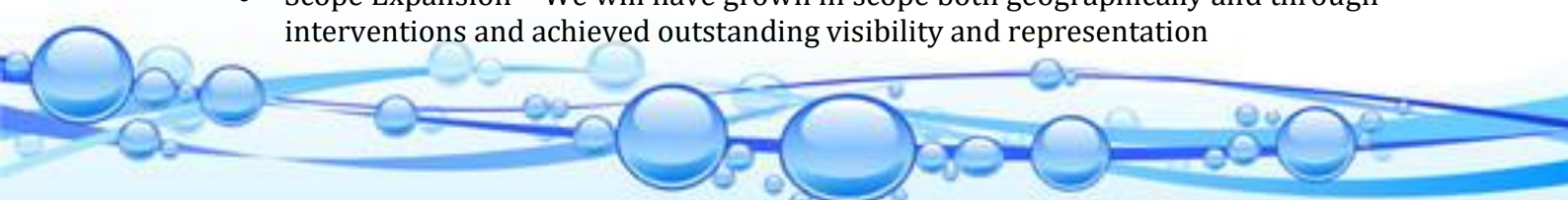
- To Catalyze implementation of WASH and WRM policy and law at national and county levels;
- To Support Institutionalization of WASH and WRM Sector Performance Monitoring and evidence-based decision making;
- To advocate for and strengthen WASH and WRM systems for increased sector performance;
- To Strengthen Partnership, Networking and Coordination in WASH in Nexus with WRM and other sectors; and
- To Enhance KEWASNET's Organizational Efficiency, Sustainability and Effectiveness.

Working Approaches

- a) Human Rights Based Approach
- b) Gender and Social Inclusion Approach
- c) Partnership Networking, Collaboration and Nexus Approach.
- d) Objective-driven performance-based approach for monitoring and managing performance.
- e) Results Based Management Approach

KEWASNET Desired Future by 2032

- Rebranded – We will have rebranded to be the Civil Society Network that CSOs and other partners will desire to relate with having attained high reputation and influence in the sector in and outside of Kenya.
- Scope Expansion – We will have grown in scope both geographically and through interventions and achieved outstanding visibility and representation



- Innovative sustainable base of resources – We will have developed an innovative, diversified and sustainable base of resources with most of the resources generated internally by ourselves;
- Knowledge management – We will have a full-fledged knowledge management centre that will enable us to generate, use and broker knowledge to optimize our own programming processes and to gain competitive advantage which we will transform into desired influence across the sector
- Strategic Partnerships – We will be a much sought-after partner to international sector players, National and County governments and private sector with a keen eye for supporting and advocating for PPPs for greater, sustainable and shared WASH sector prosperity;
- Institutionally Strengthened – We will be a lean and agile outfit, composed of key sought after professional experts / technical advisers in WASH and WRM who are known authorities in their respective fields;
- Leadership – We will be setting the agenda for discussions and able to influence pace and nature of development in WASH and WRM;

KEWASNET's Distinctiveness

We seek to be distinct and unique based on the following

- Our recognition as the prime coordinator of the WASH and WRM sector by governments and other stakeholders in the sector.
- Our neutrality and objectivity in approach to governance issues in the sector,
- Our leadership in policy advocacy and dialogue in WASH governance,
- Our representation of the civil society voice in Global forums.

In order to be a sought-after knowledge broker and supplier for civil society in the WASH and WRM sector in Kenya and beyond by 2032, we wish to be unique in our identity and brand. To this end, we will be identified to be: -

- Diverse global membership, with a strong presence internationally.
- Operationally Swift, adoptive and Agile while we give ample room to continued innovation in a rapidly changing world.
- Having a clear mandate to defend WASH and WRM civic space and promote civil society contribution.
- Focusing on strengthening citizen action and civil society at large, working across issues, geographies and types of organizations.
- A trusted convener and thought leader on civil society WASH and WRM issues and trends.
- Able to amplify civil society voices
- Committed to standing in solidarity with actors across WASH and WRM civil society on matters of common interest.
- Having full capacity to incubate and support ambitious strategies and initiatives to improve WASH and WRM, civil society's effectiveness and inclusivity.

Key Result Areas

- **Result Area 1 - Policy Influence and Implementation**

Expected Outcome: government responds to CSO advocacy and Citizen's voice with policy, program implementation and budgetary commitments to realize equity and human rights in the water, sanitation and hygiene sector

- **Result Area 2 - Generating Evidence to Hold the Sector Accountable**

Expected Outcome: The State is efficiently implementing state commitments on SDG6 and the Ngor Commitments in the context of the human right to water and sanitation and there is an increased demand by CSOs to take action on sector challenges. Progress on Vision 2030 and other national level goals are being actively monitored

- **Result Area 3 -Strong WASH and WRM systems**

Expected Outcome: increased CSO representation on policy, practice and strategy formulation at all levels as a result of credible evidence, strong programmatic interventions, learning and adaptation, effective communication and engaging a broad range of stakeholders

- **Result Area 4 - High quality WASH and WRM programs**

Expected Outcome: Increased quality of KEWASNET interventions and coordination with strong climate change and humanitarian development work rationale

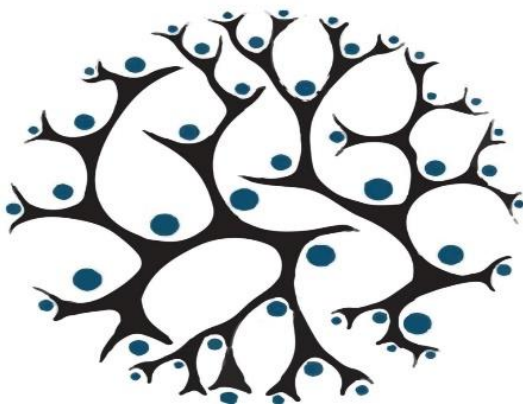
- **Result Area 5 - Internal Institutional and governance strengthening**

Expected Outcome: A cohesive, member-responsive, and effective civil society platform capable of responding to a dynamic sociopolitical and ecological environment, which lives up to the following profile statement: "KEWASNET is the most important Kenyan civil society grouping working on WASH and WRM and related processes"



Cost of the Strategy in millions

NO.	YEAR	Strategic Objectives					TOTAL	% SP ACHIEVED	Funding Sources	
		S01	S02	S03	S04	S05			DONATOR	OWN
1	2023	32.5	19.5	26	26	32.5	136.5	98%	2%	32.5
2	2024	50	30	40	40	50	210	96%	4%	50
3	2025	65	39	52	52	65	273	93%	7%	65
4	2026	77.5	46.5	62	62	77.5	325.5	90%	10%	77.5
5	2027	97.5	58.5	78	78	97.5	409.5	85%	15%	97.5
6	2028	112.5	67.5	90	90	112.5	472.5	80%	20%	112.5
7	2029	125	75	100	100	125	525	75%	25%	125
8	2030	145	87	116	116	145	609	70%	30%	145
9	2031	157.5	94.5	126	126	157.5	661.5	60%	40%	157.5
10	2032	175	105	140	140	175	735	55%	45%	175
Total		1245	830	622.5	1037.5	415	4150			
Percentage		30%	20%	15%	25%	10%	100%			





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