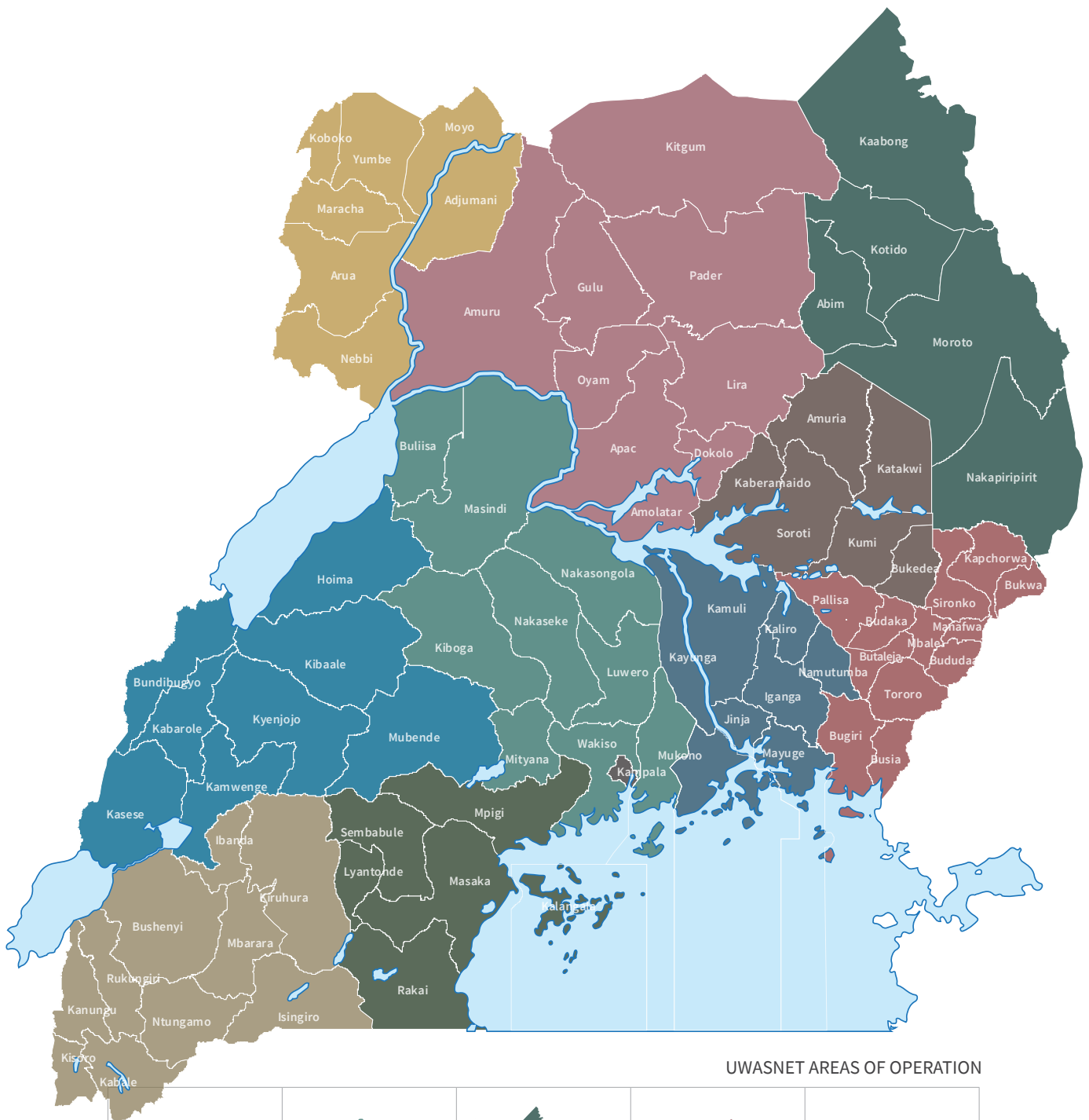




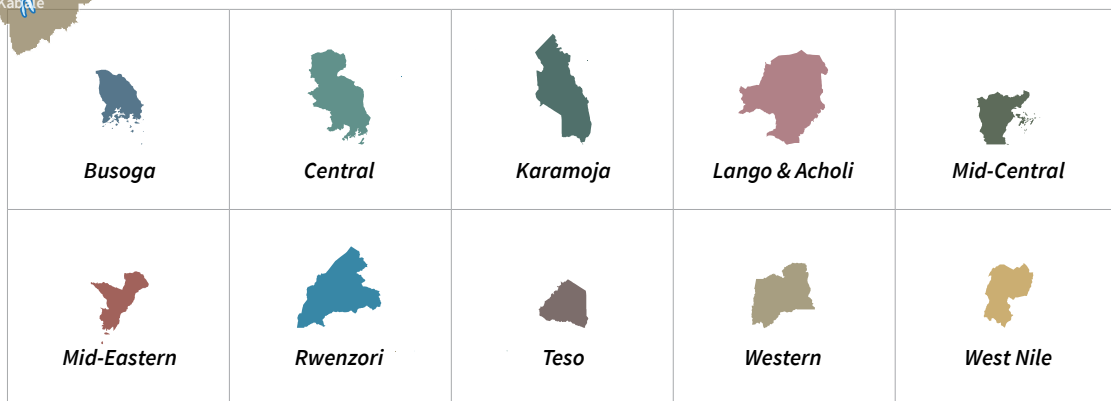
# STRATEGIC PLAN

## 2017 - 2022

## UWASNET Regional Coordination Map



## UWASNET AREAS OF OPERATION



# Preface



This Strategic Plan was established at a time when the UN has declared access to water as a human right, the Sustainable Development Goals (SDGs) replacing the Millennium Development Goals (MDGs) and a renewed commitment to combat climate change (Marrakech Action Proclamation 2016). At the National level, Uganda pursued its Vision 2040, the National Development Plan II and JWESSP (2013 – 2018). All these have informed the direction of UWASNET's strategic period 2017-2022. The aim of the Strategic Plan was to enhance co-ordinated CSO action for Sustainable Management of Water Resources and the Environment by UWASNET to the Ugandan WASH and Environmental sector by 2022.

In developing the Strategic Plan, reference has been made to the different UWASNET governance structures, Ministry of Water and Environment, UN declarations and other relevant national operational documents and policies. The strategy is also developed on the basis of participatory interactions and consultations with staff of the UWASNET secretariat, and the MWE as well as Development Partners, Member NGOs and other interested stakeholders. With funding from WaterAid Uganda and IRC Uganda, the Staff of Secretariat played a leading role in the production of the initial Strategic Plan (2017-2022) in 2016.

