



WIWAS

WOMEN IN WATER AND SANITATION ASSOCIATION KENYA

• Strategic Plan 2020 - 2025

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WIWAS

**WOMEN IN WATER AND SANITATION ASSOCIATION
STRATEGIC PLAN 2020-2025**

Our Vision

‘Empowered women at the core of WASH’

Our Mission

To empower women in water and sanitation through capacity building, mentorship, knowledge management, advocacy and networking to achieve gender responsive water and sanitation management

Our Core Values

Professionalism

Inclusivity

Passion

Equality

Networking

FOREWORD

I am delighted to present to you the WIWAS 2020-2025 Strategic Plan. The Strategic Plan provides a five year roadmap outlining strategic objectives and strategies to help the Association realize its full potential and to better fulfil its mission to empower women in water, sanitation and hygiene. This empowerment will be through capacity building, mentorship, knowledge management, advocacy and networking to achieve a gender responsive water and sanitation management.

The process of formulating this Strategic Plan has given us the opportunities to take stock on past successes and failures, to determine our vision and future goals in the light of challenges ahead. Strategies have been put forward for our development, not only in response to changing needs but also as an active and participating agent to drive intellectual, social and economic changes.

The strategic themes attest to our commitment to achieve excellence through three Key Result Areas, namely; Empowerment of women, girls and vulnerable groups, Institutional sustainability and Partnerships and collaborations.

The development of this Strategic Plan has been an all-inclusive process to ensure that the input, dreams and aspirations of all the Association's stakeholders are captured. Let me take this opportunity to thank all stakeholders for giving us food for thought during the process of consultations and drafting of the Strategic Plan. I would like to thank, in particular, the Executive Committee for taking up the responsibility to oversee and monitor its implementation.

WIWAS will endeavour to work closely with existing water networks and Associations, namely, Water Services Providers Association (WASPA), Kenya Water and Sanitation Civil Society Network (KEWASNET); African Water Association (AfWA); and others to achieve its mandate.

I am confident that, with the collaboration of our members, secretariat, partners and sponsors, the goals we aspire to accomplish will in time translate into milestones which we can be proud. By investing in the future of WIWAS, we are building a better future for women, girls and vulnerable groups in Kenya.

On behalf of the Executive Committee and WIWAS members, accept my heartfelt gratitude for taking an interest in the future of WIWAS and the communities we serve.

Leunita A Sumba, PhD
Chairperson

EXECUTIVE SUMMARY

The Women in Water and Sanitation Association (WIWAS) was launched on 23rd February 2016 during the 18th African Water Association (AfWA) International conference in Nairobi. It was registered in July 2016 under the Societies Act CAP 108 Laws of Kenya. The Association was started as an initiative to reinforce the role of women in water and sanitation management.

The Association has two categories of membership; corporate membership and individual membership. Corporate membership is drawn from Water Service Providers (WSPs), Ministries, Departments & Agencies (MDAs), Non- Governmental Organizations (NGOs), County Governments, Professional Bodies and Private sector. Individual memberships are classified as Associate or Full members. WIWAS also admits students undertaking studies in water and sanitation or related courses.

WIWAS is governed by an Executive Committee composed of the following executive committee members: Chairperson, Vice Chairperson, Secretary General, Organising Secretary, Assistant Secretary Treasurer and Assistant Treasurer. Others are Private Sector representative, Special Group representative, Male champion, Professional Groups representative and Water Service Providers representative, who works closely with Institutional focal point persons. The Executive Committee works through its sub-committees with membership co-opted from WIWAS members. The sub-committees are: Strategy, Capacity building and Research; Advocacy, Communication and Partnerships; Audit and Risk; and Finance and Administration. The Executive Committee has a volunteer secretariat that handles the coordination of the day to day running of the Association's activities. The Executive Committee envisions that by the mid-term review of this Strategic Plan, there will be enough resources to competitively hire an Executive Officer and Secretariat as outlined in the WIWAS Constitution.

This WIWAS Strategic Plan has been formulated to guide the activities of the association for the next five years 2020 – 2025. It aims to build on the achievements of the first strategic plan while taking into account the changes in the Water and Sanitation sector and the implementation of the Sustainable Development Goals (SDG) 5 & 6. During the previous Strategic period 2017-2019, WIWAS experienced various challenges that constrained full achievement of the set strategic objectives. Some of the key challenges were: lack of a secretariat and office space, inconsistent and unreliable sources of financing and inconsistency in participation by Association members. The lessons learned from the above challenges to a large extent informed the development of this Strategic Plan.

In line with WIWAS Vision and Mission, three Key Result Areas (KRAs) which reflect the Association's mandate and responsibilities have been identified and will be the pillars of this Strategic Plan. The Key Result Areas are: Empowerment of women, girls and vulnerable groups, Institutional sustainability and Partnerships and collaborations. For each KRA, strategic objectives, support activities, expected output, responsible actor, and inherent costs were identified and detailed in the implementation matrix.

The total resource requirements for the plan period is KES 25 million comprising of total theme requirements (with KES 5 million being funded internally and KES 20 million funded externally through Development Partners); and Recurrent and Capital Expenditure of KES 15 million. To enhance financial sustainability, WIWAS envisages an upward review of membership subscription fees as well as incorporating professional services to its portfolio such as outsourcing research, knowledge sharing, and training on gender sustainability to grow the Association's revenue from depending on membership subscription. Additionally, WIWAS envisages enhancing institutional capability by establishing a secretariat, training the Executive Committee on corporate leadership and corporate governance, building competence and skills of members through training, networking and peer to peer programs as a critical component to achieving the strategic objectives.

To aid in tracking the WIWAS performance, this plan has an elaborate Monitoring, Evaluation, Reporting (ME&R) framework tool, with a mid-term review of the plan. Monitoring Evaluation and Reporting framework will be based on the various KRAs, strategic objectives and specific outputs that the Association envisages to achieve. This will entail routine data collection and analysis on the progress of the implementation of the strategic plan and appointment of a ME&R team. The team shall comprise of members of the Capacity building and Research Sub-Committee who will work with the secretariat and oversee the implementation, monitoring, evaluation and reporting of the Strategic Plan.

This Strategic Plan is focused on the growth and sustainability of the Association driven by the goodwill from the Ministry of Water & Sanitation and Irrigation, County Governments and support from partners; and commitment of the Executive Committee and members.

LIST OF ACRONYMS

AfWA -	African Water Association
CBO –	Community Based Organization
MDA -	Ministries, Departments & Agencies,
ME&R -	Monitoring, Evaluation, Reporting
NGO -	Non- Governmental Organizations
KRA -	Key Result Areas
KEWASNET -	Kenya Water and Sanitation Civil Society Network
KRA –	Kenya Revenue Authority
SDG -	Sustainable Development Goals
WASREB –	Water Sector Regulatory Board
WASPA	Water Service Providers Association of Kenya
WSP	Water Service Providers
WRA	Water Resources Authority
WRUA	Water Resources Users Associations



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CHAPTER 1: INTRODUCTION

1.0 Introduction

The Women in Water and Sanitation Association (WIWAS) Strategic Plan has been formulated to guide the activities of the association for the next five years 2020 – 2025. The first strategic plan (2017 – 2019) endeavoured to achieve activities under the following thematic areas: engaging critical constituents at policy level; coaching and mentorship; communication and outreach; resource mobilization for gender equality mainstreaming agenda; and knowledge and network management.

