

UGANDA WATER AND SANITATION NETWORK



Water, Sanitation and Hygiene Civil Society Voices

Co-funded by:



Implemented by
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für Internationale
Zusammenarbeit (GIZ) GmbH

STRATEGIC PLAN 2022 -2026



UWASNET Mid-Central regional members during a field visit to the fecal sludge management site in Masaka during the regional learning and sharing meeting held in November 2021.

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Foreword

On behalf of Uganda Water and Sanitation Network, we wish to present to you the 2022-2026 Strategic Plan. This Strategic Plan comes at a time when the country and the world is reeling from the pain and losses from the COVID-19 global pandemic. The pandemic has not only changed our life of community but has also had an impact on how we do our day to day activities as a network organisation.

The plan builds onto our past work that has succeeded, with support from our members and development partners who generously financed the actions. The strategy is anchored on a robust theory of change with members at the centre by ensuring that their capacity is built to influence both, policy and practise at local and national level. Our members and other stakeholders' voices and desires have shaped our planning for 2022- 2026. We will contribute to the national targets aimed at improving access to Water, Sanitation, Hygiene and a better managed environment with a special lense to promoting gender and youth mainstreaming in programs by focusing on the following three dimensions: Strengthening institutional capacity to effectively and efficiently deliver, Strengthening coordination and collaboration of Non-State and State Actors and Fostering dialogue between State and Non State Actors for delivery of robust WASH and Environment Systems. We shall endeavour to work with the Civil Society Organisations, Line Ministries, Development Partners, District Local Governments, and the Private Sector to cause change.

We take this opportunity to most sincerely thank all the people and organizations who contributed to the shaping of this Strategic Plan which will go a long way in making UWASNET move far and beyond in achieving it aspirations. We invite you to be part of the UWASNET Fraternity to enable attainment of SDG 6, a key SDG that contributes to the delivery of all other SDGs.



A handwritten signature in black ink, appearing to read 'Jeremiah Nyagah'.

Jeremiah Nyagah
Board Chairman

A handwritten signature in black ink, appearing to read 'Yunia Musaazi'.

Yunia Musaazi
Executive Director



Executive Summary

This Uganda Water and Sanitation Network (UWASNET) Strategic Plan 2022-2026 builds on our 20 years existence in Uganda and is responding to the Country's Vision 2040 and National Development Plan III.

We learnt several lessons in our last Strategic Plan implementation (2017-2022). The insights and ever-changing context we operate in have influenced this 2022 – 2026 Strategic Plan. This Strategic Plan is enriched from consultations with members, staff, partners, donors and government. There is a strong call for UWASNET to continue doing what it does, focus sharply and not spread so thin by doing too much. We are taking all these lessons to inform what we intend to do in future.

The Ugandan Water, Sanitation, Hygiene and Environment Programmes are considered to be the most developed in Sub Saharan Africa. However, in terms of institutional set up and policy framework, they stagnated in the delivery of universal access to Water, Sanitation and Hygiene (WASH) services for all Ugandans. This is mainly attributed to unmatched investment, limited regulation of all service providers and poor adherence to policy frameworks.

This strategy seeks to build capacities and coordinate WASH CSOs to advocate for the role of Water, Sanitation and Hygiene (WASH) in the development discourse and address the needs and aspirations of ordinary people – the citizens, in particular the need for inclusive WASH service delivery, and addressing the constraints on delivery of robust WASH systems.

Climate change threatens water resources. The destructive impacts of climate change are an increasing threat to water and sanitation systems and are contributing to disparities in access. It's the urban poor and rural communities that are more vulnerable. This new and emerging challenge requires us to change the way we work towards a climate resilient WASH programming.

This is a deliberate effort to work with a solution focused approach aimed at fostering WASH CSOs coordination and capacity to effectively influence and deliver resilient WASH Systems.

We will embed rigorous planning, monitoring, evaluation and collaborative learning processes for measuring success to make sure we are making good progress against our strategic commitments.



John Robert Okello from SNV making a contribution during the NDPIII dialogue meeting held in 2021.

Context

Uganda is rich in natural resources and human capital potential. The climate is favorable for agriculture, water, land, and other natural resources are available. With 75% of Ugandans under age 30, the country is in a good position to harness the demographic dividend and generate gender transformative change. Uganda has a thriving private sector, and Information and Communication Technologies (ICT) are adopted fast.

Uganda is also prone to continuous crises that negatively impact the realization of the country's potential. Chronic instability in the Great Lakes Region has forced more than 1.4 million people from South Sudan, Democratic Republic of Congo (DRC), and Burundi to seek refuge in Uganda. In 2021, fighting in Sudan, Eastern DRC, and in Burundi continued, thus social peace remains fragile in the region.

In Uganda, the effects of climate change and ensuing environmental degradation are negatively impacting the capacity of smallholder farmers - many of whom are women - to meet their basic needs and at the same time, exacerbate disaster risks such as draught, floods, landslides, and other natural disasters. This many times impacts the outcomes of already delivered WASH services.

The domestic political and policy environment provides a relatively stable context and space – although within certain limits - for civil society work in Uganda. The Constitution of Uganda ensures representation of diverse population groups such as women, youth, older persons, and persons with disabilities. However, these marginalized populations are still not participating equitably in economic, social, cultural and political activities.

Data also demonstrates a significant socio-economic gender gap, which puts women and girls in vulnerable situations and at risk of Gender Based Violence (GBV). Availability and affordability of, and access to basic social services remains challenging, especially for women and girls, persons with disabilities, older persons, and refugee women and girls.

At 36%, the Eastern region has the highest poverty rate in the country. While rural areas are generally more affected, poverty pockets exist within urban areas. The COVID-19 pandemic is further exacerbating poverty and inequality. Food insecurity and poor nutrition rates are rising. There is also a high risk of negative secondary effects on non-COVID-19 public health concerns such as maternal health, malaria, and HIV/AIDS as well as teenage pregnancy rates, which are

soaring as a consequence of missed education, economic pressures, and GBV.

In the last decades, the number of Civil Society Organizations (CSOs) in Uganda has grown tremendously. Over the years, they have contributed to policy change, have supported the empowerment of local communities through human rights education and awareness raising, and have facilitated Civil Society (CS) in their demands for accountability. However, whilst the bigger CSO networks and national NGOs focus mostly on national level processes, smaller CSOs operating at the local level lack opportunities to participate in relevant policy making processes that inform national level decisions. And for WASH CSOs, it is projected that more than 250 CSOs contribute to the WASH and Environment programmes, however only half of these are registered with UWASNET, and less than 50% align to coordination structures, both at Local Government Level and National Level.

Strategy is contributing to the following SDGs



WASH Landscape

As a key determinant of socioeconomic development, WASH is identified as a key fundamental that must be strengthened to achieve the Uganda Vision 2040. The Uganda Vision 2040 envisions “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”.

The Vision is being implemented through 5-year National Development Plans (NDP). The NDP III running from 2020/21-2024/25 is the 3rd of the series of 06 NDPs. The theme of the NDP III is “Sustainable industrialization for inclusive growth, employment and wealth creation”. The NDP III adopted the Program Planning Approach comprising of 18 programs that are aligned to Program Based Budgeting. Increased access to safe and clean water and sanitation is under the Human Capital Development Program headed by the Ministry of Education and Sports. The programme is aimed at reducing duplication of resources hence all the stakeholders in a programme i.e. Education, Health, Gender and WASH are expected to plan together in order to have the overall goal of improving productivity of labour for increased competitiveness and better quality of life for all.

Government of Uganda is committed to increasing access to safe water supply from 70% to 85% percent (rural) and from 74% to 100% (urban); including increasing access to basic sanitation from (improved toilet) 19% to 40% percent and hand washing from 34% to 50% by 2024/25. This increase is incremental for five years from 2019/2020.

Ministry of Water and Environment is the lead for the Natural Resources, Environment, Climate Change, Land and Water Resources Management Programme (NRECCLWM) with Ministry of Lands, Housing and Urban Development as the alternate Chair.

The programme advocates for Government to recognize the critical role of natural resources (water, lands, forests and wetlands) in the national economy and hence be given due attention to sustainably develop the country as well as the future generations.

Whilst the NDP II targeted to achieve 79% of the rural population accessing an improved drinking water source by June 2020, only 68 percent of population had access. The NDP II projected that the entire urban population (100%) would have access to an improved drinking water source by June 2020 although only 70.5 percent was realized. Access to basic sanitation improved from 16.6 percent

to 18 percent in rural areas and from 43 percent to 44.8 percent in urban areas between 2018/19 and 2019/20.

Based on a study undertaken by UWASNET in 2021, the stagnation of access to WASH is not surprising based on 88% and anticipated 56% financial gap for both the NDP II and NDP III periods of implementation respectively.

Improvements in hygiene and sanitation continue to be undermined by fragmented mandates and inadequate coordination across Ministries of Education, Health and Water and Environment. Appropriate levels of mandates, resources and coordination mechanisms have not been prioritized, resulting in low performance in sanitation and hygiene targets. Hope the introduction of the programmatic approach under NDP III, which calls for a programmatic approach will enhance on coordination and prioritization of WASH amongst stakeholders of different Line Ministries.

Furthermore, the investment reforms and consequential access has not been uniform across the country. The bias in investment towards the urban sector, geographical areas with low water table, poverty and vulnerabilities of populations, refugee influx etc. have led to widening inequalities in access between the urban and rural areas; between the districts as well as between the rich and the poor and marginalized communities.



A community member washing his hands with soap and water (photo credit by CIDI).

¹ Basic sanitation entails the percentage of population using an improved sanitation source not shared with other households.

Our Role and Niche

UWASNET was founded in 2000 by different Sector Development Partners as the umbrella organization for all Civil Society Organizations (CSOs) operating in the Water and Sanitation sub-sector. We are a driving force that is bringing together all WASH CSOs to strengthen their contribution to the sector by facilitating effective influencing of policy and practice through coordinating CSO Voices, promoting learning and sharing, documentation of CSO's work and promoting partnerships and collaborations with other sector stakeholders, including Government, development partners and the private sector.

As a transparent, communicative organisation and using our experience we identify sector opportunities, collaboratively work together with government, CSO's and the global arena to deliver long lasting WASH solutions.

We have been recognized for our contribution to the WASH sector, and we are invited to play an active role in formulating national-level WASH policies and strategies. We will leverage this and share all lessons learnt to influence greater change.

Who we are

We are a membership of more than 140 CSOs operating in different parts of Uganda. Administratively, UWASNET consists of five (5) main organs:

- The General Assembly which includes the entire membership and is the supreme governing body of the organisation,
- The Management Board, an executive arm of UWASNET consisting of elected members drawn from the general assembly, comprising of both National and International CSOs, and Government represented as an Ex Officio,
- The Thematic Working groups which are focal points of CSOs in specific issues/themes in the WASH and environmental sector,
- Ten (10) Regions with Regional Coordinators who fulfil the decentralised role of the Secretariat at Regional Level,
- The Secretariat which is responsible for the day-to-day management of the organisation.

We are active beyond Uganda and remain committed to do so in the future:

- UWASNET is currently the Civil Society Focal Point for Sanitation and Water for All (SWA)
- UWASNET is a member and currently also the treasurer of ANEW, the African Civil Society Network on Water and Sanitation.
- UWASNET is a member of Global Water Partnership and hosts the country level fora for engagement of GWP East Africa, the Uganda Water Partnership.
- UWASNET is actively engaging with the Nile Basin Initiative (NBI) based on a Memorandum of Understanding (MoU) between the MWE, the NBI, GWP and UWASNET.
- With support of Danish People Alliance (DPA), UWASNET works with sister networks in Kenya, Tanzania and Zambia on issues regarding mainstreaming climate change in WASH and social accountability.

Our Vision

"All people accessing improved & sustainable water resources, sanitation and hygiene programmes"

Our Mission

"To strengthen co-ordination and collaboration of CSOS and other Stakeholders in the Water Resources, Sanitation, Hygiene and Environment Programmes in Uganda"

Core Values

Agreed core values are that all members shall uphold principles of:

- Team work
- Transparency
- Quality services
- Accountability
- Innovativeness
- Impartiality

Theory of Change

Our theory of change stems from the assumption that the willingness and ability of government to ensure delivery of sustainable WASH services will be best achieved if the citizens and all people in vulnerable situations prioritise, demand and are part of their WASH needs process. CSO's and like-minded institutions under UWASNET will proactively engage to fill up the gap, they will extensively collaborate and coordinate resources to profile the importance of WASH in economic development and thus the importance of including WASH plans across all areas of development and they will work together to achieve it.

Coherent WASH service delivery pathways will be put in place consolidated with comprehensive M&E systems reporting on equity of access, implementation to minimum standards, and the use of monitoring data to inform sector planning. Joint learnings, targeted knowledge and cost effective innovations that are climate resilient will be used to support and influence decision making. The government will be willing to respond to the WASH needs by better targeting of its resources

to provide for its citizens.

Over recent years, more emphasis has been given to influencing government because we believed that ensuring the delivery of robust WASH services is ultimately the government's responsibility. UWASNET strategy for the period 2022 - 2026 builds on this foundation and responds to the need to modify, refocus, and build capacity of members to meet existing and new challenges and opportunities.

We are now devoting time and energy into maintaining our networks while strengthening their ability to reach and influence others. Through our output we shall produce, promote, profile and pass on skills for citizen centered empirical evidence and solution focused ideas.



UWASNET members after the 2018 Annual General Meeting held in Kampala.



Lango & Acholi regional members after their Regional Meeting in 2021.

UWASNET Strategic Plan 2022 - 2026 Theory of Change

UWASNET Mission

“To strengthen co-ordination and collaboration of CSOs and other Stakeholders in the Water Resources, Sanitation, Hygiene and Environment Programmes in Uganda”

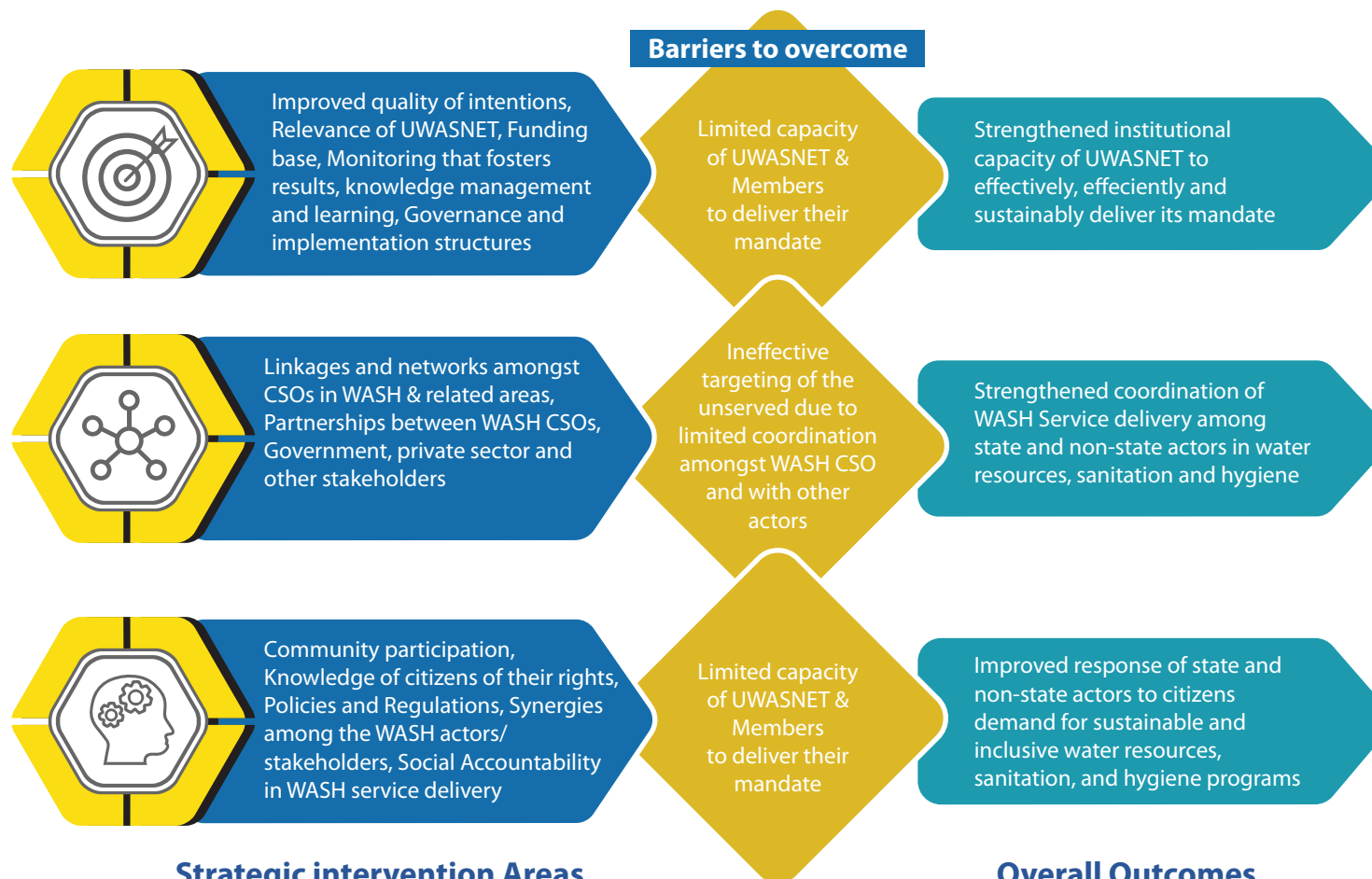


UWASNET

VISION

“All people accessing improved & sustainable water resources, sanitation and hygiene programmes”

Barriers to overcome



Strategic intervention Areas

Overall Outcomes

Impact

Our Strategy seeks to address these Issues

We are responding to emerging issues, critical service delivery gaps and the need for us to deliver on national goals and aspirations as defined in Vision 2040, the NDP III and relevant sector plans; we want to make sure the sector is working in the best way. This means holding governments and other sector actors, including ourselves to account for delivery of sustainable and affordable WASH Resilient Systems. We believe our work will have utmost impact and bring change if we focus on these three strategic priorities for the next five years:



UWASNET Executive Director Yunia Yiga Musaazi in discussion with the Regional Coordinators.

Strategic Priority I

Improved response of state and non-state actors to citizens demand for sustainable and inclusive water resources, sanitation, and hygiene programmes.

Human Rights are key within our programming. We will coordinate the voices and facilitate our members to hold constructive dialogue with Government and other service providers to deliver sustainable and inclusive WASH systems for all. Even where WASH facilities are available, not everybody has access.

We know there are many different barriers to accessing WASH and want to lead on the discussions and debate on how the sector can work toward more sustainable and inclusive WASH service delivery through:

- a. Coordinate WASH CSO voices through functional Thematic Working Groups to influence both policy and practice.
- b. Promoting Social Accountability to foster response by government and other service providers to citizens voices. This will aim at fostering community led actions derived from community assessments and campaigns.
- c. Generating evidence for improved advocacy. We aim at having everyone understand the importance of WASH as a public health intervention and use the profile it's received throughout the COVID-19 pandemic to lift the sector's profile among decision-makers. We also hope to propel the importance of mainstreaming WASH in Climate Change interventions and promote implementation of Climate Resilient WASH interventions.
- d. Awareness creation of WASH policies, partners and Legal frame works.
- e. Strengthening collaboration and coordination with influential platforms & stake holders.



Panel discussion at the 2021 National WASH CSO Forum with representatives from National Planning Authority, Ministry of Water & Environment, Office of the Prime Minister & CIDI.



Hon. Aogon Silas, the Chair of the Uganda Parliamentary Forum on WASH speaking during the 2021 National WASH CSO Forum.



The Deputy Resident District Commissioner of Mityana listening to CSOs and members of the community during a field visit organized by UWASNET.

Strategic Priority II

Strengthened coordination and collaboration of WASH service delivery among state and non-state actors in water resources, sanitation and hygiene.

There are many CSO's focused on WASH doing incredible work, but they typically work in isolation. We will encourage and influence sector actors to work collaboratively and contribute to our common goal of every Ugandan having safe and improved WASH as well as promoting the importance of WASH to other areas, such as climate, health and education, and developing joint policies and frameworks for greater impact and reach by:

- a. Strengthen linkages and networks among CSOs and other actors through strengthening the capacity of regional coordinators and establishment of district focal points to foster coordination amongst CSOs and other actors
- b. Strengthening our collaboration, engagement with the private sector to drive

change and encourage investments, innovation and programming to mitigate the impact of climate change within WASH.

- c. Increase multi-sectoral collaboration among state and non-state actors to strengthen systems and capacity for sustainable WASH delivery.
- d. Play a part in strengthening local government knowledge & awareness about UWASNET's capacity to accelerate Uganda's WASH commitments



UWASNET partners during a field visit with representatives from Austria Development Agency, District Local Government & National Water & Sewerage Corporation (NWSC) to River Rwizi whose water levels have reduced due to climate change, the water levels used to be at the concrete where the officials are standing.



UWASNET members learning about IWRM integration with WASH in Lango & Acholi region.

Strategic Priority III

Strengthened institutional capacity of UWASNET to effectively, efficiently and sustainably deliver its mandate.

We will play a part in strengthening institutional capacities so that we are always using the most appropriate solution or system for any context or situation. As the experts in the sector, we need to reach up and reach out. We aim to achieve this through:

- a. Strengthening the capacity of members to have systems in place capable of delivering basic WASH services. We recognize that WASH CSOs have limited financial capacity, inefficient systems that are critical to enable them to remain independently sustainable.
- b. Increase and diversify our funding source base. We shall pay special attention to the costs of our work, through developing innovative and sustainable financing models including in country fundraising. We will enhance on the cost effectiveness of the secretariat that fosters an institutional culture of optimal resource use that better enables UWASNET fulfill its mandate.
- c. Enhance monitoring, evaluation and learning systems. We will enhance our MEL system to consistently track progress and impact for both accountability and learning purposes.
- d. Enhance visibility, branding, communication and knowledge management. We will heighten our results management and learning to inform promotion of key result areas.
- e. Putting in place functional and effective governance implementation structures. We will balance legitimate membership representation at all governance levels, a competent Board that effectively oversees a viable, lean and efficient Secretariat.
- f. Attract and retain skilled, qualified, and competent staff that foster attainment of strategic goals.



UWASNET members showing off their training certificates after training with Centre for Affordable Water and Sanitation Technology (CAWST).

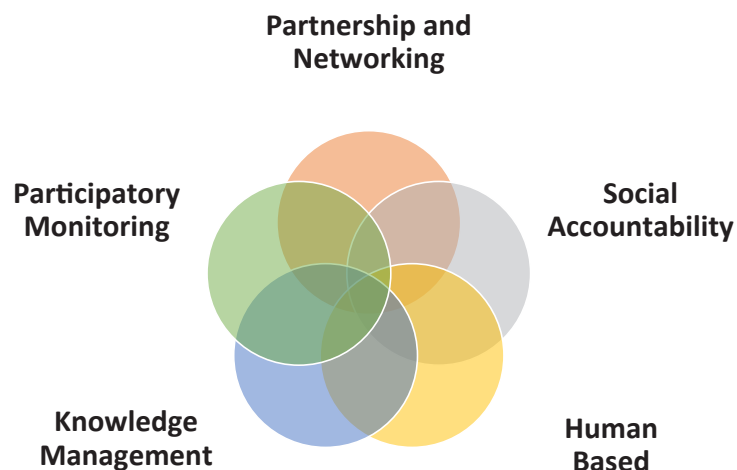


UWASNET members receive SDG 6 posters to facilitate internalization of the indicators.

Our Approach

The breadth of our mandate necessitates that we employ a number of approaches and methodologies in terms of sector or themes to create sustainable impact. We will be guided by:

- **Human Rights Approach:** that basic services that include water and sanitation, are a human right and we will work with different networks and stakeholders to raise the profile of the right to WASH, with special focus on empowering CSOs to hold duty bearers accountable to deliver equitable, sustainable and affordable WASH services to all.
- **Partnership and Networking:** through harnessing the tremendous potential of networks, sustainable WASH shall be achieved best with a shift from individual organization level goals focus to network-level impacts.



- **Social Accountability Approach:** issues of WASH accountability and governance shall be at the forefront of what we all do. Every citizen must feel empowered to hold leaders to account, and governments must feel responsible for realizing their citizens' human rights.
- **Knowledge Management Approach:** The WASH sector faces immense challenges, which are characterized by complex interactions between the social and ecological systems, stakeholders generate useful information that needs to be collected, managed, shared and

made accessible as knowledge for better learning.

- **Participatory Monitoring Approach:** Improving linkages within the sector is pivotal to the success of all the above mentioned.

And in all, we will mainstream gender, youth and other vulnerable groups in all programs, services and organizational functioning. We will also seek out for strategies to address needs of CSOs providing services to ad hoc vulnerable groups like refugees.



Alex Mbaguta, the Water & Sanitation Advisor, Austrian Development Cooperation with Ivan Biiza, Economist, Ministry of Water & Environment, Sylvia Nakayenga, Finance & Admin Manager, UWASNET & Dr. Sonja Hofbauer, Senior Expert Water & Sanitation, Hydrophil.



UWASNET Lango & Acholi regional members during a field visit in Agago district.

What will Success look like?

The strategy will be successful if progress in all strategic priorities or overall outcomes can be attained. These are broken down into specific outcome areas that provide the basis for structuring and planning outputs and activities thereunder. The below table summarises the target hierarchy and provides a narrative on how success can be described. The outputs, examples for activities and indicators however, are only detailed in the corresponding Monitoring, Evaluation and Learning (MEL) Framework.

Table 1: Target hierarchy

| | Strategic Priority – Overall Outcomes | Expected Specific Outcomes | Describing Success |
|---|--|--|--|
| 1 | Improved response of state and non-state actors to citizens demand for sustainable and inclusive water resources, sanitation, and hygiene programmes | 1.1 Enhanced community participation in water resources, sanitation and hygiene programmes 1.2 Increased knowledge of citizens of their WASH rights, policies and regulations 1.3 Enhance synergies among the WASH actors/ stakeholders 1.4 Enhanced Social Accountability in WASH service delivery | Progress in responding to demand is based on well-coordinated WASH advocacy activities and synergies in implementation. The levels of awareness and the knowledge base will be raised at citizen level and through research also at sector level. Through integrative processes of review and enhanced collaboration between stakeholders, the quality of policies and regulations will increase. This will lead to better theoretic (knowing about) and practical (using) applicability of the regulatory framework. |
| 2 | Strengthened coordination and collaboration of WASH service delivery among state and non-state actors in water resources, sanitation and hygiene | 2.1 Strengthened linkages and networks amongst CSOs in WASH as well as in related areas of health and education in line with NDP III programmatic approach 2.2 Enhanced partnerships between WASH CSOs, Government (line ministries as per NDP III programmatic approach), private sector and other stakeholders | Improvements in coordination and collaboration underpin the relevance of UWASNETs work from national and regional to district level. The appointment and support of district focal persons to drive the CSO coordination agenda at their level will be a game changer at that level. UWASNETs work will bear fruits in two ways – airing out issues from grassroots level at national level and cascade national policies down to communities. UWASNETS international collaboration will lead to visibility of Ugandan successes and supports dissemination of developments and commitments back home. |
| 3 | Strengthened institutional capacity of UWASNET to effectively, efficiently and sustainably deliver its mandate | 3.1 Improved quality of WASH interventions delivered by WASH CSOs 3.2 UWASNET perceived as a relevant sector institution at all levels – from national to district 3.3 Enhanced sustainable funding base 3.4 Enhanced monitoring that fosters results, knowledge management and learning 3.5 Functional and effective governance and implementation structures | Increased institutional capacity of UWASNET is connected to its members capacity and ability to deliver quality services to communities. The functionality of the network is premised on its governance structure and ability to add value in critical topics e.g. through vibrant Thematic Working Groups, Regional Coordination Structures etc. Online approaches (social media, hybrid meetings) are opportunities that will be even more harnessed in the future to attain outreach and visibility while remaining cost-efficient. |

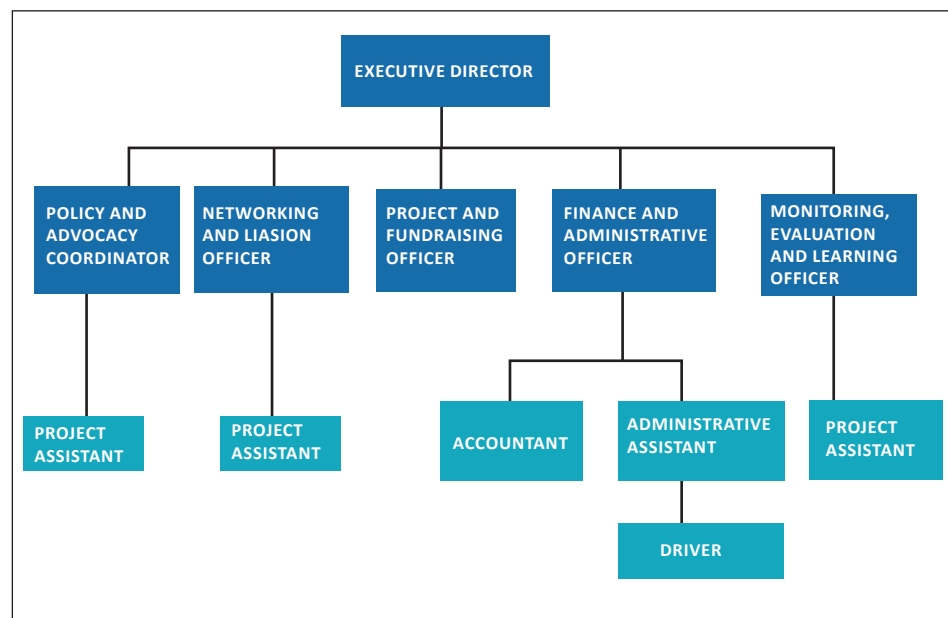
Delivering this strategy

People

People are at the heart of our organization and it will be through them that this strategy will be done and achieved. We therefore envisage changes in the organization structure, systems and procedures to improve efficiency and effectiveness in its operationalization.

A matrix programmatic and functional organizational structure is being proposed to harness synergies and ensure holistic and sequenced approach to implementation of the strategic interventions and ease coordination of cross-cutting issues. It therefore requires a shared responsibility of all concerned.

We will seek to retain, attract, develop and engage people who are passionate about driving and delivering our work. We will develop our culture based on our values and invest in skills development, employee engagement, management and leadership at all levels.



UWASNET Partners namely Members of Parliament, representatives from Development Partners, Line Ministries & CSOs.



UWASNET members, partners and Secretariat staff during a consultative meeting held in 2022.

Finances and Funding

The economic environment is fragile given the COVID-19 pandemic footprint globally. Delivering this strategy will require significant amount of financial resources. In line with the Strategic Plan 2022-2026, we intend to implement the following objectives of the Resource Mobilization Strategy, that will oversee our resource mobilization for long – term programs and will guide our governance and operational structures further;

- 1) Diversify and establish long term funding sources that enable the implementation of all the strategic objectives.

We will strive to ensure that we create a balanced mix of different income streams that enable UWASNET to be sustainable. The Resource Mobilization Strategy will have a mix of funding sources that should include short and long term to reduce the risk of financial collapse. UWASNET will continue maintaining its existing partnerships and seek for new partnerships with development partners and the private sector through proposal writing and targeted marketing of the network.

UWASNET will focus on starting a social enterprise to support it's work. The core of the social enterprise work that will be chosen will generate positive change for our members and communities, through balancing profit and positive change, and at the same time in line with UWASNET's mandate.

Additionally, UWASNET will enhance its organizational branding and overall visibility online and offline to further attract interest of potential partners on a national and international level. This will further be supported by holding fundraising campaigns, such as the UWASNET@20, and events to allow members to network and promote their work to different stakeholders.

As a network organization, membership engagement and contributions by members are critical for us. We will maintain and further strengthen the partnership with our members by enhancing our membership benefits and promoting the work of our members on our various platforms.

We will continue collecting membership fees and broaden our membership base such that the resources collected can be utilized in membership servicing and sustaining the work of the Secretariat. We shall also receive one-off contributions that support our work.

- 2) Efficient and operational governance structures that contribute to effective mobilization of resources.

UWASNET believes that effective governance of the organization will ensure that the policies, values and systems continue to shape transparent, accountable and efficient systems that should enable attraction of diverse resources to support implementation of the strategy.

To strengthen and to enhance resource mobilization strategies and capacities internally, UWASNET will establish a respective department at its Secretariat, which will also pursue the establishment of a business arm in achievement of a sustainable and long-term funding base.

(L-R) Franziska Bertz, Head of Component, GIZ- CUSP, Yunia Musaazi, Executive Director, UWASNET and Ramona Redlich, Advisor, GIZ-CUSP at the 2021 National WASH CSO Forum.



UWASNET staff together with Alex Mbaguta, the Water & Sanitation Advisor & Sharon Nabadda, Finance & Admin Manager from Austrian Development Cooperation, one of the UWASNET's funding partners.



L-R Sylvia Nakayenga, Finance & Admin Manager, Cleto James Mumbere, PAC, Bernadette Kwebiha, MEL, Yunia Musaazi, Executive Director together with Peder Thorning from Danish People's Aid (DPA), one of UWASNET's funding partners.

Risk Management

While UWASNET is a diverse and multi-layered organization in itself, it operates together with many other organizations and allies. There is a multitude of stakeholders with complementary roles and skills, and impressive track records on risk management. We will identify relevant stakeholders; and assess the efficiency and effectiveness of their tools, balancing top-down and bottom-up approaches with a keen eye for the specific needs.

Risk management will be embedded within our daily operations, from strategy formulation through to business planning, general management and operational processes. It will also be applied where UWASNET works in partnership with other organizations to ensure that partnership risks are identified and managed appropriately.

All risks will be clearly defined together with the controls that currently exist to manage them. We will take a very simple approach to the risk management framework which will reflect the performance management framework and which can be linked to it. Progress reporting, review and communication of results.

Progress reporting, review and communication of results

Monitoring & Evaluation

Table 1 summarizes the key outcomes and indicators that will define success through the strategic period. We shall heighten our results management and learning practices by bringing on board a Monitoring, Evaluation and Learning Officer who will oversee the Monitoring, Evaluation and Learning (MEL) Framework. This will enable us to track our outcome progress and impact consistently and systematically for both accountability and learning purposes. Departments shall report quarterly on key expenditures, actions, outputs and progress towards outcomes, where outcome data is available. This will guide the production of a quarterly performance report which will be presented to the Board for discussion and guidance.

The quarterly performance reports will be consolidated into our annual performance report that shall be presented at our annual general assembly to provide feedback on progress towards implementation of the strategy. The annual performance report will report against the detailed logframe which is part of the MEL Framework. To align the strategy to the ever-changing environment, a mid-term review shall be conducted to assess the performance of UWASNET towards the overall target and the relevance of the strategic interventions to address the emerging challenges.

The annual CSO Performance reports and the annual CSO WASH Forum are key instruments of operationalizing this strategy – they create visibility and outreach. UWASNET attains visibility and outreach through social media presence. Due to the Covid-19 pandemic, we have adjusted to online working modalities and have acquired the necessary equipment as well as the ability to conduct hybrid meetings with present and online participants.



L-R Jacinta N Nangabo, Senior Technical WASH Manager at Uganda Sanitation for Health Activity (USHA) together with Yunia Yiga Musaazi, Executive Director, UWASNET & Eng. Eyatu Oriono Joseph, the Acting Director, Directorate of Water Development, Ministry of Water & Environment holding the 2021 UWASNET CSO Performance Report.

Annex

Table 2 Summary Budget 2022 - 2026

| | YR 1 2022 | YR 2 2023 | YR 3 2024 | YR 4 2025 | YR 5 2026 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| Strategic Objective 1: Improved response of state and non-state actors to citizens demand for sustainable and inclusive water resources, sanitation and hygiene programmes | 1,590,395,480 | 1,864,669,800 | 1,991,629,000 | 1,991,629,000 | 1,991,629,000 |
| Strategic Objective 2: Strengthened coordination and collaboration of WASH Service delivery among non-state actors in water resources, sanitation and hygiene | 243,075,000 | 253,075,000 | 254,550,000 | 255,550,000 | 254,550,000 |
| Strategic Objective 3: Strengthened institutional capacity of UWASNET to effectively, efficiently and sustainably deliver its mandate | 1,150,800,000 | 1,050,800,000 | 1,050,800,000 | 1,194,800,000 | 1,217,800,000 |
| TOTAL | 2,984,270,480 | 3,168,544,800 | 3,296,979,000 | 3,441,979,000 | 3,463,979,000 |



UWASNET

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