However, the need evolved to revise and outline its Strategic Direction to accommodate the recent developments within the network and the Sector. This document is the product of an extensive revision process that was implemented in close cooperation through a participatory process in 2018 with the UWASNET Regional Coordinators and Board of Directors with support by the GIZ Civil Society in Uganda Support Programme (CUSP).

We would like to thank all our partners and members that were involved in establishing the initial and the revised version of the UWASNET Strategic Plan 2017-2022 for their efforts, commitment and time dedicated and we are counting on our members and partners towards the successful implementation of this strategy.

A stylized, handwritten signature in blue ink, consisting of a large 'U' and a smaller 'Y'.

**Yunia Yiga Musaazi**  
Executive Director UWASNET

A stylized, handwritten signature in blue ink, featuring a large, circular flourish.

**Tinah Mukunda**  
Chair Board of Directors

# Executive Summary

The goal of UWASNET's Strategic Plan is to build coordinated CSO action in the Ugandan WASH and Environment Sector, in the years leading to 2022. The overall goal is to ensure that Uganda has universal access to safely-managed water and environmental resources, together with improved sanitation and hygiene. The plan describes the global, regional, and national WASH context and reviews relevant Uganda's policies and structures. The plan also explains how UWASNET's Vision, Mission, and strategic objectives will be met in the forthcoming period. These are:

<b>Vision</b>	<b><i>“All people accessing improved and sustainable water resources, sanitation, hygiene and the environment”.</i></b>
<b>Mission</b>	<b><i>“To strengthen coordination and collaboration of CSOs and other stakeholders in the Water and Environment Sector of Uganda”.</i></b>

## Strategic Objectives

1. Coordinated and simplified CSOs voice to influence policy and practice within the water and sanitation sector
2. Enhanced learning and strategic synergies around key sector Issues
3. Strengthened institutional capacity of UWASNET to effectively, efficiently and sustainably deliver its mandate

To support implementation steps, the plan also includes a monitoring and evaluation plan to ease reporting and track progress, a funding strategy that outlines how resources and finances will be raised as well as a theory of change that highlights a partnership approach for effective sector influencing.

The strategy has drawn on the Government of Uganda's and the Ministry of Water and Environment's operational documents and policies in the WASH sector, and references such. It has been developed also from participatory interactions and consultations with Development Partners, Ministry of Water and Environment officials as well as member CSOs, and UWASNET secretariat staff.

UWASNET's mandate is to:

- Coordinate all CSOs in the water and environment sector and strengthen their contribution to the sector
- Facilitate learning and sharing amongst CSOs, and promote partnerships and collaborations between CSOs and other sector stakeholders, including Government, development partners and the private sector.
- Document the work of CSOs in the sector

To implement the strategic objectives, UWASNET will focus on:

- i. Coordinating the voices of its members to influence policy and practice of the WASH and Environment sector. It will rejuvenate its coordination structures to capture the voices of its members, empower its members to articulate and hold duty bearers accountable to be responsive to affordable and sustainable WASH services to all Ugandans and also carry out research and analysis to target and influence key policy makers.
- ii. Promoting learning and networking amongst members and strategic partners is key to generate evidence to help address sector bottlenecks. UWASNET coordination structures will promote better working relationships to scale WASH accessibility and environmental conservation. It will entail enhanced engagements amongst members and stakeholders for strong and effective networking, collaboration and building of synergies.
- iii. Strengthening UWASNET's financial capacity by delivering services to members efficiently and effectively, building appreciation for efficient service, triggering of growth in members, increasing membership fees.

# Table of Contents

<b>1.</b>	<b>CONTEXT ANALYSIS</b>	<b>5</b>
1.1	Global Context . . . . .	6
1.2	Regional Context . . . . .	6
1.3	Ugandan Context . . . . .	6
1.4	WASH and Environment Context . . . . .	7
<b>2.</b>	<b>UWASNET INSTITUTIONAL OVERVIEW</b>	<b>9</b>
2.1	Geographical Coverage . . . . .	10
2.2	SDG Alignment . . . . .	10
2.3	Aims and Objectives of UWASNET . . . . .	10
2.4	Vision . . . . .	11
2.5	Mission . . . . .	11
2.6	Core Values . . . . .	11
2.7	UWASNET's Strategic Positioning . . . . .	11
<b>3.</b>	<b>THEORY OF CHANGE</b>	<b>12</b>
<b>4.</b>	<b>STRATEGIC OBJECTIVES</b>	<b>15</b>
4.1	Strategic Objective 1 . . . . .	16
4.2	Strategic Objective 2 . . . . .	16
4.3	Strategic Objective 3 . . . . .	16
<b>5.</b>	<b>OUR PROGRAMS AND APPROACHES</b>	<b>17</b>
5.1	Human Rights Approach . . . . .	18
5.2	Advocacy and Influencing . . . . .	18
5.3	Working through UWASNET Structures . . . . .	18
5.4	Strategic Partnerships . . . . .	18
5.5	Capacity Building . . . . .	18
5.6	Mainstreaming of Gender, Youth and other Vulnerable Groups . . . . .	18
5.7	International Cooperation . . . . .	18
<b>6.</b>	<b>IMPLEMENTATION PLAN</b>	<b>19</b>
6.1	Delivering the mandate at national level . . . . .	20
6.2	Delivering the mandate at regional level . . . . .	20

<b>7.</b>	<b>MONITORING AND EVALUATION PLAN</b>	<b>21</b>
7.1	Provision for monitoring roles . . . . .	22
7.2	Conducting periodical reviews . . . . .	22
7.3	Stakeholder review meetings . . . . .	22
7.4	Support supervision and monitoring visits. . . . .	22
<b>8.</b>	<b>FUNDING STRATEGY</b>	<b>23</b>
8.1	Contribution from the members . . . . .	24
8.2	Proposal Writing . . . . .	24
8.3	Grant Management . . . . .	24
8.4	Capital Investment . . . . .	24
<b>9.</b>	<b>HUMAN RESOURCES PLAN</b>	<b>25</b>
<b>10.</b>	<b>APPENDIX</b>	<b>27</b>
10.1	APPENDIX 1 - ORGANIZATIONAL SWOT ANALYSIS . . . . .	28
10.2	APPENDIX 2 - LOG FRAME . . . . .	29
10.3	APPENDIX 3 - BUDGET . . . . .	32





# 1. CONTEXT ANALYSIS

This chapter examines the global, regional and national context of the Water and Environment Sector in which UWASNET is influencing its operation and implementation of WASH and IWRM in Uganda and. It further spells out key stakeholders within the sector.