This strategic plan therefore, aims to build on the achievements of the first strategic plan taking into account the changes in the Water and Sanitation sector and the implementation of the Sustainable Development Goals (SDG) 5 & 6. It is the desire of the association to grow and work in collaboration with other stakeholders in order to achieve the targets set in the Strategic Plan as envisioned in the thematic areas.

1.1 Background

WIWAS was launched on 23rd February 2016 during the 18th African Water Association (AfWA) International conference in Nairobi. It was registered in July 2016 under the Societies Act CAP 108 Laws of Kenya. The Association was started as an initiative to reinforce the role of women in water and sanitation management. The Association is affiliated to Water Service Providers Association of Kenya (WASPA). It is a member of African Water Association Professional women (AfWA-Women) caucus and the Kenya Water and Sanitation Civil Society Network (KEWASNET).

WIWAS has been vibrant in the sector attracting partnership from both public and private sector. It has participated in water and sanitation discussions in conferences and deliberation up-to policy level and a member of water and sanitation technical working groups at County & National level. WIWAS hosted the first Women in Water and Sanitation conference 2016, participated in key events such as Kenya Water Week 2017, Africa Utility Week 2017 and Kenya Sanitation Conference 2019. WIWAS has collaborated with National and County governments in policy discussions, private sector initiatives and with water and sanitation providers in capacity building. WIWAS aims at complementing the strategies of state actors in fast tracking the realization of the national goals, the Vision 2030 and the Big 4 Agenda and international Sustainable Development Goals (SDGs) and the broader 2030 Agenda.

The Association has two categories of membership; corporate membership and individual membership. Corporate membership is drawn from Water Service Providers (WSPs), Ministries,



Departments & Agencies (MDAs), Non-Governmental Organizations (NGOs), County Governments, Professional Bodies and Private sector. Individual memberships are classified as Associate or Full members. WIWAS also admits students undertaking studies in water and sanitation or related courses.

1.2 Why WIWAS?

WIWAS was established with a mandate to reinforce the role of women in the management of water and sanitation in Kenya for sustainable development. Its mandate is informed by the United Nations Sustainable Development Goals on empowerment of women, girls and those in vulnerable situations; gender equality, the basic human right to water and sanitation; and the important role played by women in the WASH sector.

1.2.1 United Nations Sustainable Development Goals

The United Nations Sustainable Development Goal 6, target 6.1 aims, by 2030, to achieve universal and equitable access to safe and affordable drinking water for all. Whereas target 6.2 aims to achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations 2030'. SDG 5 aims at achieving **gender equality and empowering all women and girls**, hence, the need to make the SDGs work for all women, girls and vulnerable groups. Furthermore sustainable water and sanitation management will help in meeting the sustainable development goals. Therefore, in supporting women, the world will be able to achieve sustainable development goals.

1.2.2 The Basic human right to water and sanitation

Women and girls and vulnerable groups are particularly affected by lack of adequate water, sanitation and hygiene facilities and services, including loss of school time, productive time, leisure time, adverse health impacts due to delayed urination, and even the risk of sexual assault. In fact, water and sanitation are the greatest contributor to women poverty, poor health, hunger, low education, disempowerment of women, indecent work and low economic growth, gender inequalities, poor consumption habits, climate change etc.

Water and sanitation are basic human rights. This is well captured in Article 43(1), (b) and 43 (1) (d) of the **Constitution of Kenya, 2010** which state that 'every person has a right to reasonable standards of sanitation'; and 'every person has a right to clean and safe water in adequate quantities', respectively.

Similarly the **Kenya's Vision 2030** stipulates that '*every Kenyan should have access to clean, safe water and improved sanitation by the year 2030*'. The goal is to ensure that water and sanitation is available and accessible to all by 2030. In the medium term, the goal was to attain 70 and 65 percent



access to safe sanitation and 40 and 10 percent sewerage access in urban and rural areas respectively.

Some of the strategies to address the sanitation challenges include improvement and application of improved toilets and community sanitation; and promotion of the use of hygienic toilets including ventilated and improved pit (VIP) latrines and septic tanks in rural areas and schools on a ratio of one toilet for every 35 boys and one toilet for every 25 girls, among others.

The human right to water and sanitation can only be realized effectively through full, free and meaningful participation in decision-making processes by people affected by those decisions. Participation ensures better implementation and enhances the effectiveness and sustainability of interventions, offering the possibility of social transformation. Participation must be an integral part of any policy, programme or strategy concerning water or sanitation.

1.2.3 Important role played by women in WASH Sector

During the International Conference on Water and Environment, in Dublin in 1992, four guiding principles on water were formulated. One of the principles was that **‘Women play a central part in the provision, management and safeguarding of water’**. In fact, women and girls are responsible for water collection in 80 percent of households without access to water on premises. Yet, less than one in five water workers are women, According to the recently released reports by the World Bank, titled *‘Women in Water Utilities: Breaking Barriers,’* women are significantly underrepresented in water and sanitation utilities, representing less than 18 percent of the workforce in the sample. One in three (32 per cent) utilities sampled, have no female engineers, and 12 per cent of utilities have no female managers (World Bank, 2019). Women contributions and leadership are central to providing solutions to water and sanitation challenges.

This pivotal role of women as providers and users of water and guardians of the living environment has seldom and barely been reflected in institutional arrangements for the development and management of water resources (and services). Acceptance and implementation of this principle requires positive policies to address women’s specific needs and to equip and empower women to participate at all levels in water resources programmes, including decision-making and implementation, in ways defined by them.

1.3 Organisation Structure

WIWAS is governed by an Executive Committee composed of the following executive committee members: The Chairperson, Vice Chairperson, Secretary General, Organising Secretary, Assistant Secretary, Treasurer and Assistant Treasurer. Others are the Private sector /NGO representative, Special group representative, Male champion, Professional group representative and Water Service Providers representative who works closely with Institutional focal point persons.



The Executive Committee works through the following sub-committees with membership co-opted from WIWAS members.

1. Strategy, Capacity building and Research;
2. Advocacy, Communication and Partnerships;
3. Finance and Administration; and
4. Audit and Risk;

WIWAS will establish a Secretariat to be headed by an Executive Officer (EO) who will be the Secretary of the Executive Committee in addition to coordinating the activities of the Association. Other Secretariat members will include Technical Advisor, Communication assistant and support staff.

1.3 Rationale for Development of the Strategic Plan 2020-2025

This Strategic Plan 2020-2025 serves the following purposes:

- i. The need to plan for the next period following the expiry of the period 2017-2019 Strategic Plan;
- ii. To build on the achievements of the first strategic plan taking into account the changes in the water and sanitation sector, both Nationally and Globally;
- iii. To communicate WIWAS strategies for addressing the challenges facing women, girls and vulnerable groups in the sector.

1.4 Methodology of Developing the Strategic Plan

The Strategic Plan 2020-2025 was developed through a consultative and interactive approach of sharing of ideas and ownership by all the stakeholders. It involved consultations among the WIWAS Executive Committee, members and key stakeholders.

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 Performance Review of Strategic Plan (2017-2019)

i) Participation in Conferences

WIWAS participated in water and sanitation discussions in conferences and deliberation up-to policy level and was member of water and sanitation technical working groups at County & National level. WIWAS hosted the 1st National Women in Water and Sanitation Conference 2016, participated in key events such as Kenya Water Week 2017, Africa Utility Week 2017 and Kenya Sanitation Conference 2019 and the youth and Children conference.

ii) Policy discussions

WIWAS has collaborated with national and county governments in policy discussions and with water and sanitation providers in capacity building.

iii) Technical working Groups

WIWAS participated in a number of water and sanitation Technical working groups hosted by the Ministry of Health and Nairobi County.

iv) SeptageEmptiers Association

WIWAS played a key role in the establishment of the Septage Emptiers Association.

v) Public awareness and exhibitions

WIWAS participated in public sensitisation and exhibitions during the Africa utility week and the Water Services Providers Association Conference.

2.2 Key Challenges

During the previous Strategic period 2017-2019, WIWAS experienced various challenges that constrained full achievement of the above strategic objectives. Some of the key challenges were:

- i) Lack of a secretariat.
- ii) Lack of office space to accommodate the secretariat.
- iii) Inconsistent unreliable sources of financing.
- iv) Inconsistency in participation by Association members.

2.3 Lessons Learned

- i) There is need for a secretariat for effective implementation and monitoring of the performance of the Association.
- ii) It is important that the membership drive be intensified.
- iii) **Timely** stakeholder involvement during the development and the implementation of the Strategic Plan is critical for securing support for its effective implementation.
- iv) Reliance on members' fees only affects the execution of planned activities.
- v) There is need to vigorously draw from the professional strengths of the Association members and other like-minded persons.

vi) Partnerships and collaborations are key to successful implementation of the planned activities.

2.4 Strengths, Challenges, Opportunities and Threats (SCOT) Analysis

An analysis of the WIWAS internal and external environment was undertaken as part of the strategic planning process. The objective of SCOT analysis was to provide detailed information on how internal and external environments impact on the operations of WIWAS. The internal environment explores the strengths and weaknesses of WIWAS while the external environment provides the opportunities that are available and the threats that may affect WIWAS operations.

Table 2.1: SWOT Analysis, Strategic Implication and Strategic response

Strengths	Strategic Implication	Strategic Response
Legal identity & governance	Attracts partnerships and funds for activities and programs	Formulate programs, activities for partnership & funding benefits
Active member participation	<ul style="list-style-type: none"> • Strength in numbers • Increased value addition by members • Increased visibility • Ability to participate in sector strategies & policies formulation effectively • Ability to attract partnerships & collaborations 	Participate in sector discussions e.g. technical working groups in County & National Government,
Professional diversity in membership	<ul style="list-style-type: none"> • Collaborations and partnerships; • Ability to create synergy between sectors 	<ul style="list-style-type: none"> • Collaborative multi-disciplinary research & publishing • Inter-sectoral peer to peer learning, training, mentorship and coaching
Members' competencies	<ul style="list-style-type: none"> • Ability to articulate members' interests • Empowerment of other women 	<ul style="list-style-type: none"> • Lobbying & advocacy for member interests • Develop mentorship and leadership programmes for other women
Weaknesses	Strategic Implication	Strategic Response
Lack of secretariat and office space	<ul style="list-style-type: none"> • Delayed implementation of WIWAS strategies • Slow running of operations • Communication breakdown 	<ul style="list-style-type: none"> • Seek volunteers within membership • Raise sufficient funds to recruit a secretariat • Seek hosting by WASPA



Women in Water and Sanitation Association

In adequate mentorship programs	<ul style="list-style-type: none"> • Few student membership • In adequate women in community water and sanitation management and leadership. 	<ul style="list-style-type: none"> • Develop mentorship programs and attract funding and working partners
Low participation in sector events	<ul style="list-style-type: none"> • Low visibility • Inability to participate in policy and strategies at national and county level • Poor knowledge in sector advancement • Slow pace in achieving the Association agenda. • Left out in strategic discussion in the sector 	<ul style="list-style-type: none"> • Develop an annual program and inform members in advance to plan, and ensure sufficient funds for support • Lobby for support from member institutions • Active participation in sector events
Insufficient financial base	<ul style="list-style-type: none"> • Low implementation of the Association strategies and activities • Lack secretariat • Low membership recruitment • Poor resource mobilization • Poor use of the membership capacity 	<ul style="list-style-type: none"> • Write funding proposal • Attract working partners. • Develop programs that will bring income • Participate in sector research and collaboration.
Low membership especially from women with water training	<ul style="list-style-type: none"> • Low membership engagements • Hampers inclusivity and participation at all levels 	<ul style="list-style-type: none"> • Develop outreach program and source for funds and support • Develop a viable recruitment drive strategy • Liaise with water sector institutions in recruitment
Inadequate programs for members' participation	<ul style="list-style-type: none"> • Lack of networking • Members feel left out • Inadequate utilization of members' expertise and professionalism • Low participation in universal access to water and sanitation programs 	<ul style="list-style-type: none"> • Active involvement of members in developing programs. • Develop or join technical working groups at grass root level. E.g county and public health groups. • Establish and update members' database • Collaboration with other stakeholders
Opportunities	Strategic Implication	Strategic Response



Women in Water and Sanitation Association

Sufficient institutional framework for learning	<ul style="list-style-type: none"> • Opportunity for growth of women leadership in sector 	<ul style="list-style-type: none"> • Uptake of women & girls in water sector courses/programs
Positive public image & recognition by stakeholders	<ul style="list-style-type: none"> • Leverage on the goodwill in the sector towards partnerships & member growth 	<ul style="list-style-type: none"> • Good governance, funding support and sustainability
Women water and sanitation professionals to draw membership from	<ul style="list-style-type: none"> • Expanding membership and collaboration 	<ul style="list-style-type: none"> • Recruitment drive • Draw a list of women water professionals
A number of water sector institutions to approach for corporate membership	<ul style="list-style-type: none"> • Expanding membership and collaboration 	<ul style="list-style-type: none"> • Recruitment drive • Collaboration
Existence of supportive institutions	<ul style="list-style-type: none"> • Opportunity to collaborate with water and sanitation industry institutions 	<ul style="list-style-type: none"> • Leverage the supporting institutions including learning institutions on the importance of women in • Decision making and leadership through collaboration and partnerships
Available funding opportunities specific for women/women organisations	Increased resource base	Seek for funds and grants through proposals and MoUs
Networking opportunities	<ul style="list-style-type: none"> • Expanding membership and collaboration • Knowledge sharing & benchmarking • Peer to peer learning 	<ul style="list-style-type: none"> • Join international, national associations and inter-sectoral networks • Participate in forums for knowledge exchange • Hold WIWAS led knowledge sharing symposiums