## 1.1 Global Context

Uganda has ratified and enacted laws that enshrine fundamental rights to water in line with international treaties and freedoms of the poor and marginalized including women, men, boys and girls. The Constitution of the Republic of Uganda emphasizes the protection of women's rights and stresses the right to a healthy environment<sup>1</sup>. Different policies to operationalize this have been developed that include the Water Gender Mainstreaming Strategy (2003) and the Pro Poor Policy. However, their implementation remains inadequate.

Globally, the WASH context is majorly shaped by the 2015 Sustainable Development Goals (SDGs) and their respective targets under "The 2030 Agenda for Sustainable Development" with specific focus on SDG 6 theme, "To ensure availability and sustainable management of water and sanitation for all" and other inter related goals, as well as regional and national targets are guiding the network in its strategies/operation and implementation during the period of 2017-2022.

## 1.2 Regional Context

Uganda is part of the East African Community (EAC), which comprises of Burundi, Kenya, Rwanda, South Sudan, Tanzania and Uganda. Across the region, differences in terms of WASH standards (technologies, laws and guidelines) and access to facilities exist. UWASNET continues to pursue regional harmonization of standards and exchange of experiences, knowledge in the field of WASH and IWRM through its collaboration with similar umbrella organizations in the EAC and regional networks of Civil Society Organizations, i.e. the African Civil Society Network on Water and Sanitation (ANEWS), Sanitation and Water for All (SWA).

## 1.3 Ugandan Context

Uganda presents a unique development challenge. Unlike the rest of the world, it is one of the poorest countries in the world with 38% of the population living on less than \$1.25 per day<sup>2</sup>. Its Gross Domestic Product (GDP) growth rate is averaging 5.5%. This has culminated into an increased disease burden resulting from poor WASH with over 16,573...children dying annually from diarrheal diseases. Also, the economy is characterized by widespread poverty, deficient education, gender imbalances, subsistence farming culture mainly by women, and an unproductive youthful population comprising of 56%<sup>3</sup>.

Uganda is a relatively peaceful country, mainly affected by political unrest in its neighbouring countries that include South Sudan, Democratic Republic of Congo but also regional neighbours such as Somalia, Eritrea and Burundi, which has resulted in a refugee crisis in Uganda. UN Refugee Agencies indicate over 1.2M<sup>4</sup> refugees from South Sudan in 2016 alone. This poses increasing demand on social services, more so water and sanitation facilities, for the hosting areas. To enable attainment of refugee needs, streamlining NGO coordination for any dividends in sustainable development is key to seek constructive alliances based on shared objectives

Uganda's long-term development aspirations and targets are based on its Vision 2040 which provides development paths and strategies to operationalize Uganda's Vision statement, "A transformed Ugandan society from a peasant to a modern and prosperous Country within 30 years". Uganda's development path is informed by global and regional development agenda found in the various conventions and treaties such as the SDGs. The National Development Plan (NDP) II (2015/16-2019/20) with the theme "Strengthening Uganda's Competitiveness for Sustainable Wealth Creation, Inclusive Growth and Employment" is the current guiding document for all development initiatives in the country, prioritizing the investment in five key growth drivers, namely infrastructure, agriculture, minerals mining, tourism and human capital development

1 Articles 21(2),32,33 and 39.

2 Data.worldbank.org/indicator/SI.POV.DDAY

3 UBOS 2018 Population Projections

4 Uganda Solidarity Summit on Refugees, 2017



## 1.4 WASH and Environment Context

Uganda has made great strides in the WASH Sub Sector for the last couple of years with a water coverage of approx. 70% and 77% for rural and urban water respectively, while rural sanitation is at an average of 80%. Access is further affected by inadequate operation and maintenance due to high cost of production, electro mechanical repairs and expansion of systems. This is further culminated by high population growth that pose stress on the existing facilities and increasing negative effects of climate change that continuously indicate trend in technological advancement. The constant creation of new districts also worsens the situation by creating capacity gaps for both the new and old districts. Therefore, tools and standards of quality, financing mechanisms, evidence-based advocacy b research, private sector engagement, and technological innovation are required to bridge the gap.

Within Uganda, a large number of CSOs are implementing within the WASH sector, especially in regard to the refugee influx of the past years in the country. A coordination gap among CSOs to avoid duplication of activities and to strengthen information exchange amongst others is existing. The need for enhanced influencing of the sector through voices of CSOs is still capable of development.

Hygiene and sanitation continue to be undermined by fragmented mandates and inadequate coordination across the government agencies –the Ministries of Education, Health and Water and Environment.

Furthermore, the sector is underfunded and falls short of the required investment for the realization of universal access to WASH by 2030. The total budget for the Ministry of Water and Environment has stagnated between 2.8% -3% of the national budget and only recently increased to 5% in FY2018/19. The just developed sector investment plan depicts that the sector requires nine times the present annual funding in order to meet the SDG and Vision 2040 national targets.

### 1.4.1 Policy and regulatory framework

Policies, legislation, structures and guidance documents on the implementation of water and sanitation programmes in the sector are issued by the MWE and disseminated to all stakeholders. While there needs to be more work to be done in terms of reforms and procedures, probably the greatest challenges consist of the translation of policy to practice (implementation) at the District level and below. This is largely due to lack of political will, commitment and information flow.

The **National Water Policy** promotes an integrated approach to the management of the water resources in ways that are sustainable and most beneficial to the country. The approach is based on the continuing recognition of the social value of water, while at the same time giving much more attention to its economic value.

The **other policy documents** which complement the above policies are: The Wetlands Policy (1995), the Land Use Policy, National Health Policy and Health Sector Strategic and Investment Plan (2016), the National Environmental Health Policy (2005), the School Health Policy (2006), the National Gender Policy (1997), the National Irrigation Policy 2017, and the Uganda National Climate Change Policy 2015.

### 1.4.2 Institutional Framework

The Water and Environment sector consists of two sub-sectors: The Water & Sanitation (WSS) subsector and the Environment & Natural Resources subsector. The WSS subsector comprises water resources management, rural water supply and sanitation, urban water supply and sanitation, water utilities regulation, and water for production (WfP). The ENR subsector comprises environmental management, management of forests and trees, management of wetlands and aquatic resources. The Climate Change Department (CCD) coordinates climate change responses.

The institutional sector framework consists essentially of:

- The MWE, which has three Directorates: The Directorates for Water Development (DWD), Water Resources Management (DWRM) and Environmental Affairs (DEA). Four Departments report directly to the Office of the Permanent Secretary -MWE, and these include the Policy and Planning, Water and Environment Sector Liaison, Finance and Administration and the recently created Climate Change Department.
- Local Governments (districts, town councils), which are legally in charge of service delivery under the Decentralisation Act,

- A number of deconcentrated support structures related to the MWE have been established: Technical Support Units (TSU), Water and Sanitation Development Facilities (WSDF), Umbrella Authorities (UAs), Water Management Zones (WMZ) under the DWD, and Water Resources Management (WRM) and regional entities under Water for Production and ENR,
- Four semi-autonomous agencies: National Water and Sewerage Corporation (NWSC) for large towns' water supply and sewerage as well as small towns handed over to NWSC after being constructed by the Urban Water and Sewerage Services Department (UWSSD), National Environmental Management Agency (NEMA) for environment management, and the National Forest Authority (NFA) (forestry) and the Uganda National Meteorological Authority (UNMA),
- NGOs / community-based organisations (CBO) coordinated through the national Uganda Water and Sanitation NGO Network (UWASNET) secretariat and Water User Committees / Associations,
- The Environment and Natural Resources Civil Society Network (ENR-CSO Network) Secretariat is hosted at the NGO "Environmental Alert". The coordination and reporting mechanism for the ENR-CSOs, the private sector (infrastructure operators, contractors, drillers, hydrogeologists, consultants



## 2. UWASNET INSTITUTIONAL OVERVIEW

This chapter highlights how UWASNET hopes to contribute to its vision of universal access of water and sanitation for all Ugandans within the next four years of the Strategic Plan. It highlights the scope and coverage of Strategic Objectives and Strategies to attain the stated objectives.

## 2.1 Geographical Coverage

UWASNET's geographical focus will primarily be the entire country because it has membership across the country, with special focus on regional and district level. It will also target partners and programs at Global and Regional Level if they have synergies with its programs.

## 2.2 SDG Alignment

UWASNET will align its work and monitor its contribution to the following key goals:



### **SUSTAINABLE GOAL 6**

“ensuring availability and sustainable management of water and sanitation for all”



### **SUSTAINABLE GOAL 13**

“take urgent action to combat climate change”



### **SUSTAINABLE GOAL 15**

“protect, restore and promote sustainable use of terrestrial sustainably manage forest, combat desertification, halt and reverse land degradation and halt biodiversity loss”

## 2.3 Aims and Objectives of UWASNET

UWASNET has four (4) core objectives:

- i To strengthen the collaboration between her members and government departments and agencies in Uganda
- ii To promote partnership between her members and other stakeholders in the sector
- iii To strengthen the coordination and networking among her members at all levels
- iv To contribute to the development and implementation of sector policies, strategies, standards and guidelines

## 2.4 Vision

The vision that guides UWASNET in developing the next 5 year strategic plan is having *“All people accessing improved and sustainable water resources, sanitation, hygiene and the environment”*.

## 2.5 Mission

UWASNET mission statement is *“to strengthen coordination and collaboration of CSOs and other stakeholders in the Water and Environment Sector of Uganda”*.

## 2.6 Core Values

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

- i. Team work
- ii. Transparency
- iii. Quality services
- iv. Accountability
- v. Innovativeness
- vi. Impartiality

## 2.7 UWASNET’s Strategic Positioning

Uganda Water and Sanitation NGO Network (UWASNET) was founded in February 2000 as a National Network of NGOs and CBOs involved in Water and Sanitation Sector in Uganda with Civil Society Organizations being the locus of target and coordination, with the assistance from the Government of Uganda, Development Partners and NGOs. Today, UWASNET is a network of NGOs and CBOs involved in Water, Hygiene, Sanitation and the Environment Sector in Uganda, with the mandate to coordinate the networking, information sharing, learning and collaboration of NGOs, FBO and CBOs within the sector and other sectors in Uganda

UWASNET currently has a membership of approximately 262 CBOs and NGOs<sup>5</sup> operating in different parts of Uganda. Administratively, UWASNET consists of four (4) main organs; i) The General Assembly which includes the entire membership and is the supreme governing body of the organisation, ii) The Management Board (the executive arm of UWASNET consisting of elected members drawn from the general assembly), iii) The Secretariat comprising of hired professionals is responsible for day-to-day management of the organisation iv) Six (6) working groups which are focal points of CBOs/NGOs in specific issues/themes in the WASH and environmental sector and v) Ten (10) Regional Coordinators through which she is supposed to serve the members.





### 3. THEORY OF CHANGE

UWASNET recognizes the relationship between key sector bottle necks and its initiatives, strategies and intended results in leveraging all pathways to better CSO coordination. UWASNETs Theory of Change embraces a partnership approach that places great value on CSOs, government and their ability to transform systems and structures. With over 20 years of experience in Uganda, UWASNET has cultivated trust and equitable relationships with Government and non-government stakeholders.

CSOs have a vital role in helping to achieve the SDG Goal of universal access to WASH by 2030. This impact can be maximized if CSOs are well coordinated. UWASNET will focus on these three priority areas:

- i **Coordination of the voices of members to influence policy and practice of the WASH and Environment sector. This will involve rejuvenation of coordination structures to capture the voices of its members, empowering members to articulate, carrying out research and analysis to influence key policy makers.**
- ii **Using its regional and national structures to promote networking amongst members and partners to address sector bottlenecks, and to promote better working relationships.**
- iii **Achieving financial sustainability through a robust finance plan. Strengthening financial capacity by delivering services to members efficiently and effectively, building appreciation for efficient service, triggering of growth in members, increasing membership fees**





## 4. STRATEGIC OBJECTIVES



## 4.1 Strategic Objective 1

### **Coordinated and Amplified CSOs Voice to Influence Policy and Practice within the Water and Sanitation Sector**

- Develop an advocacy agenda based on identified membership and sector priorities
- Build the capacity of CSOs to hold service providers accountable
- Conduct evidence based advocacy to articulate the impact of WASH on livelihoods, in order to propel it's financial prioritisation and effectively influence policy and practise
- Capture coordinated CSO Voice through strengthened UWASNET coordination structures
- Amplify CSO Voice through strategic partnerships with media and key decision makers that include line ministries and Parliament
- Coordinating and linking with others to leverage comparative advantages and catalyse investment for collective impact