Women in Water and Sanitation Association

Mentorship and coaching opportunity	<ul style="list-style-type: none"> • More women pursuing careers in water and sanitation • More women taking up leadership positions in water and sanitation management • Expanding membership 	<ul style="list-style-type: none"> • Develop mentorship programs and career talks in learning institutions • Increase mobilization of girls in early stages of professional development to take up water and sanitation careers • Leverage the existing water institutions including • learning institutions
Political good will	<ul style="list-style-type: none"> • Support from the political class, national and county leadership level 	<ul style="list-style-type: none"> • Leverage women in leadership to increase empowerment campaigns for women at all levels of professional development
Policy empowerment on gender e.g. Constitution 2/3 gender rule	<ul style="list-style-type: none"> • Increased opportunity for women leadership in water and sanitation • Opportunity to influence policies 	<ul style="list-style-type: none"> • Leverage the provisions of constitution 2/3 gender rule • Lobby policy makers for inclusion of women • Lobby for compliance with 2/3 gender rule in institutions
Commitments of Sustainable development goal SDG 5 and 6	<ul style="list-style-type: none"> • Achievement of agenda 2030 of the SDGs • Empowerment of women and girls 	Leverage the available programmes at Global and county level to participate
Recognition of non-sewered sanitation as a strategy for sanitation coverage at county & national level	<ul style="list-style-type: none"> • Coordination of the non-sewered sanitation players in the sanitation value chain • Collaboration with WSPs and agencies, county governments 	<ul style="list-style-type: none"> • Mobilise stakeholders for collaboration • lobby for a working relations for WSPs and exhauster workers • capacity building for the workers in non-sewered players • Hold stakeholders' conference • Collect data from exhauster service providers at the disposal point
Gaps in sanitation training		
Challenges	Strategic Implications	Strategic Response
Political threats	Instability of tenure of public officer both at national and county level	Integrate programs across all levels of the institutions and working partners



Competition from similar women organization both locally and international	<ul style="list-style-type: none"> • Competition on limited resources i.e. funds, membership, 	<ul style="list-style-type: none"> • Proactive in marketing • Building capacity of the target group • Create visibility and a niche' through strategic engagement • Diversify sources of revenue • Collaboration
Lack of enforcement of the 2/3 gender rule	<ul style="list-style-type: none"> • Lack of gender balance in the sector 	<ul style="list-style-type: none"> • Lobby, training, capacity building
Lack of legal framework guiding the sanitation sector	<ul style="list-style-type: none"> • Sanitation is not a priority in the funding at all level 	<ul style="list-style-type: none"> • Participation in the sanitation policy formulation • Engage partners
Lack of public awareness on available opportunities for women in WASH	<ul style="list-style-type: none"> • WASH agenda among women is not driven 	<ul style="list-style-type: none"> • Create awareness among women in WASH
Climate change	<ul style="list-style-type: none"> • Unpredictable weather changes resulting to either drought or floods • Direct impact on the corporate and individual members' core business 	<ul style="list-style-type: none"> • Capacity building for women in areas of climate change mitigation and adaptation
Change of priorities of the member institutions	<ul style="list-style-type: none"> • Drop in membership subscription and resources 	<ul style="list-style-type: none"> • Diversify funding avenues/channels
Change of focus by donor partners	<ul style="list-style-type: none"> • Inadequate funding 	<ul style="list-style-type: none"> • Diversify funding avenues/channels

2.5 Environmental Scanning (PESTEL Analysis)

Political, Economic, Social, Technological, Environmental, Legal (PESTEL) analysis was undertaken in order to describe and appreciate the environment under which WIWAS operates. Such analysis allowed the Association to find the best match between environmental trends and its capabilities.



Outlined herein are some highlights of the PESTEL issues considered important for this Strategic Plan.

2.5.1 - Political Factors

Factor	Strategic Implication	Strategic Response
Reorganization of government	Delay implementation of programmes	<ul style="list-style-type: none"> • Realign with the relevant government institutions • Reengage with relevant government institutions
Unpredictable political environment	<ul style="list-style-type: none"> • Impact on the planning and delivery of programs • Impacts on the leadership team due to linkage to the ministry of Water & Sanitation and Irrigation 	<ul style="list-style-type: none"> • Conduct environmental surveillance and put in place risk mitigation measures • Establish a strong network within Parent ministry and other relevant Ministries
Political influence/ goodwill	<ul style="list-style-type: none"> • Influence on the implementation of strategies 	<ul style="list-style-type: none"> • Lobby for favourable decisions • Leverage the political goodwill through WIWAS Patron, Women Representatives and other women politicians
Changes in Institutional policies	<ul style="list-style-type: none"> • Changes in funding priorities 	<ul style="list-style-type: none"> • Enhance recruitment of individual membership

2.5.2 - Economic Factors

Factor	Strategic Implication	Strategic Response
Currency depreciation and inflation	<ul style="list-style-type: none"> • Erosion of the value of funds 	<ul style="list-style-type: none"> • Establish a reserve fund
Donor funding withdrawal	<ul style="list-style-type: none"> • Incomplete projects and programs 	<ul style="list-style-type: none"> • Establish a revenue stream through consultancy services, specialized training
Reduced new member enrolment	<ul style="list-style-type: none"> • Diminished funds to run secretariat 	<ul style="list-style-type: none"> • Vigorous marketing for new members



Factor	Strategic Implication	Strategic Response
		<ul style="list-style-type: none"> Enhance visibility through participation in local sector activities/programs

2.5.3 - Social Factors

Factor	Strategic Implication	Strategic Response
Younger demographic missing in WIWAS membership	<ul style="list-style-type: none"> Lack of continuity of the Association Lack of new ideas, innovation for the Association 	<ul style="list-style-type: none"> Aggressively market WIWAS in institutions of higher learning Tailor make programs that will attract and retain young members
Attitude of Women and girls towards Science, Technology Engineering, Mathematics (STEM)	<ul style="list-style-type: none"> Few women taking up careers in water Few women in leadership/management positions in the Water Sector 	<ul style="list-style-type: none"> Enhanced school outreach programmes Targeted mentorship and coaching programmes
Open defecation	<ul style="list-style-type: none"> Pollution of water sources 	<ul style="list-style-type: none"> Enhanced outreach programmes
Emerging Water and sanitation related diseases e.g. Covid-19		

2.5.4 - Technological Factors

Factor	Strategic Implication	Strategic Response
Online Membership database & invoicing	<ul style="list-style-type: none"> Inefficient and ineffective record keeping 	<ul style="list-style-type: none"> Acquire an open source platform/system for member registration and receipting
New media	<ul style="list-style-type: none"> More opportunities for information dissemination, engagement 	<ul style="list-style-type: none"> Adoption of communication policy and strategy
Cyber security	<ul style="list-style-type: none"> Vulnerability of data 	<ul style="list-style-type: none"> Continuous education on modern workplace threats



Factor	Strategic Implication	Strategic Response
		<ul style="list-style-type: none"> • Procure advanced data protection tools

2.5.5 - Environmental Factors

Factor	Strategic Implication	Strategic Response
Climate change	Increased vulnerability of women, girls and vulnerable groups	<ul style="list-style-type: none"> • Develop and implement relevant outreach programmes • Develop and implement relevant capacity building programmes • Seek for funding to support relevant programmes
Water Pollution	<ul style="list-style-type: none"> • Increased vulnerability of women, girls and vulnerable groups • Compromised water quality 	<ul style="list-style-type: none"> • Develop and implement relevant outreach programmes • Develop and implement relevant capacity building programmes • Seek for funding to support relevant programmes
Catchment degradation	<ul style="list-style-type: none"> • Increased vulnerability of women, girls and vulnerable groups • Compromised water quality 	<ul style="list-style-type: none"> • Develop and implement relevant outreach programmes • Develop and implement relevant capacity building programmes • Seek for funding to support relevant programmes