## 4.2 Strategic Objective 2

### **Enhanced Learning and Strategic Synergies around Key Sector Issues**

- Build the capacity of CSOs in documentation and strategic information sharing
- Facilitate information sharing, learning and knowledge management amongst CSOs and sector actors
- Streamline members synergies based on identified thematic areas for effective learning and networking
- Strengthen partnership with academia, research institutions and media

## 4.3 Strategic Objective 3

### **Strengthened Institutional Capacity of UWASNET to Effectively, Efficiently and Sustainably Deliver on its Mandate**

- Ensure availability of adequate, competent and well-motivated staff
- Ensure availability of adequate equipment and physical resources
- Strengthen the Corporate Governance Structures (Board, Regional Coordinators and Thematic Working Groups)
- Improve effectiveness and efficiency of operations and processes
- Establish diversified and sustainable funding base





## **5. OUR PROGRAMS AND APPROACHES**

## **5.1 Human Rights Approach**

UWASNET recognizes that basic services that include water and sanitation, are a human right and 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. Focus will be on promoting inclusive planning and decision making for all especially women, and promotion of obligations for users to sustain the supply chain.

## **5.2 Advocacy and Influencing**

We will aspire to influence policy and practise in favour of advancing sustainable, equitable and affordable WASH services for all. We will focus on bench marking government against global commitments and targets such as the Sustainable Development Goals and also capitalise on CSO Voice to influence the prioritisation of the sector in key National Strategic Frameworks like the National Development Plan III and annual budget allocations.

## **5.3 Working through UWASNET Structures**

We will deliver our strategies through the coordination structures that include Thematic Working Groups and Regional Coordinators to address our mandate of coordinating and networking WASH and Environment CSOs.

## **5.4 Strategic Partnerships**

We will ensure collaboration and partnerships with key sector actors at different levels, media, and parliament, CSO Networks with similar advocacy agendas and research institutions to propel our advocacy agendas.

## **5.5 Capacity Building**

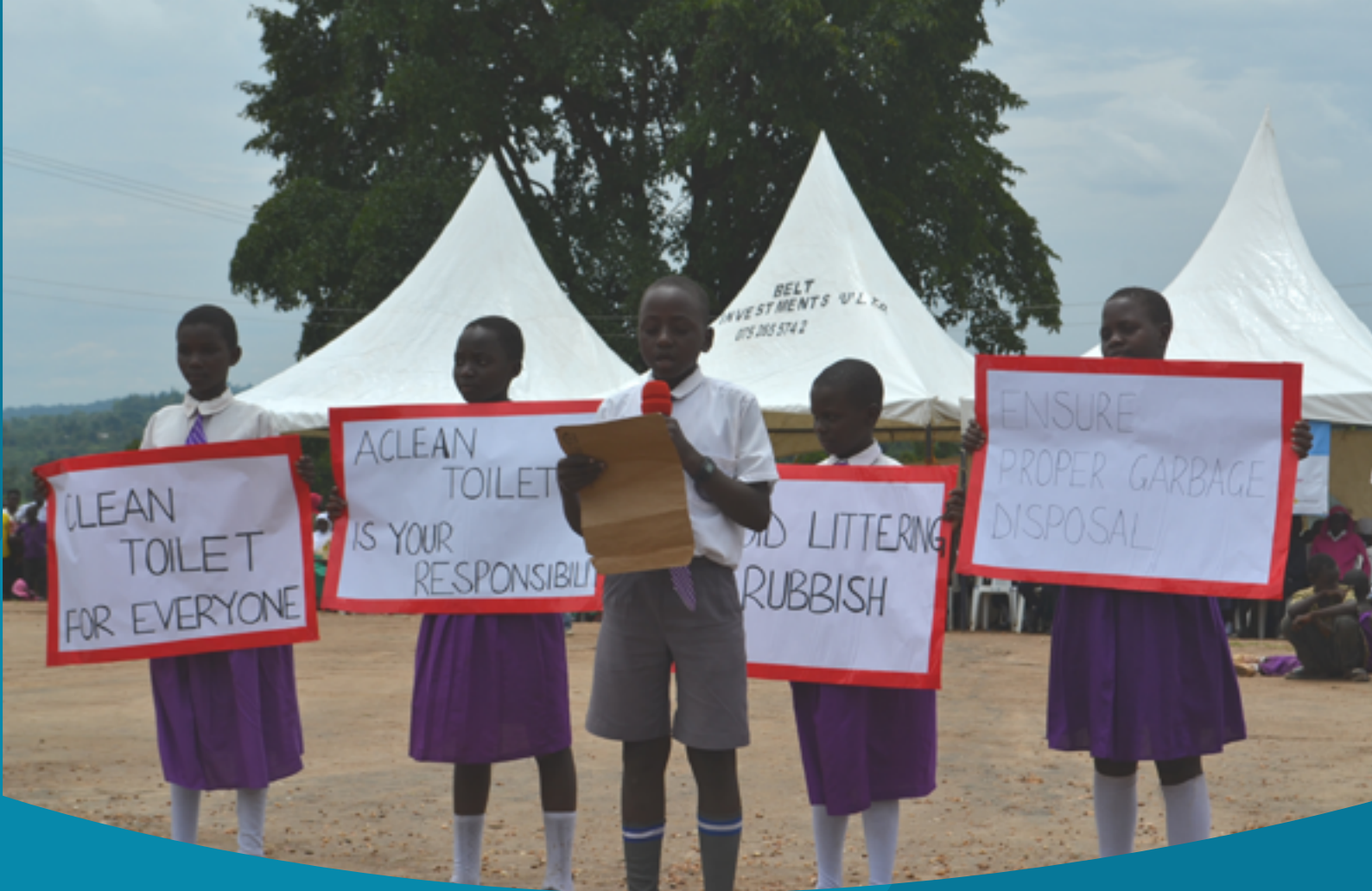
We will embrace capacity building of all our members to effectively achieve our strategic goals. Capacity gaps will be identified and addressed through applying different strategies for each category of members.

## **5.6 Mainstreaming of Gender, Youth and other Vulnerable Groups**

We will adhere to sector guidelines by ensuring and enlightening CSOs to mainstream gender, youth and other vulnerable groups in their 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.

## **5.7 International Cooperation**

Due to UWASNET's affiliation to international bodies like Sanitation and Water for All (SWA) and the African Civil Society Network of NGOs in Water (ANEW), it will maximize in promoting its achievements and learning from around the globe. As the EAC work towards integration, UWASNET will work with sister networks in the community to harmonise standards and policies among others.



## 6. IMPLEMENTATION PLAN

## 6.1 Delivering the mandate at national level

- a) **Annual planning meetings:** All key stakeholder will effectively participate in the annual planning meetings i.e. Management Board, Secretariat, Regional Coordinators and Thematic Working Groups. The purpose of these meetings will be to identify key priority areas to focus on in that Financial Year and they will be in tandem with the strategic plan. The planning will have to be realistic taking into consideration the available resources and time.
- b) **Development of departmental work plans:** Regional Coordinators, Working Groups and departments at the Secretariat will further break down the identified priorities into actionable plans with specific activities and budgets.
- c) **The Secretariat** will harmonize departmental work plans and budgets into a consolidated annual plan.
- d) **Each approved departmental plan** will be shared with the Finance Department to monitor financial performance vis-à-vis set activities.
- e) **Weekly, monthly, quarterly and annual monitoring** will be undertaken by the Secretariat to ascertain progress against the set activities while a mid and end term evaluation of the strategic plan will also be undertaken by external consultants.
- f) Enhancing the coordination and voice of CSOs, i.e. on key learnings and opportunities.
- g) Creating linkage and collaboration with government, i.e. ad hoc policy advocacy with line ministries.
- h) Provide learning and knowledge management for CSOs.
- i) (Policy) Research and documentation.

## 6.2 Delivering the mandate at regional level

- a) **Regional Coordinators:** the Secretariat will support the regional coordinators to develop and implement work-plans to promote coordination, collaboration and networking among UWASNET members and other stakeholders. Regional meetings to discuss unique issues and learnings shall be held.
- b) Special emphasis will be placed on **working with decentralised and de-concentrated structures of the Local Government (LG) and the Ministry of Water and Environment (MWE)**. The membership of UWASNET will explore possibilities of implementing in cooperation with these structures in their day to day work to ensure effective service delivery and learning.
- c) Coordinate regional documentation, i.e. of best practices and learning, and reporting including its dissemination.





## 7. MONITORING AND EVALUATION PLAN



## **7.1 Provision for monitoring roles**

A comprehensive M&E system needs to be developed for the Secretariat and member organisations to ease reporting. Monitoring should be embedded in each department of the Secretariat, the Monitoring, Evaluation & Learning Officer should take over all responsibility of M&E. This will ensure that the Strategic Plan is on track. Nonetheless, all other technical officers will be assigned an additional role to undertake routine monitoring of their departmental work plans against set indicators. The Executive Director and the Management Board shall also be responsible for undertaking periodic monitoring visits to members and conduct physical audits.

## **7.2 Conducting periodical reviews**

Based on this Strategic Plan, respective annual work plans will be developed by the Secretariat for implementation. The board should be able at the end of every year to assess the performance of the Secretariat and take necessary action. Two external reviews of the strategy shall be done (Mid-way the strategy and towards the end of the strategy).

## **7.3 Stakeholder review meetings**

Stakeholders review meetings both on quarterly and annual basis shall be held. These include: the annual general meeting, thematic working group meetings, staff meetings, board meetings, regional coordinators meetings and regional meetings of the members. These will review progress of the organization against set indicators and propose a way forward for achieving those set goals and targets.

## **7.4 Support supervision and monitoring visits**

A full time officer will be employed to provide capacity building and technical support as well as providing hands on support and technical guidance to all member organizations. These will be conducted as routine and on request by members to ensure compliance and generate issues for further action.



## **8. FUNDING STRATEGY**

The following strategies will be adopted to raise funding for the organisation:

## **8.1 Contribution from the members**

Members subscription should be able to meet the operations of the association. This has been limited because of the limited contact time the Secretariat or the Regional Coordinators have with the members. A full time officer will be employed/designated for purposes of supporting members and mobilising mandatory contributions from the members. Secondly, members will be supported to include in their budget for joint activities such to fund regional learning foras.

## **8.2 Proposal Writing**

This will be an ongoing initiative, both as a Consortium with other partners/members and as an independent. A full time person is recommended to come on board to fill this gap and also scout out for new partnerships that will bring on board sustainable funding base.

## **8.3 Grant Management**

A deep reflection needs to made to build capacity in the Secretariat to be able strategically position herself for grant management. The Secretariat should have the capacity to initiate and attract contracts for grant management of global and national initiatives.