2.5.6 - Legal Factors



Factor	Strategic Implication	Strategic Response
Compliance with KRA Regulations	<ul style="list-style-type: none"> No tax compliance certificate Loss of credibility Loss of opportunities 	<ul style="list-style-type: none"> File PAYE returns promptly
Compliance with the Societies Act Chapter 108 and other relevant laws	<ul style="list-style-type: none"> Risk of deregistration Loss of reputation Loss of opportunities 	<ul style="list-style-type: none"> Comply with the provisions of the Act and the laws

2.6 Stakeholder Analysis

The following are identified as key stakeholders in the implementation of this plan:

Stakeholder	Stakeholder expectation	WIWAS expectation
Ministry of Water & Sanitation and Irrigation	<ul style="list-style-type: none"> Policy formulation Collaboration and partnerships 	<ul style="list-style-type: none"> Involvement in formulation of policies Mobilization of sector players
Water Services Providers Association (WASPA)	<ul style="list-style-type: none"> Collaboration and partnerships 	<ul style="list-style-type: none"> Mobilization of sector players Mentorship & coaching Joint programmes
Kenya Water & Sanitation Network (KEWASNET)	<ul style="list-style-type: none"> Knowledge sharing Collaboration and partnerships Timely remittance of membership fees 	<ul style="list-style-type: none"> Mentorship and coaching Joint programmes Support for programmes
African Water Association (AfWA)	<ul style="list-style-type: none"> Collaboration and partnerships Knowledge sharing 	<ul style="list-style-type: none"> Collaboration and partnerships Knowledge sharing Support for programmes Mentorship
Development Partners	<ul style="list-style-type: none"> Collaboration and partnerships 	<ul style="list-style-type: none"> Funding Collaboration and partnerships Capacity Building
Ministry of Health	<ul style="list-style-type: none"> Collaboration and partnerships 	<ul style="list-style-type: none"> Collaboration and partnerships



Women in Water and Sanitation Association

Ministries, Departments & Agencies	<ul style="list-style-type: none"> • Collaboration and partnerships • Compliance 	<ul style="list-style-type: none"> • Collaboration and partnerships • Compliance
County Governments and Council of Governors	<ul style="list-style-type: none"> • Collaboration and partnerships • Participation in Policy formulation 	<ul style="list-style-type: none"> • Involvement in formulation of policies • Membership • Support for programmes • Good will
Water Service Providers (WSPs)	<ul style="list-style-type: none"> • Collaboration and partnerships 	<ul style="list-style-type: none"> • Membership • Involvement in formulation of policies • Support for programmes • Good will
Registrar of Societies	<ul style="list-style-type: none"> • Compliance 	<ul style="list-style-type: none"> • Cooperation
County 1 st Ladies caucus	<ul style="list-style-type: none"> • Collaboration and partnerships 	<ul style="list-style-type: none"> • Funding • Support for programmes • Good will
National Government affirmative action fund	<ul style="list-style-type: none"> • Collaboration and partnerships 	<ul style="list-style-type: none"> • Funding • Collaboration and partnerships
Water Services Regulatory Board	<ul style="list-style-type: none"> • Collaboration and partnerships 	<ul style="list-style-type: none"> • Collaboration and partnerships • Membership
Water Sector Trust Fund	<ul style="list-style-type: none"> • Collaboration and partnerships 	<ul style="list-style-type: none"> • Collaboration and partnerships • Membership
Training, academic & research institutions	<ul style="list-style-type: none"> • Collaboration and partnership • Mentorship & coaching • Joint research 	<ul style="list-style-type: none"> • Collaboration and partnerships • Joint research
Schools	<ul style="list-style-type: none"> • Mentorship and coaching 	<ul style="list-style-type: none"> • Collaboration and partnerships
Professional bodies	<ul style="list-style-type: none"> • Collaboration and partnerships • Networks • Knowledge sharing 	<ul style="list-style-type: none"> • Mentorship and coaching • Membership
NGOs & CBOs	<ul style="list-style-type: none"> • Collaboration and partnerships • Knowledge sharing 	<ul style="list-style-type: none"> • Collaboration and partnerships



Women in Water and Sanitation Association

		<ul style="list-style-type: none">• Joint research and programmes
Water Resources Users Associations (WRUAs)	<ul style="list-style-type: none">• Collaboration and partnerships	<ul style="list-style-type: none">• Collaboration and partnerships• Resource management• Memberships
Community water projects	<ul style="list-style-type: none">• Collaboration and partnerships	<ul style="list-style-type: none">• Collaboration and partnerships



CHAPTER 3: STRATEGY FOCUS

3.1 Vision, Mission and Core Values

3.1.1 Our Vision

'Empowered women at the core of WASH'

3.1.2 Our Mission

To empower women in water and sanitation through capacity building, mentorship, knowledge management and research, advocacy and networking, to achieve gender responsive water and sanitation management.

3.1.3 Our Core Values

To execute our mandate, pursue the Vision and accomplish our Mission, we will be guided by the following core values:

1. **Professionalism:** *We shall maintain high standards, transparency and accountability in the discharge of our responsibilities*
2. **Inclusivity:** *We are committed to inclusiveness, respect for diversity of ideas, conscious of people's cultures; conscious of the needs of women, men, girls and boys*
3. **Passion:** *We are passionate in addressing the water and Sanitation needs of women, girls and vulnerable groups*
4. **Equality:** *To us gender equality does not mean that women and men should become the same; it means that women's rights, responsibilities, and opportunities should not depend on their sex.*
5. **Networking:** *We believe that joining and working with like-minded people will propel us towards our vision.*

3.2 Key Result Areas (KRAs)

In line with WIWAS Vision and Mission, three key result areas which reflect WIWAS mandate and responsibilities have been identified and will be the pillars of this Strategic Plan. The Key Result Areas are:

1. Empowerment of women, girls and vulnerable groups
2. Institutional sustainability
3. Partnerships and collaborations

3.3 Strategic Objectives

The Key Result Areas will be achieved through the following strategic objectives, strategies and activities