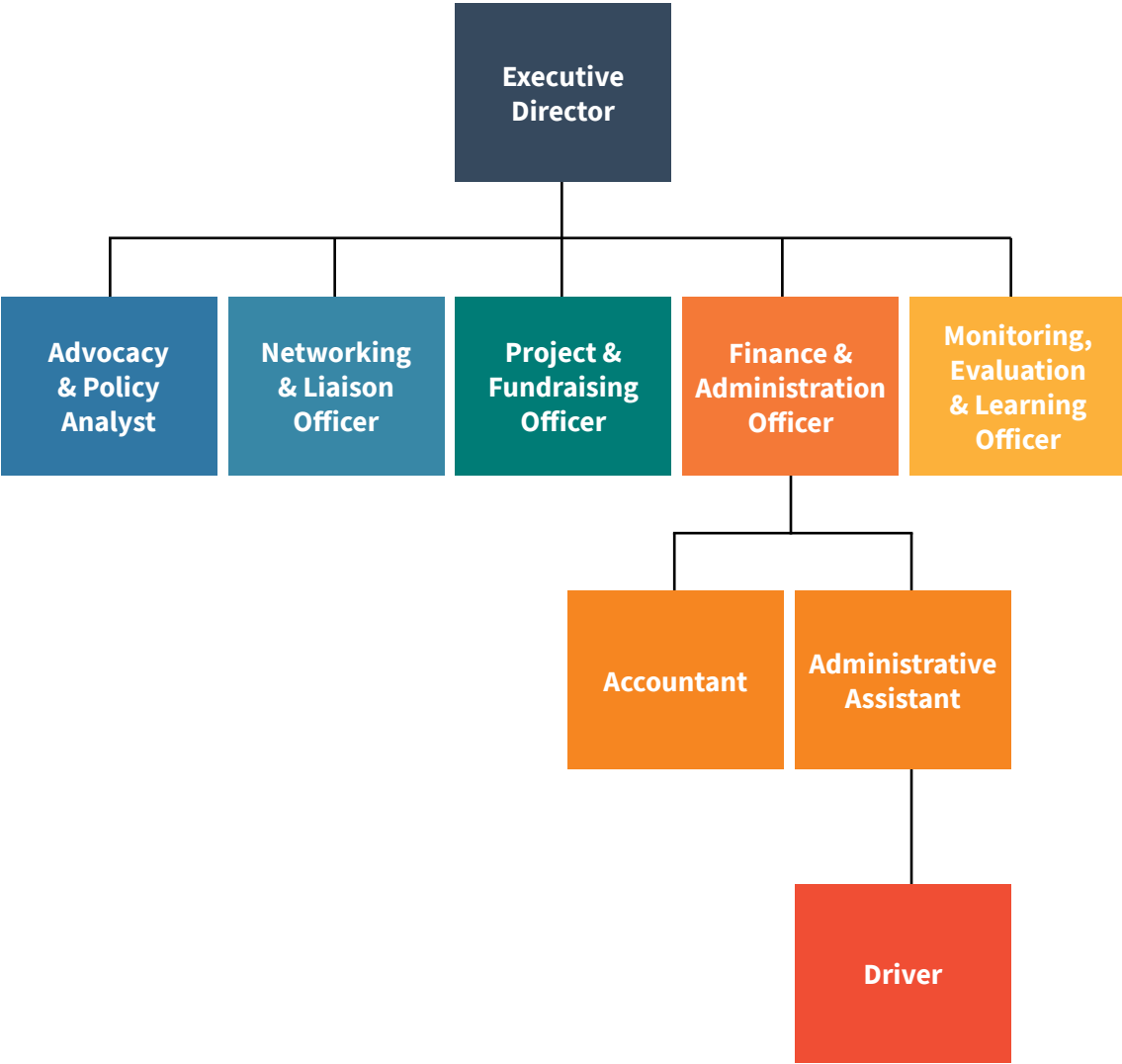
## **8.4 Capital Investment**

The Secretariat should explore ways and means of working with Development Partners or other international NGOs (without own premises and with a long term stay in Uganda) as well as to develop the available prime land into a viable income-generating investment.



## 9. HUMAN RESOURCES PLAN

To operationalize this strategic plan, the following category of staff will need to be employed at the secretariat (see organogram below)







## 10. APPENDIX

## 10.1 APPENDIX 1 - ORGANIZATIONAL SWOT ANALYSIS

### UWASNET ORGANIZATIONAL SWOT ANALYSIS (NOVEMBER 2018)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• UWASNET is a recognized voice of CSO's working in IWRM and WASH sectors</li> <li>• UWASNET is a member of international networks such as ANEW</li> <li>• Presence of permanent premises with more space available for development</li> <li>• Recognition by Ministry of Water and Environment and other stakeholders</li> <li>• Nationwide coverage</li> <li>• Processes of accountability and transparency such as annual reports</li> <li>• Decentralized coordination structures</li> <li>• Strong and committed leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Limited funding</li> <li>• Weak monitoring mechanisms of strategic plan implementation</li> <li>• Inadequate coordination</li> <li>• Limited visibility of UWASNET at regional and ground levels</li> <li>• Limited Human resources to spearhead fundraising initiatives</li> <li>• Inability to attract new members</li> <li>• Limited capacity to engage in advocacy related activities</li> <li>• Inadequate fulfilment of specified roles and responsibilities by regional coordinators and board members</li> <li>• Inadequate oversight to performance of regional coordination</li> <li>• Weak membership engagement</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Willingness from Government to support UWASNET</li> <li>• Supportive government policies</li> <li>• Partnerships and funding from parallel government programs i.e. the Democratic Governance Fund</li> <li>• New sector priorities such as IWRM</li> <li>• Supportive government coordination mechanisms</li> <li>• Potential membership of other CSOs</li> <li>• Donor's awareness of coordination issues</li> </ul>	<ul style="list-style-type: none"> <li>• Non-paying members</li> <li>• Political uncertainty – the NGO Law</li> <li>• Shift of funding initiatives from development to humanitarian initiatives such as refugee and emergency aid</li> <li>• Limited donor funding</li> <li>• Shift from humanitarian to market based approach</li> <li>• Geo-political instability and security concerns</li> <li>• Government control/oversight</li> </ul>

## 10.2 APPENDIX 2 - LOG FRAME

### UWASNET LOG FRAME

HIERARCHY OF OBJECTIVES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	ASSUMPTION
<b>Vision</b>			
All people accessing improved and sustainable water resources, sanitation, hygiene and the environment.	<ul style="list-style-type: none"> <li>% increase in access to WASH services during the strategy period</li> <li>Improvement in WRM and environment management</li> </ul>	<ul style="list-style-type: none"> <li>Sector annual reports</li> <li>Strategy evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>Funds to support specific interventions are available</li> <li>Documentation is well done</li> </ul>

<b>Mission</b>			
To strengthen coordination and collaboration of CSOs and other stakeholders in the Water and Environment Sector of Uganda.	<ul style="list-style-type: none"> <li># of membership coordination structures active</li> <li># of UWASNET members participating</li> <li># of partnerships with key sector actors</li> </ul>	<ul style="list-style-type: none"> <li>Reports by the Secretariat</li> <li>Level of participation by members in Network activities</li> </ul>	<ul style="list-style-type: none"> <li>Funds to support specific interventions are available</li> <li>Adequate staffing at secretariat</li> </ul>

HIERARCHY OF OBJECTIVES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	ASSUMPTION
<b>Strategic Objective 1</b> Coordinated CSOs Voice to Influence Policy and Practice within the Water and Sanitation Sector			
Develop an advocacy agenda based on identified membership and sector priorities	<ul style="list-style-type: none"> <li>Advocacy Strategy in place</li> <li>Implementation of the Advocacy Strategy</li> <li>No of key sector policies/initiatives influenced and scaled up</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat Reports</li> <li>Sector Reports</li> </ul>	<ul style="list-style-type: none"> <li>Funds to support specific interventions are available</li> <li>The staffing in the secretariat is adequate</li> </ul>
Build the capacity of CSOs to hold service providers accountable	<ul style="list-style-type: none"> <li># of capacity building trainings conducted</li> <li># of advocacy dialogues held with service providers and duty bearers</li> <li>Evidence of improved WASH service delivery and environmental protection</li> </ul>	<ul style="list-style-type: none"> <li>Activity Reports</li> <li>Annual Secretariat Reports</li> </ul>	<ul style="list-style-type: none"> <li>Funds to support specific interventions are available</li> <li>The staffing in the secretariat is increased</li> </ul>