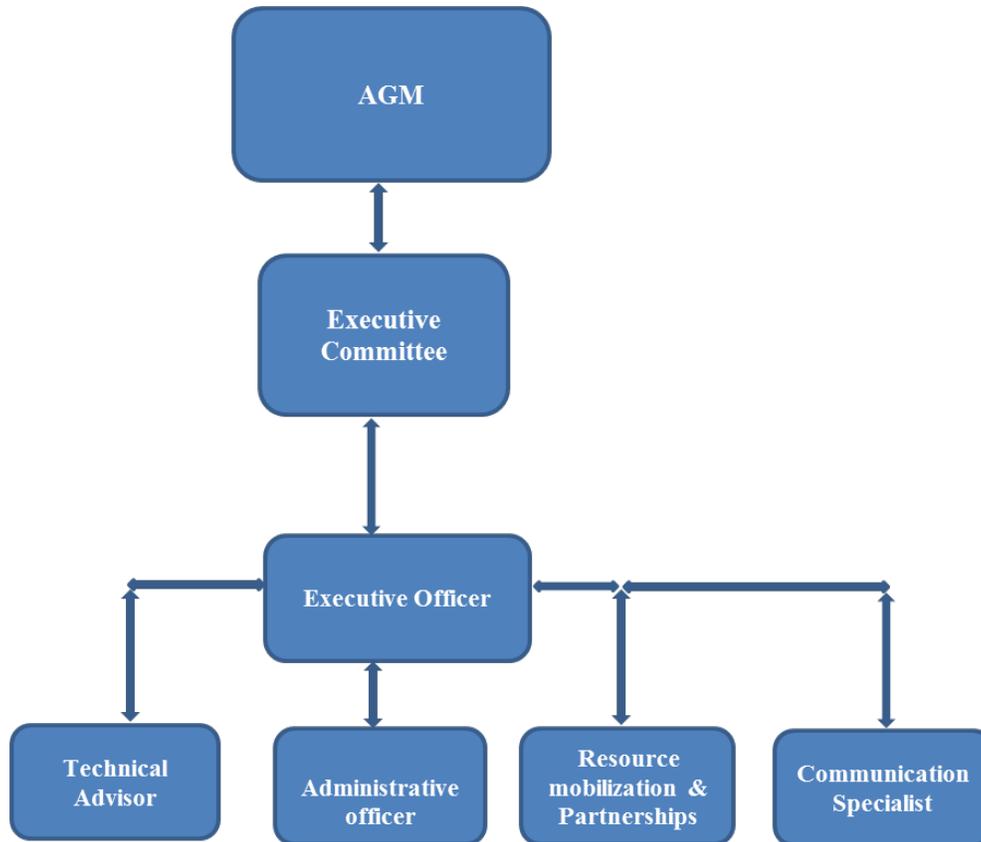


Women in Water and Sanitation Association

1. To empower women and girls, youth and vulnerable groups in WASH in five years
2. To enhance the financial & institutional sustainability of the Association in five years
3. To create and enhance partnerships and collaboration through the Strategic Plan period.

CHAPTER 4: IMPLEMENTATION AND COORDINATION

4.1 Proposed Organizational Structure



4.2 The Role of the Executive Committee

The Executive Committee consists of all the office bearers of the Association and other members (Private Sector Representative, Special Group Representative, Male Champion, Professional group representative and Water Service Providers Representatives, trustees (3) elected at the annual general meeting.

The role of the Executive Committee:

- (a) Ensure that the Association is able to meet its objectives and fulfill its mandate and for the purpose may give directions to the Executive Officer as to the manner in which, within the law, s/he shall perform her/her duties.
- (b) Mobilise Resources for the Association.
- (c) Appoint such sub-committees as it may deem desirable to make reports to the Committee upon which such action shall be taken as seems to the Committee desirable.



- (d) Nominate individuals to represent the interests of the Association on any task force or other external Council/ Board or body that may be incorporated or set up from time to time.
- (e) Appoint a Patron, a person whose accomplishments will make a major contribution to the profession, increase the common good and reflect credit on the Association.
- (f) Evaluate the adequacy of management processes and procedures with regard to issues relating to risk management, internal control systems and governance practices.
- (g) Review the systems established to ensure sound financial management and internal controls, as well as compliance with policies, laws, regulations, policies, procedures and ethics.
- (h) Fill all the vacancies occurring in the executive pending the AGM.
- (i) Recruit the Executive Officer and Secretariat.
- (j) Give guidance to the Executive Officer on effective and efficient management of the organization.
- (k) Engagement and removal of the Executive Officer.
- (l) Perform such other duties as the members may direct from time to time.

4.3 The Role of Secretariat

The Executive Officer shall be in charge of the Secretariat and day to day running of the office. Specific roles of the EO are:

- (a) Ensure the secretariat office is running smoothly.
- (b) Assist the Chair to complete and submit all required reports.
- (c) Be a member of the Executive Committee and attend its meetings.
- (d) Notwithstanding any other provision of this constitution, the EO shall be an *ex-officio* member of all committees of WIWAS.
- (e) The EO shall serve for a period of three year term contract renewable depending on performance.

The roles of the Secretariat are:

- (a) Implement the resolutions of the AGM Committee.
- (b) Implement resolutions from the Executive Committee.
- (c) Conduct elections at the AGM.
- (d) Assist the Executive Committee and other sub-committees in the realization of their mandates.
- (e) Develop and implement operational and strategic plans to meet the objectives of the Association.
- (f) Network with national and international partners and/or associations for the attainment of the WIWAS objectives.
- (g) Undertake studies and/or research into issues relevant to the mandate of WIWAS.



- (h) Establish a database of information relevant to WIWAS.
- (i) Mobilize resources and prepare annual budget of WIWAS.
- (j) Prepare proper accounts, including a full audit report, of WIWAS for scrutiny by the Executive Committee and for presentation to the AGM.
- (k) Maintain a comprehensive membership database of all members, update database regularly, process payments, respond to enquiries, and send information to new members. Mail membership receipt and letter of welcome to all new members.
- (l) Maintain current membership information and application form in print and electronic (web-based) format.
- (m) Undertake routine correspondence with members, and refer non-routine matters to the Chairperson or relevant Executive Committee Member.
- (n) Provide membership information periodically to Executive Committee members, including statistical report, membership renewal efforts and outcomes, and list of lapsed members.
- (o) Mail at least two membership renewal notices to members and provide one renewal notice to lapsed members after one year.
- (p) Maintain and create content for WIWAS website and all social media channels
- (q) Any other duties that emerge as the association grows and as resolved in the Executive Committee meetings.

4.4 Risk Management Framework

The implementation of the Strategic plan faces potential risks that have to be mitigated if WIWAS strategic objectives are to be achieved. The responsibility for risk and for the effective management of risk rests with the Executive Committee. Accordingly, the Executive Committee will endeavour to put in place procedures for risk identification, evaluation, measurement, monitoring and control and management. Precautionary measures will be taken in good time and prevent failure of the Plan's implementation.

The table below gives a list of the risks to which WIWAS may be exposed to in its operations, their ranking and suggested mitigation strategies.

Table 4.1: Risk Analysis

No.	RISK TYPE/AREA	RISK IDENTIFIED	LEVEL OF RISK	MITIGATION MEASURE
1.	Funding	The risk of inadequate funding might hamper the execution of WIWAS operations	High	<ul style="list-style-type: none"> ● Diversify revenue streams ● Tap into internal strengths



No.	RISK TYPE/AREA	RISK IDENTIFIED	LEVEL OF RISK	MITIGATION MEASURE
		Over-reliance on members' fees to fund WIWAS operations	High	
2.	Secretariat	Lack of a secretariat	High	<ul style="list-style-type: none"> • Use of volunteers in the short-term • Recruit a secretariat in the medium term
3.	Members	Lack of interest in participating in the Association's activities (dormant members)		<ul style="list-style-type: none"> • Develop and implement cohesion plans • Team building Sessions • Effective communication
6.	WIWAS image	Loss of reputation	High	<ul style="list-style-type: none"> • Adhere to WIWAS core values and instil professionalism and integrity in the Association
7.	Assets	Loss of assets	Medium	<ul style="list-style-type: none"> • Insure assets • Institute accountability measures
8.	Security	Loss or destruction of records, information, website and other documents	Medium	<ul style="list-style-type: none"> • Institute accountability measures • Institute backup measures



CHAPTER 5: MONITORING, EVALUATION AND REPORTING

5.1 Introduction

The purpose of monitoring, evaluating and reporting (ME&R) on the implementation of the Strategic Plan will be to assess what has been achieved, suggest ways to overcome difficulties, if any, and lay the basis for improved implementation of the Strategic Plan. The ME&R system assists in:

- i. Evaluation of strategies, activities and identifying areas that need adjustment;
- ii. Providing a framework for reporting on progress;
- iii. Identification of key lessons; and
- iv. Improving the programming of new interventions and strategies.

5.2 Monitoring, Evaluation and Reporting Framework

The Monitoring Evaluation and Reporting (ME&R) framework for this Plan will be based on the various Key Result Areas, strategic objectives and specific outputs that the Association envisages to achieve.

This will entail routine data collection and analysis on the progress of the implementation of the strategic plan. To facilitate this, the Association will:

- i. Develop an annual work plan with appropriate targets, activities, outputs performance indicators and budgets as derived from this plan.
- ii. Progress for each action/activity will be measured against specific targets and schedules included in the plan.
- iii. Data capture formats or tools will be developed and used for data collection by implementing units
- iv. This is followed by analysing and reporting of information to various users.
- v. The reporting will be done quarterly, half-yearly and yearly to the Executive Committee and during the Annual General Meeting
- vi. Results from the analysis will then be used to inform decision-making, help to identify difficulties and problem areas and to take immediate corrective action where deviations in implementation have been noted thereby ensuring that targets are achieved.

5.3 Monitoring and Evaluation Team

In liaison with the secretariat the Strategy, Capacity building and Research Sub-Committee Committee will be responsible for overseeing the implementation, monitoring, evaluation and reporting of the Strategic Plan.

- i. **Quarterly Review Meetings** of the Executive Committee and Strategy, Capacity building and Research Sub-Committee



- ii. A **Strategy Review Workshop** will be held annually to evaluate the impact of operational plans at both operational and strategic levels.

5.4 Progress Reports

Reporting the progress of implementation will be critical in adjusting strategic directions and measuring performance. In undertaking M&ER, data will be collected on the various output and outcome indicators which have been developed and included in this Strategic Plan.

Each of the reports will contain the following elements:

- i. Progress against the planned targets
- ii. Performance against the budget for each respective strategy
- iii. Causes of any delays in the implementation of actions under respective strategies
- iv. Actions or resources required to remedy delays stated, if any
- v. Proposed revisions to the strategies.

5.5 Performance Review

5.5.1 Annual Performance Review

At the end of each financial year, a report will be produced giving details on the implementation of the plan and circulated to or shared with the stakeholders.

5.5.2 Mid Term Evaluation and Review (MTER)

The purpose of the Mid-Term Evaluation and Review (MTER) will be to assess the extent to which the Plan is meeting its implementation objectives and timelines and ensuring that it remains relevant and feasible. The MTER will be carried out in September-December 2023, and will therefore provide an opportunity to give recommendations for the remaining phase of the Plan.

5.5.3 End Term Review

The prime purpose of the Final Evaluation for the Strategic Plan, expected to be carried out at the end of December 2025, will be to address the following issues:

- i. Effectiveness (Impact): The extent to which the implementation of activities met the stated strategies and objectives
- ii. Sustainability: Assesses the sustainability of the achievements made
- iii. Challenges: Document the challenges faced
- iv. Lessons Learnt: Document lessons learnt
- v. Terms of Reference (ToRs): Prepare the ToRs for the next strategic plan.

5.6 Knowledge Management

Reports on the implementation status of the Plan will be made available on the WIWAS shared



portal (website) on a quarterly basis. Knowledge generated as activities are implemented will be documented at generation points, shared and used for improved service delivery. This will entail both tacit and explicit knowledge.

5.7 External reporting to Stakeholders and Development Partners (Donors)

Reporting beyond WIWAS will be realized through annual reports.

5.8 Balanced Score Card

Balance score card is a strategy execution and performance management system that is used extensively in the private and public sector to align business activities to the vision and strategy of the organization, improve internal and external communications and monitor organizational performance against strategic goals while holding individuals accountable for business strategic results. At the onset of strategy implementation, the institute will develop a balance score card to augment the existing M&E tools in monitoring WIWAS performance against the set strategic goals.

5.9 Monitoring & Evaluation Cycle

The Cycle will consist of the following key features:

- 1) Individual performance targets will be agreed upon between the Executive Committee and the sub-committees.
- 2) The Executive Officer will enforce compliance on reporting requirements.
- 3) The Strategic Plan will be evaluated mid-way through the period to check on implementation effectiveness and, and if necessary, review strategies to ensure plan implementation remains on course.
- 4) The Strategic Plan will be evaluated annually. Annual work plans and related resources needed to implement the Plan will be developed appropriately.
- 5) A terminal evaluation will be undertaken at the end of the Plan period to assess overall implementation effectiveness and draw lessons for preparation of the subsequent Strategic Plan.



Women in Water and Sanitation Association

APPENDIX I: IMPLEMENTATION MATRIX



Women in Water and Sanitation Association- WIWAS

KEY RESULT AREA 1: Empowerment of Women, Girls and vulnerable groups															
Strategic Objective: To empower women and girls, youth and vulnerable groups in WASH															
Strategies	Activities	Output	Performance indicators	Target for 5 yrs	Target by Plan Year					Budget (Ksh. Millions)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Capacity building and training	Organisation Capacity needs assessment for WIWAS	Organisational Capacity needs assessment report	No. of reports	1	1	-	-	-	-	0.50	-	-	-	-	-Strategy, Capacity building and Research Sub-Committee
	Plan and implement the training	-Training plan -Trained members	No. of the Association members trained	60	15	15	15	15	15	0.5	0.5	0.5	0.5	0.5	- Finance and Administration sub-committee
Lobbying and advocacy	Dialogue with institutions, influential individuals, and stakeholders in women, water, sanitation and hygiene	Joint implementation and support of programs	No. of successful dialogues	20(1 quarterly)	4	4	4	4	4	0.10	0.10	0.10	0.10	0.10	Advocacy, Communication and Partnerships Sub-Committee



Women in Water and Sanitation Association- WIWAS

	Nominate focal point person in institutions that are members of WIWAS	Enriched and Implemented gender spaces/ desks and policies within institutions	No. of active focal point persons	20	20	-	-	-	-	-	-	-	-	-	Advocacy, Communication and Partnerships Sub-Committee
Mentorship, coaching and leadership	Develop and implement a mentorship and coaching programme women in institutions of higher learning	Mentorship program developed and implemented	No. of Mentorship programmes developed	1	1	-	-	-	-	0.25	-	-	-	-	Strategy, Capacity building and Research Sub-Committee
			No. of times the mentorship programme is implemented	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
	Develop and implement a Leadership programme for women in the water sector institution	Leadership program developed and implemented	No. of Leadership programmes developed	1	1	-	-	-	-	1.0	-	-	-	-	
			No. of times the leadership programme is implemented	3	1	1	1	-	-	0.5	0.5	0.5	0.5	0.5	



Women in Water and Sanitation Association- WIWAS

	Attract funding and working partners for the programs developed	Secured working partners/ funding	No. of working partners secured	10	2	2	2	2	2	2	0.25	0.10	0.10	0.10	0.10	Advocacy, Communication and Partnerships Sub-Committee
	Identify mentors and coaches	Women and girls mentored and coached	Mentors and coaches database developed	1	1	1	1	1	1	1	0.10	0.05	0.05	0.05	0.05	Strategy, Capacity building and Research Sub-Committee
	Identify mentees/ coachees		No. of women and girls mentored and coached	1000	200	200	200	200	200	200	0.10	0.10	0.10	0.10	0.10	Advocacy, Communication and Partnerships Sub-Committee
	Implement mentorship programs and career talks in learning institutions		Awareness done in 20 institutions per County in 20 counties	20	4	4	4	4	4	4	0.50	0.50	0.50	0.50	0.50	Strategy, Capacity building and Research Sub-Committee



Women in Water and Sanitation Association- WIWAS

Knowledge management	Build Effective Knowledge Networks	Knowledge gaps identified	Annual report of knowledge gaps	5	1	1	1	1	1	0.25	0.25	0.25	0.25	0.25	Strategy, Capacity building and Research Sub-Committee
	Hold knowledge exchange forums	Knowledge exchange forums	20 forums (1 quarterly)	20	4	4	4	4	4	0.50	0.50	0.50	0.50	0.50	Strategy, Capacity building and Research Sub-Committee
	Develop Professional development programs	Professional development programs	No. of professional development programs developed	5	1	1	1	1	1	0.50	0.50	0.50	0.50	0.50	Strategy, Capacity building and Research Sub-Committee
Research and innovation	Transfer innovations from academic and research institutions to the market	Innovations forums	5 No. of innovations forums	5	1	1	1	1	1	0.50	0.50	0.50	0.50	0.50	Strategy, Capacity building and Research Sub-Committee



Women in Water and Sanitation Association- WIWAS

	Harness traditional knowledge for current needs and Innovation for management of water and sanitation resources	Traditional knowledge shared and documented in forums	5 no. of forums	5	1	1	1	1	1	0.50	0.50	0.50	0.50	0.50	Strategy, Capacity building and Research Sub-Committee
Outreach programs	Development and Implementation of communication and outreach plan	Outreach and Awareness campaigns	Communication and Outreach materials (manuals, publications, documentaries)	10	2	2	2	2	2	1	1	1	1	1	Advocacy, Communication and Partnerships Sub-Committee
	Develop outreach and awareness Campaigns program		No. of outreach and awareness campaigns developed	5	1	1	1	1	1	0.05	0.05	0.05	0.05	0.05	Advocacy, Communication and Partnerships Sub-Committee
	Implement outreach and awareness campaigns		No. of outreach and awareness campaigns implemented	20	4	4	4	4	4	0.25	0.25	0.25	0.25	0.25	Strategy, Capacity building and Research Sub-Committee



Women in Water and Sanitation Association- WIWAS

KEY RESULT AREA 2: PARTNERSHIP & COLLABORATION															
Strategic Objective: To create and enhance partnerships and collaboration through the Strategic Plan period															
Strategies	Activities	Output	Performance indicators	Target for 5 yrs	Target by Plan Year					Budget (Ksh. Millions)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Diversify strategic Partners	Mapping the partners	Partners are identified	No. Reports No. of partners	1						-	-	-	-	--	Advocacy, Communication and Partnerships Sub-Committee
	Proposal writing	Proposal written	No. of proposals	10						0.25	0.25	0.25	0.25	0.25	
	Lobby	Partners are identified	No. of partners	5						0.1	-	-	-	-	
Enhance strategic partnership	Lobby	Strengthened partnership	No. of Reports No. of Minutes No. of strategic partners	5						0.1	0.1	0.1	0.1	0.1	
Enhance collaboration	Develop MoUs	MoUs in place	No. of MoUs	4						-	0.1	0.1	0.1	0.1	



KEY RESULT AREA 2: PARTNERSHIP & COLLABORATION															
Strategic Objective: To create and enhance partnerships and collaboration through the Strategic Plan period															
Strategies	Activities	Output	Performance indicators	Target for 5 yrs	Target by Plan Year					Budget (Ksh. Millions)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	-Implementation of the MoUs -Participate in Technical working groups (TWG)	Joint programs in place	Evaluation reports No. of TWGs							-	-	-	-	-	



Women in Water and Sanitation Association- WIWAS

KEY RESULT AREA 3: INSTITUTIONAL SUSTAINABILITY															
Strategic Objective: To enhance financial & institutional sustainability of the association in five years															
Strategies	Activities	Output	Performance indicators	Target for 5 yrs	Target by Plan Year					Budget (Ksh. Millions)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Affiliation to international and regional sector associations	Identify regional and international bodies of interest to Association objectives	List of regional bodies	List of regional bodies Paid up subscriptions	2						2.5	2.5	-	-	-	Advocacy, Communication and Partnerships Sub-Committee
Recruitment & retaining of members	Enhance collection of subscription fees & enrolment of new members	Membership subscription	No. of paid up members	1						2	2				Finance and Administration Sub-Committee



Women in Water and Sanitation Association- WIWAS

KEY RESULT AREA 3: INSTITUTIONAL SUSTAINABILITY															
Strategic Objective: To enhance financial & institutional sustainability of the association in five years															
Strategies	Activities	Output	Performance indicators	Target for 5 yrs	Target by Plan Year					Budget (Ksh. Millions)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Creation of a secretariat office	Volunteer secretariat from membership	Secretariat office operational	Enhanced visibility	1		-	-	-	-	1.5	-	-	-	-	Finance and Administration Sub-Committee
	Competitive recruitment of secretariat staff		Office in place	1											
Formulating guiding documents	Preparation of procedures & policies	Strategic plan	Strategic plan Achieved objectives	1		-	-	-	-	2	-	-	-	-	
		Fundraising policy in place	Funded projects												
		Communication policy & strategy in place	Enhanced communication & visibility												
Communication & marketing	Website development	Website	Enhanced communication	1		-	-	-	-	1	-	-	-	-	Advocacy, Communication and Partnerships Sub-Committee



Women in Water and Sanitation Association- WIWAS

KEY RESULT AREA 3: INSTITUTIONAL SUSTAINABILITY															
Strategic Objective: To enhance financial & institutional sustainability of the association in five years															
Strategies	Activities	Output	Performance indicators	Target for 5 yrs	Target by Plan Year					Budget (Ksh. Millions)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Identify Volunteer paid members as ambassadors	Increase in membership	Enhanced visibility	1		-	-	-	-	-	-	-	-	-	Advocacy, Communication and Partnerships Sub-Committee
	Participation in local, regional & international conferences	Collaborations & partnerships	No. of conference/hosted No. of partnerships formed	2			-	-	-	2.5	2.5	-	-	-	Advocacy, Communication and Partnerships Sub-Committee
	Development of Communication strategies	IEC materials, branding Stakeholder engagement	Survey report Enhanced visibility	2			-	-	-	-	3.0	-	-	-	Advocacy, Communication and Partnerships Sub-Committee



Women in Water and Sanitation Association- WIWAS

KEY RESULT AREA 3: INSTITUTIONAL SUSTAINABILITY															
Strategic Objective: To enhance financial & institutional sustainability of the association in five years															
Strategies	Activities	Output	Performance indicators	Target for 5 yrs	Target by Plan Year					Budget (Ksh. Millions)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Lobbying and advocacy	Dialogue with institutions, influential individuals, and stakeholders in women, water and sanitation and hygiene. Sensitization workshops	Minutes Policy briefs Draft bills	2			-	-	-	-	2.5	-	-	-	Advocacy, Communication and Partnerships Sub-Committee
	Nominate focal point person in institutions that are members of WIWAS	Increased visibility & engagement	Participation in fora Gender desks in various institutions Draft policies	1		-	-	-	-	1	-	-	-	Finance and Administration sub-committee	
Total Budget															



Women in Water and Sanitation Association- WIWAS