Conduct evidence based advocacy to address sector bottlenecks and articulate the impact of WASH on livelihoods, in order to propel it's financial prioritization and effectively influence policy and practice	<ul style="list-style-type: none"> <li>• # of policy research conducted</li> <li>• # of advocacy engagements held based on research</li> <li>• # of policy and practice change attained due to influencing</li> <li>• # of sector policies simplified and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• Activity Reports</li> <li>• Annual Secretariat Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Funds to support specific interventions are available</li> <li>• The staffing in the secretariat is adequate</li> </ul>
Capture coordinated CSO Voice through strengthened UWASNET coordination structures	<ul style="list-style-type: none"> <li>• Quarterly district meetings in each district</li> <li>• Quarterly regional meetings held (@ every year)</li> <li>• Quarterly Thematic group meetings held</li> <li>• No of joint CSO statements issued on particular sector issues</li> </ul>	<ul style="list-style-type: none"> <li>• Activity Reports</li> <li>• Annual Secretariat Reports</li> <li>• Regional Coordinators Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Funds to support specific interventions are available</li> <li>• The staffing in the secretariat is increased</li> </ul>
Amplify CSO Voice through strategic partnerships with media and key decision makers that include line ministries and Parliament	<ul style="list-style-type: none"> <li>• # of engagements with key strategic partners that include MPs, media etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Activity Reports</li> <li>• Annual Secretariat Reports</li> <li>• Regional Coordinators Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Funds to support specific interventions are available</li> <li>• The staffing in the secretariat is increased</li> </ul>

HIERARCHY OF OBJECTIVES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	ASSUMPTION
-------------------------	----------------------------	-----------------------	------------

## Strategic Objective 2

### Enhanced learning and Strategic Synergies around key Sector Issues

Build the capacity of CSOs in documentation and strategic information sharing	<ul style="list-style-type: none"> <li>• # of documentation capacity building trainings held</li> </ul>	<ul style="list-style-type: none"> <li>• Activity Reports</li> <li>• Annual Secretariat Reports</li> <li>• Regional Coordinators Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Funds to support specific interventions are available</li> <li>• The staffing in the secretariat is increased</li> </ul>
Facilitate information sharing, learning and knowledge management amongst CSOs and sector actors	<ul style="list-style-type: none"> <li>• # of best practice bulletins documented</li> <li>• # of best practice shared and scaled up</li> <li>• # of learning sessions held</li> </ul>	<ul style="list-style-type: none"> <li>• Activity Reports</li> <li>• Annual Secretariat Reports</li> <li>• Regional Coordinators Reports</li> <li>• Thematic Working Group Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Funds to support specific interventions are available</li> <li>• The staffing in the secretariat is increased</li> </ul>

Streamline members synergies based on identified thematic areas for effective learning and networking	<ul style="list-style-type: none"> <li>• # of thematic dialogues held</li> <li>• # of joint thematic activities amongst members and sector stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Activity Reports</li> <li>• Annual Secretariat Reports</li> <li>• Regional Coordinators Reports</li> <li>• Thematic Working Group Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Funds to support specific interventions are available</li> <li>• The staffing in the secretariat is increased</li> </ul>
Strengthen partnership with academia, research institutions and media	<ul style="list-style-type: none"> <li>• # of partnerships with stakeholders to promote research and learning</li> <li>• # of joint partnerships fostered through learning and sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports</li> <li>• Report by the Secretariat</li> <li>• Media reports</li> </ul>	<ul style="list-style-type: none"> <li>• Funds to support implementation are available</li> <li>• Members cooperate with the secretariat</li> <li>• The secretariat has adequate staff</li> </ul>

HIERARCHY OF OBJECTIVES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	ASSUMPTION
-------------------------	----------------------------	-----------------------	------------

### Strategic Objective 3

Strengthened Institutional Capacity of UWASNET to Effectively, Efficiently and Sustainably Deliver on its Mandate

Ensure availability of adequate, competent and well-motivated staff	<ul style="list-style-type: none"> <li>• # of competent staff with right skills employed full time</li> <li>• Level of staff retention at Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• HR Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of adequate funds to operationalize strategy</li> <li>• Staff adhere to policies and systems</li> </ul>
Ensure availability of adequate equipment and physical resources	<ul style="list-style-type: none"> <li>• A well equipped Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Well facilitated Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of resources</li> </ul>
Strengthen the Corporate Governance Structures (Board, Regional Coordinators and Thematic Working Groups)	<ul style="list-style-type: none"> <li>• Functional governance and management of organization structures</li> <li>• # of members QUAM Certified</li> </ul>	<ul style="list-style-type: none"> <li>• Board Minutes</li> <li>• Regional Coordinators Reports</li> <li>• Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of resources</li> <li>• Commitment from Board</li> </ul>
Establish diversified and sustainable funding base	<ul style="list-style-type: none"> <li>• Functional systems and structures in place</li> <li>• Level of fundraising capacities at the Secretariat</li> <li>• Amount of funds secured</li> <li>• Operational financial sustainability plan at the secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Reports</li> <li>• Funding Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• UWASNET remains attractive to donors</li> </ul>



## 10.3 APPENDIX 3 - BUDGET

### SUMMARISED ANNUAL FIGURES PER STRATEGIC OBJECTIVE

SN	OBJECTIVES	ANNUAL BUDGET (10% INCREMENT FACTORED IN)					5 YEAR TOTAL
		YEAR 1 (2017/18)	YEAR 2 (2018/19)	YEAR 3 (2019/20)	YEAR 4 (2020/21)	YEAR 5 (2021/22)	
1	Coordinated and Amplified CSO Voice to influence Policy and Practice within the Water and Sanitation Sector	174,865,352	615,000,000	676,500,000	744,150,000	818,565,000	3,029,080,352
2	Enhanced Learning and Strategic Synergies around Key Sector issues	50,544,200	384,000,000	422,400,000	464,640,000	511,104,000	1,832,688,200
3	Strengthened Institutional Capacity of UWASNET to Effectively, Efficiently and Sustainably Deliver on its Mandate	447,456,636	1,342,960,000	1,647,256,000	1,624,981,600	1,787,479,760	6,850,133,996
	TOTALS	672,866,188	2,341,960,000	2,746,156,000	2,833,771,600	3,117,148,760	11,711,902,548





Uganda Water and Sanitation NGO Network  
Plot 475M, Butabika Road, Luzira, Kampala  
P.O Box 33396, Kampala  
T: +256772617710  
E: [ngocoord@uwasnet.org](mailto:ngocoord@uwasnet.org)  
W: [www.uwasnet.org](http://www.uwasnet.org)

This version of the Strategic Plan was developed and printed with support from GIZ through the Civil Society in Uganda Support Programme (CUSP) funded by



Implemented by:

