KENYA
WASH ALLIANCE
Supported by Dutch WASH Alliance

STRATEGIC PLAN 2014 - 2018

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ABBREVIATIONS AND ACRONYMS

ACC	Advocacy and Communication Committee
CLTS	Community Led Total Sanitation
CoK	Constitution of Kenya
DWA	Dutch WASH Alliance
GoK	Government of Kenya
IRC	Innovation and Research Committee
ICRAF	International Centre for Research Afro Forestry
IRC	Innovation and Research Committee
KEWASNET	Kenya Water and Sanitation CSOs Network
KWA	Kenya WASH Alliance
KWAHO	Kenya Water for Health Organization
NETWAS	Network for Water and Sanitation
NGO	Non Governmental Organisation
NIA	Neighbours Initiative Alliance
PBO	Public Benefits Organisation
RMC	Resource Mobilization Committee
SASOL	Sahelian Solutions Foundation

EXECUTIVE SUMMARY

This document presents a five year Strategic Plan for The Kenya WASH Alliance (KWA). The KWA is a non state actor that supports government in the overall achievement of goals in the Water, Sanitation and Hygiene Sector. KWA currently comprises 10 partners with experience in WASH. The need for a Strategic Plan was advised by a mid-term review on KWA programme. The review identified the lack of a common strategic model within the alliance members.

Through the strategic planning process KWA's Vision was identified and stated as:

"Access to Safe Water, Sanitation and Hygiene for All"

While the Mission was stated as:

"Promote an enabling environment for provision of innovative and sustainable water, sanitation and hygiene services to the marginalized groups through alliance members"

The overriding principles guiding KWA's value definition include the following core values: Partnerships – Collaboration, Participatory and Teamwork; Innovation; Integrity; Professionalism; Respect, and Accountability.

Four strategic objectives were identified for KWA Strategic Plan 2014-2018. The four included:

1. Strategic Objective 1: Provide programme support services to alliance members
2. Strategic Objective 2: Lobby and advocate on behalf of the members and the sector
3. Strategic Objective 3: Enhance Knowledge Management
4. Strategic Objective 4: Secretariat development, strengthening and sustainability

The success of the KWA Strategic Plan will be determined by several key success factors which include: the Compatibility Factor (the level of shared vision among the alliance members); the Complementary Factor (the extent to which there is complementarities of skills and competencies among members); Fairness Factor (the extent to which members perceive that KWA decisions are fair); Value Factor (extent to which members perceive there is value in being part of the alliance); Growth Factor (extent to which members feel the alliance is helping them grow and meet their goals); Performance Factor (extent to which strategy implementation will be aligned to employee performance through effective PMS and M&E Systems); Membership Factor (extent to which there is a strong, committed membership base); Resource Factor (extent to which the strategies are aligned with financial and human resources, and; Credibility/Reputational Risk Factor (extent to which stakeholders can trust and have confidence in KWA.

1.0 INTRODUCTION

This document presents a Five Year Strategic Plan for the Kenya Water, Sanitation and Hygiene Alliance (KWA). The Plan sets and supports the strategic direction of the alliance beyond the current funding phase. The development of the plan was informed by various strategic planning activities, developments taking place in the region and the increasing need to develop the WASH sector that is at the heart of social development in Kenya. Inputs to the plan were provided by the main stakeholders, both internal and external to KWA.

1.1 Rationale for the Strategic Plan 2014-2018

In 2013, a mid-term review on KWA programme undertaken identified the lack of a common strategic model within the alliance members. It was clear that the members needed a common vision that they could collectively work towards, a set of shared values that they could embrace and use to expand their mandate.

1.2 General Approach towards Strategic Planning

In developing the Strategic Plan, the following questions were addressed:

- Where is KWA trying to get to in the long-term (**Strategic Direction)**
- Which areas should KWA operate in and what kind of activities should it be involved in? (**Geographical and Population Scope**)
- How can the KWA perform better than others in those areas? (**Competitive Advantage**)?
- What resources (skills, assets, finance/budgets, relationships, technical competence, and facilities) are required in order to be able to operate effectively and achieve KWA's objectives? (**Resources/Budgets**)?
- What external and internal environmental factors affect KWA's ability to operate efficiently and effectively? (**Environmental Analysis**)?
- What are the values and expectations of those who have power in and around KWA? (**Stakeholders Analysis)**

1.3 Strategic Planning Methodology

This strategic plan was developed through a consultative process. Initial consultative meetings were held between the consultants and KWA Secretariat. A stakeholder workshop was held with KWA members to identify and deliberate on key issues affecting KWA and the way forward. Further, document review was undertaken and various consultative meetings with different stakeholders after which a strategic plan was developed.

This strategic plan is divided into six chapters as follows: Chapter One: Introduction; Chapter Two: Overview of KWA; Chapter Three: The WASH Sector; Chapter Four: Situational Analysis; Chapter Five: The Strategic Model, and Chapter Six: Implementation Plan

2.0 OVERVIEW OF KWA

2.1 About KWA Programme

The Kenya WASH Alliance is a key non state actor that supports government in the overall achievement of goals in the sector. Comprising of local and International non-governmental organisations (NGO) and the Dutch WASH Alliance (DWA), the Kenya Wash Alliance has been a vehicle for improved, sustainable approaches over the last three years. The inception of KWA was spurred by the DWA in 2011. With financial support from the Dutch Government, DWA enlisted a local alliance of organisations to implement a five year program.

The KWA currently comprises 10 partners with experience in WASH. They include: ICRAF, Dupoto e Maa, SASOL, Amref Health Africa in Kenya (formally AMREF Kenya), NOSIM, NIA, NETWAS, KEWASNET, Practical Action, and KWAHO. The programme has been ongoing for three years with significant success rates in Kajiado where it was piloted.

KWA was set up as a five year programme (2011-2015) bringing together key stakeholders in Kajiado County to collectively achieve WASH results in the region. These included:

- Empowered communities, specifically women and girls, who demand and achieve sustainable access to and use of safe water, improved sanitation and hygienic living conditions.
- Relevant service providers in the business sector, public sector and civil society co-operate to respond to the need for sustainable, accessible, affordable and demand driven WASH services.
- Policy makers and key actors promote and enable the sustainable realization of the right to water and sanitation through their policies, programmes and budget allocations, and are held accountable for their achievements in WASH.
- A stable, complementary, effective and accountable alliance (in North and South), in which participating actors will feel ownership, share knowledge and coordinate work towards sustainable integration of WASH into policies, strategies and programmes, in order to increase the access to and use of WASH facilities.

2.2 Roles of KWA

At inception, KWA was mandated to stimulate linkages and strategic partnership among WASH state and non state actors in enhancing their response towards the WASH needs of poor and marginalized Kenyans. In view of this, the specific roles of KWA are articulated as:

- Support WASH actors in articulating and lobbying on critical issues affecting the WASH needs of Kenyans.
- Promote efficient and effective allocation of WASH resources at all levels.

- Articulate and address challenges and constraints affecting WASH service providers.
- Share knowledge, skills, research findings, information, best practices and lessons learnt among WASH actors.
- Actively participate in development and implementation of national WASH policies, strategies and plans.
- Build alliances with other WASH networks at both national and international levels.
- Build capacity of the WASH Alliance members in areas of need.
- Mobilize resources for implementation of Kenya WASH Alliance programmes
- Develop and promote innovative WASH approaches.

2.3 KWA Governance and Secretariat Structure

The KWA secretariat is hosted by, and receives administrative and managerial support from Amref Health Africa in Kenya. KWA is governed by a Steering Committee (SC) which is made up of the alliance members and is the top organ of the alliance. The Secretariat is headed by the Country Coordinator (CC) who is supported by a Executive Committee (EC). The EC is assisted by three committees which include Resource Mobilization, Innovation and Research, and Advocacy and Communication.

2.4 Performance of the KWA Programme

Three years into the project, there have been numerous learning points for KWA and its members. Implementation of joint activities and joint planning has been a critical success factor in the programme and has had varied levels of success and met significant barriers as well. The performance of the programme is summarised from information collected at the Mid Term Review as well as the workshop findings below:

Aspect	Key Successes
Synergy from Membership	• Joint activities and planning • Good projects on the ground • Committed member organizations • A formidable alliance of 10 organizations. • KWA has been able to tap technical support from other members of the KWA e.g. sand dam technology, shallow well etc • The formation of KWA as an alliance, has allowed for pooled funding from DWA as well as technical support • Cohesion and coordination amongst the KWA partners.
Successful Implementation of activities	• KWA has implemented joint activities such as global day's celebrations, outcome measurement, joint planning workshop
Stakeholder Engagement	• KWA has managed to attract private sector and other stakeholders in the development of WASH interventions • The coordination of work and various engagements, our visibility is recognized by the Central government and county government

Aspect	Key Successes
Policy and National Level Visibility	• At the National level, KWA is represented in the Sanitation technical group. • The support in the successful scientific conference on sanitation in April 2014
Grassroots level approach	• KWA interventions flow all the way down to the county levels for instance CLTS in the respective villages
Innovation and Sustainability	• KWA promotes the implementation of the 3Rs (Retention, Recharge and Re-use). • Linking the private sector and financial institutions to the users through a credit facility. This has resulted in a shift from donor grants to household financing of WASH facilities. • Capacity building of KWA partners (learning visits, trainings)- Outcome measurements / AKVO FLOW / Sand dam training etc.
Standards and Procedures	• Standardization in the WASH sector (Management, utilization, pricing etc.) of WASH facilities and interventions.

2.5 Challenges Facing KWA

The table below provides a summary of the key challenges facing KWA and the potential implications for the members:

Key Challenges	Implication
• Integration of reporting and operational timelines due to different • Different donors and funding times contributes to disjointed activities	• Challenges in integrating different reporting mechanisms at organisational level
• Documentation and visibility is low	• Low visibility for the alliance and documentation on its activities due to lack of a centralised framework • Interventions have been fragmented and resulting to low recognition by the various stakeholders
• Little knowledge on PPPs	• Difficult to structure meaningful PPPs in the programme due to shortage in capacity
• There is no clear framework of operation as an alliance for instance strategy, values among others • Organizational cultures and processes are not well integrated into one • There are no institutional policies in place	• Long term interventions and planning is unclear • Need to have a shared vision among alliance members • Develop KWA policies
• There is a slow pace of devolution taking shape; contributed to poor engagement with the county structures to effectively influence process.	• Difficult for alliance and its members to plan

3.0 THE WASH SECTOR OVERVIEW

3.1 Global Directions in WASH - Overarching Goals

The WASH sector at a global level is focused to addressing the various targets in the Millennium Development Goals (MDGs). However, a recent review of the performance of most countries towards the MDGs indicated that most including Kenya were not likely to achieve the same. As a result the United Nations has reviewed the same and developed a post 2015 roadmap for WASH related targets. It has reinforced the shared vision on 'Universal access to safe drinking water, sanitation and hygiene' as a long-standing development goal and the linkages between improvements in WASH and the achievement of targets relating to poverty, health, nutrition, education, gender equality and sustainable economic growth are well established.

As a reaffirmation of the long term vision of universal access, a number of priorities to be addressed in order to promote progressive realization during the post-2015 era are highlighted. The targets aim by 2030: To eliminate open defecation; To achieve universal access to basic drinking water, sanitation and hygiene for households, schools and health facilities; To halve the proportion of the population without access at home to safely managed drinking water and sanitation services, and; To progressively eliminate inequalities in access.

3.2 Kenya WASH Sector

3.2.1 Water and Sanitation Access in Kenya

The Government of Kenya (GoK) recognizes water as a human right, as enshrined in the Constitution of Kenya 2010 (CoK 2010), yet most citizens face significant challenges in accessing water. Despite launching reforms in the water sector aimed at improving WASH service delivery, the country still faces numerous obstacles in WASH service provision. Approximately 13 million Kenyans lack access to improved water supply, while 19 million others lack access to improved sanitation. The country has only developed 15 percent of its available safe water resources in an attempt to meet this glaring shortfall[1]. Kenya is classified as a chronically water scarce country, with per capita water estimated at 647 cubic metres.

On the other hand, sanitation coverage in Kenya is low with MoH estimates indicating that over 45% of the rural population not having access to basic sanitation[2]. Approximately 80% of the hospital attendance in Kenya is due to preventable diseases out of which 50% are water, sanitation and hygiene related. According to the Ministry of Health, 30% of Kenya's disease

[1] KWA MID-TERM Report
[2] MoPHS Strategy 2015

burden is sanitation-related, with many children dying from diarrhoeal diseases like dysentery, cholera and typhoid.

It is estimated that by 2012[3], about 62% of Kenyans (82% in urban areas and 55% in rural areas) had access to improved drinking water sources. About 20% of Kenyans (44% in urban areas and 13% in rural areas) were reported as having access to piped water through a house or yard connection. According to estimates, access to improved water sources in urban areas was recorded as having decreased from 92% in 1990 to 82% in 2008. In rural areas, however, access increased from 33% to 55% during the same period.

3.2.2 Reforms in WASH Sector

The Water Reforms in Kenya were initiated and recognized in 2002 through the passing of the Water Act gazetted in October 2002 and gaining legislative force in 2003. The Water Act introduced new water management institutions to govern water and sanitation (water sector institutions). While water resources remained vested in the state, the water reforms saw the introduction of the commercialisation of water resources as part of the decentralisation process and the participation of stakeholders in the management of national water resources. With the passing of the Water Act and consequent water sector reforms, the Government committed itself to adopting a human rights based approach in the water sector.

3.2.3 Challenges Facing the Kenya WASH Sector

There are various challenges that face the WASH sector in Kenya. Some of these challenges include:

- Water Resource Scarcity
- Inadequate Water Supply
- Water Quality - This is as a result of pollution of water resources
- Water Governance - This challenge is due corruption, commercial vested interest and inefficiencies in the sector.
- Catchment Degradation
- Increasing Population
- Cultural Beliefs and Attitudes - This has mostly affected achievements in sanitation improvements and especially with regards to open defecation.
- Limited Resources - Kenya has been faced with limited finances to develop water supply and sanitation systems.

[3] WHO / UNICEF Joint Monitoring Programme (JMP) for Water Supply and Sanitation, 2014

4.0 SITUATIONAL ANALYSIS

4.1 External Environmental Review - FIETS Framework Approach

The following table provides a summary of the key issues arising from the external environmental analysis in terms of the Financial, Institutional, Environmental, Technological and Social (FIETS) Approach highlighting the implications of each.

FIETS	Key Issues	Implications for KWA
Financial	• Shift from Aid to Trade by the Donor Community hence requiring NGOs to adopt their approach • Increasing inflation rates due to global and local conditions in the market • Increased Private Sector expansion in Kenya and their roles in social good • Financial institutions willingness to support WASH enterprises • Increased sector investments	• The need to bring in the private sector into development sustainability aspects • There is need to restructure projects from social based to sustainability based
Institutional	• PBO and NGO Act aim to potentially cut funding to NGOs in Kenya • Devolution – There is a transition from central to devolved government changing mandate of the WASH sector. • County structures are still being developed • WASH issues taking centre stage globally, regionally, nationally (Vision 2030) • Land adjudication and registration remains a key issue preventing proper access to resources and land management necessary in WASH interventions • WASH is enshrined in the constitution as a right	• Reduced funding for KWA and its members • Increased scope for NGOs to work with devolved government • Increased scope for lobbying for financing for WASH at county level • Land can be available to community members as leverage for financing • Rights based approach towards WASH has been ensured in the constitution therefore scope to hold government accountable • Public participation in the development of WASH solutions
Environment	• Effects of Climate change. • Human activities (tree felling, charcoal burning, sand harvesting, waste generation etc). • Enactment of environmental laws and regulations. • Grand attempt by the National Govt. to protect water towers.	• Threat of increased or decreased water availability • Scope to support government in long term water solutions • Scope for alternative sustainable energy sources

FIETS	Key Issues	Implications for KWA
Technological	• Adequate technological expertise. • Availability of varied innovative water solution • Technology is expensive, expertise is difficult to come by	• Increased scope for innovative solutions in the WASH sector
Social	• Change averse society • Retrogressive attitude towards saving and investment • WASH is seen as a social good • WASH is a cross-cutting issue	• Difficult to bring in new aspects of development to communities • The dependence on handouts in the past makes it difficult for communities to invest in their WASH projects

4.2 Internal Environment Analysis

The internal environment is an assessment of KWA and its members. It was done through the 7S model and an analysis of strengths and weaknesses. The external environment is outside the scope of control of any organisation however the internal environment can be deliberately moulded to respond to external pressures.

7S's	Analysis
Strategy	• Partners have physical presence in the area of operation • KWA has presence in the relevant national WASH committees • Our area of focus(WASH) is attracting global focus • KWA has relevant thematic partners • Alliance is over reliant on DWA • Poor documentation of partner's projects supported by KWA
Structure	• A consortium of legally registered bodies • Committed partners • A resource mobilization committee is in place • Weak M & E systems • KWA is not yet legally registered
Systems	• KWA Does not have independent operational systems (procurement, HR, Financial and administration) • KWA has an operational management structure
Skill	• We have different organizational competencies that gives synergy in programming
Staff	• Under staffed secretariat
Style (Leadership)	• The capacity of the country Coordinator in Networking is high • Robust communication from the secretariat
Shared Values	• The member organization's contribute to a similar goal • Some partners are committed to the alliance because of the funding

4.3 Stakeholder Analysis

A stakeholder is an *Actor (persons or* organizations) who have a vested interest in KWA. Stakeholder analysis helps planning as it advises the power of various stakeholders and therefore KWA will be aware of who to involve in decision making.

Stakeholder	Stakeholder interests in KWA - what they expect from us	What do we expect the Stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
Alliance Members	• Funding • Capacity Building • Visibility • Coordination • Linkages to funding opportunities, networks, participation in HLM	• Results • Documentation (reports, IEC materials) • Technical backstopping • Visibility	• Develop a funding strategy • Develop a communication strategy • Partner / Membership / Board guidelines • Develop annual calendar of events (internal / external) • Develop an M&E framework • Capacity building strategy
National Government	• Compliance • Support realisation of HLM commitments and engagements • Accountability	• Access to information • Enabling policies • Increase CSO space • Participation in KWA engagements • Mainstream best practices • Engaging KWA in policy development	• Mapping of national govt engagement platforms • Involve duty bearers at inception point • Lobbying strategy developed • Engage with parliamentary Select Committees • Development of private members bills etc
County Government	• Technical support / advisory roles • Support in realisation of county plans and strategies • Accountability • Tangible results	• Access to information • Enabling policies • Participation in KWA engagements • Mainstream best practices • Engaging KWA in policies, strategies development • Partnerships	• Mapping of county govt. engagement platforms • Involve duty bearers at inception point • Share with them plans and reports • Engaging them in capacity building initiatives
UN and World Health Organization, UNICEF, WSP, UNDP etc	• Through KWA interventions, they are able to meet their targets (MGDs/ SDGs) Documentation of best practices • Lobby government for	• Set and share WASH standards • Technical and financial support • Sharing of best practices and publications	• Attend conventions, workshops, conferences, technical working groups etc.

Stakeholder	Stakeholder interests in KWA - what they expect from us	What do we expect the Stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
	realization of commitments		
Research and Knowledge Institutions	• Opportunities for them to pilot and disseminate technologies and innovations.	• Tested and proved appropriate ideas and technologies • Capacity build local and partner institutions • Document our best practices	• Co-financing and participating in research and knowledge dissemination activities. • Use knowledge dissemination forums.
Donors	• Efficient and effective use of resources • Reaching beneficiaries with quality services • Develop sustainable programmes	• Adequate financial resources • Give KWA lee-way to develop own programmes	• Coming up with sustainable innovative solutions • Develop a resource mobilisation strategy • Diversify sourcing funds to include local donors
CSO's Partner (FBO, CBO, NGOs)	• Technical skills • Joint advocacy, lobbying and facilitation • Technological capacity • Joint projects/activities	• Platforms/forums for engagement, • Facilitate joint action plans • Mobilize community actions • Co-fund joint projects • Resource mobilization	• Develop an engagement strategy
Financial institutions (banks, micro-finance institutions, trusts, foundations	• Members being clients to them • Consultations to undertake baseline, research • Consultancies • Quality services to the beneficiaries	• Cooperate social responsibilities • Offering credits to the members • Alternative financing options for WASH • Provide capacity on financial management	• Develop engagement and collaboration frameworks • Invite them to KWA and member functions • Educate them on the sector • Jointly develop financial products with them
Private sector (mining companies, Agro-business Companies, Multi-national corporations hotels, etc)	• Markets for their products • Acting as a medium for marketing	• Cooperate Social responsibilities • Adhering to the principle of Environmental Impact Assessment • Provide KWA with technology	• Develop engagement and collaboration frameworks • Development of joint programs / PPPs • Invite them to KWA and member functions • Educate them on the sector

4.4 SWOT Analysis

An analysis of KWA's strengths, weaknesses, opportunities and threats (SWOT) was provides a platform to determine appropriate plans and activities so as to ensure that KWA's planned objectives are achieved. The following is the SWOT of KWA.

4.4.1 Strengths and Weaknesses Analysis

Strength	How do we enhance or maintain?
• Partners have physical presence in the area of operation	• Encourage more local partners in the alliance on the ground
• KWA has presence in the relevant national WASH committees	• Involve more partners to participate in such forums
• Our area of focus(WASH) is attracting global focus	• Integrate WASH with Livelihoods, Nutrition and health
• KWA has relevant thematic partners	• Engage with more relevant thematic partners
• A consortium of legally registered organizations	• Capacity build the organization's to sustain them
• KWA has Committed partners	• Maintain commitment through continually motivating them
• A resource mobilization committee is in place	• Build capacity through trainings and operationalize the committee
• KWA has members with different organizational competencies that gives synergy in programming	• Tap into the strengths of all the member organizations
• The capacity of the country Coordinator in Networking is high	• Facilitate and motivate the CC to fundraise • Tap into the networking opportunities
• Robust communication from the secretariat	• Maintain constant and timely two way communication with stakeholders
• Shared vision between KWA and member organization's - similar goals	• Encourage members to buy-in to the KWA strategy during their strategic development
• KWA has an operational governance structure	• Capacity build the various management structures on alliance management skills
• KWA is recognized as a key player in the WASH sector by the National and County governments in Kenya	• Embed KWA in various sector and multi sectoral committees on WASH at all levels of government
• KWA has established strong relationships with various stakeholders in Kenya	• Turn the relationships into resources, programs, products, etc

Weaknesses	How do we eliminate/minimize?
• Alliance is over reliant on DWA especially on financing	• Diversify resource mobilization strategies
• Limited funds and sources of funding	• Develop a Resource Mobilization Plan

Weaknesses	How do we eliminate/minimize?
• Poor documentation of partner's projects supported by KWA	• Develop and operationalize a documentation strategy
• Weak M & E systems	• Develop and operationalize an M & E system
• KWA is not yet legally registered	• Fast track registration
• KWA Does not have independent operational systems (procurement, HR, Financial and administration)	• Develop and operationalize operational systems
• Under staffed secretariat	• Increase staff capacity • Capacity build secretariat staff
• Some partners are not able to fully participate in the Alliance	• Introduce annual subscriptions • Alliance/partners to diversify products that bring the partners together
• KWA has low visibility in the counties WASH committees	• Identify relevant WASH committees in the county to improve visibility
• The alliance does not have an exit and entry strategy for members	• Develop clear membership guidelines
• Lack of strategic convergence between KWA and some members	• Develop common strategies

4.4.2 Opportunities and Threats Analysis

Opportunities	How do we achieve/exploit?
Devolved structure of governments.	• Influence CIDPs, WASH budget allocation and direct funding to KWA. • Pushing WASH agenda forward using the County forums.
Private Sector expansion in Kenya	• Growth of PPPs in sustainable development • Financial institutions and credit facilities • Develop WASH business models
Adequate technological expertise	• Partnering with the institutions • MOUs and Co-financing
Land adjudication and registration.	• Using title deed to access financial loans
High demand for water and sanitation	• Establish partnerships for water and sanitation initiatives
Donor goodwill and government support	• Turn goodwill into technical and financial resources for the sector
Available alternative technology e.g. Solar, wind mills	• Use of technology to pump/generate water

Opportunities	**How do we achieve/exploit?**
Available human resource in the market	• Build Secretariat capacity by hiring competent human resources
Availability of local financing for water infrastructure e.g. credit financing	• Initiate WASH financial products development together with the financial institutions
Availability of devolved funds and other government funds	• develop WASH projects together with the devolved units and financial vehicles.

Threats	**How do we mitigate or avoid?**
Uncertainty in donor funding	• Develop Resource mobilization strategies and Income generating activities
Legislation - the PBO and NGO Act	• Lobby for fairness and justice in the Act • Dialogue with policymakers
Devolution – Delay in the transition process	• Work within available county structures as lobbying for fast tracking of the transition.
Shift from Aid to Trade by some of the key donors	• Structure interventions on business models • Provide linkages between businesses and the beneficiaries
Scepticism to change	• Intensified awareness creation
Effects of Climate change	• Develop climate resilient interventions
Land adjudication and registration leading to land fragmentation and uncontrolled land disposal	• Awareness creation on better land utilization, practices and costing.
Misguided/uncontrolled use of land leading to barrenness, overgrazing	• Land zoning
Competing interests in the WASH sector	• Innovative WASH solutions • Empower citizens to hold duty bearers to account
WASH is solely seen as a social good	• Raising awareness – advocacy – building local capacities
Competing interests	• Propagate a SWAp that brings together governments, donors and other stakeholders in the sector
Technology is expensive, expertise is difficult to come by	• Encourage and market home-grown solutions and innovations • Build stakeholder capacities
Water Bill 2014 did not meet highest levels of good governance	• Lobbying, plug all legislative loophole • Continuous engagement
Environmental degradation by anthropogenic activities	• Stronger regulations, raising awareness
Growing population and lack of clear land use plan	• Strengthen regulation, awareness , promote solutions which are less detrimental to the environment

5.0 STRATEGIC MODEL

The strategic model addresses areas of focus in pursuit of competitive edge over the plan period. It takes into account challenges that the alliance has faced, the achievements, situational analysis, stakeholder expectation, risk and mitigation strategies to clearly map out where the alliance should go and how.

5.1 KWA Desired Future by 2018

By 2018, KWA desires to be an alliance that is a knowledge supplier or learning organization within the WASH sector. KWA will have achieved organizational, financial and service sustainability. As a knowledge supplier KWA will have the following characteristics:

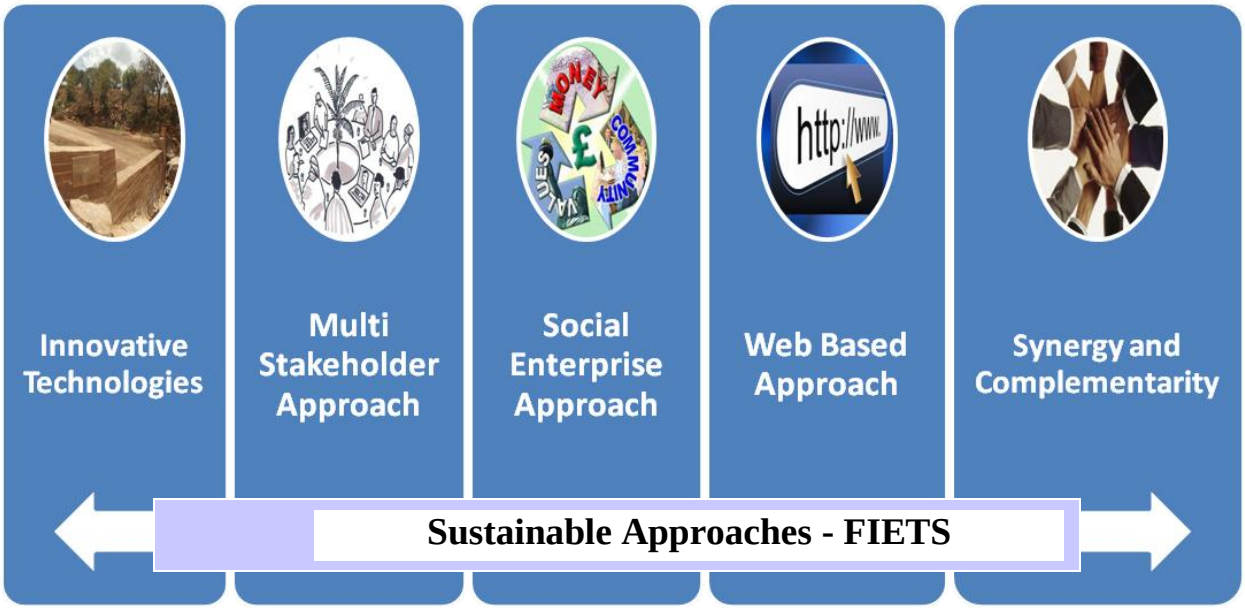
- Will be a fully fledged independent organization with her own independent offices;
- Will have grown in scope - geographic (covering at least 5 needy counties in Kenya) and interventions scope especially in thought and best practice leadership
- Will have developed an innovative sustainable base of resources with much of the resources generated from KWA developed products and services including offering consultancies, selling information, marketing of product or services developed, among other income generation activities;
- Will play a prominent role in grant management in the WASH sector;
- Will have a full fledged knowledge management centre that will enable KWA to generate and use knowledge to optimize its processes and gain a competitive advantage as well as in sharing the same with the members and sector at large;
- It will be a much sought for partner by government and private sector with a greater focus on PPPs;
- Will be active in all important areas of WASH - both urban and rural;
- Will be composed of key professional experts / technical advisers in WASH;
- Will be setting the agenda for discussions on WASH issues;
- Will have developed a high reputation and influence in the sector.

5.2 KWA's Distinctiveness

- KWA is an apex body, that provides a unified voice of the members in the WASH sector,
- KWA is recognized by various key stakeholders as a National alliance and through which WASH sector issues are channelled to the national and multi-sectoral level and forums,
- As an alliance KWA boast of members who have competence in different WASH intervention areas.

5.3 KWA's Value Proposition

The value proposition for KWA is necessary to understand the uniqueness of this alliance in Kenya. In line with its distinctiveness, KWA proposes to its membership and stakeholders the following:



5.4 Scope/Mandate of KWA

The initial scope of the KWA programme was mainly Kajiado County with various WASH initiatives. As KWA grows, there is need to review the geographic, population, time and thematic scope. For this to happen, there are fundamental issues that must be taken towards the enhancement of KWA. These include:

- Formalization and registration of KWA as a legal entity
- Position KWA as a National Alliance contributing to improved access to WASH at national level
- Increase member numbers including strategic membership categories
- Play an active role in policy making at National and county level through membership of relevant technical working groups
- Have a significantly strengthened resource base
- Has a strong and recognized presence nationally through careful branding and visibility strategies

Whereas WASH is broad, KWA and its members already have sub sectors in which they specialize in. It is envisioned that in the future KWA will work in the following thematic areas: water supply; sanitation improvements; multiple use of water; water governance (advocacy); influencing policy; innovating WASH business models, and; other WASH social ebterprises.

5.5 Vision, Mission and Core Values

5.5.1 KWA Vision

"Access to Safe Water, Sanitation and Hygiene for All"

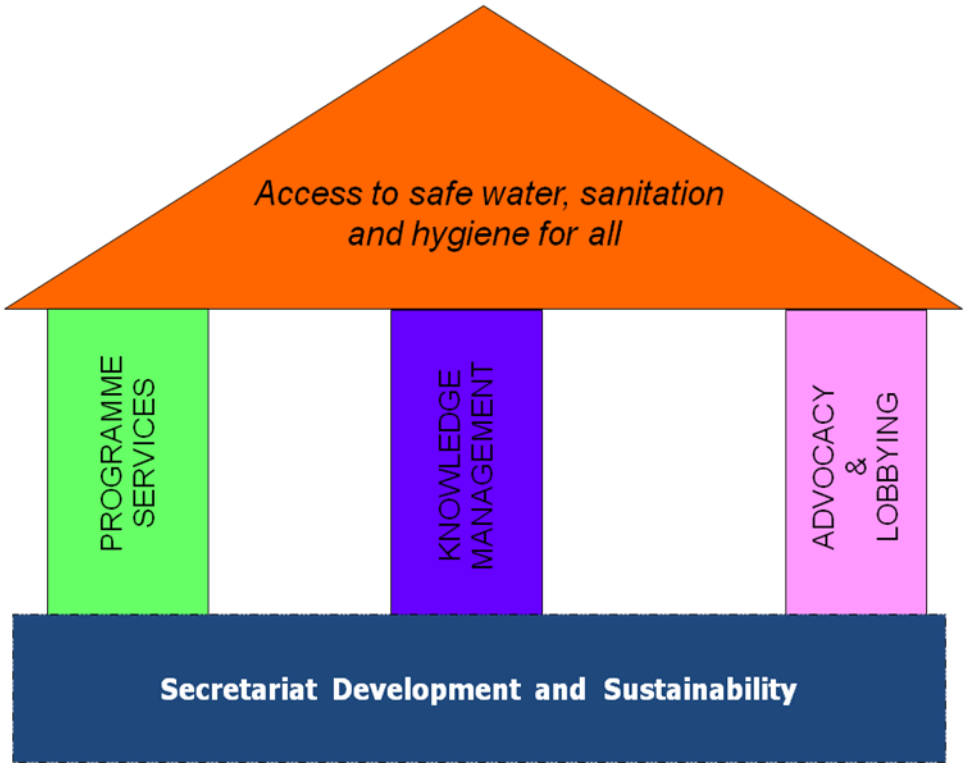
5.5.2 The Mission

"Promote an enabling environment for provision of innovative and sustainable water, sanitation and hygiene services to the marginalized groups through alliance members"

5.5.3 Core Values

- Partnerships – Collaboration, participatory and teamwork
- Innovation
- Integrity
- Professionalism
- Respect
- Accountability

5.6 Pillars of Excellence - KWA Strategy House



5.7 KWA Strategic Priorities

The four pillars above are key areas/themes that form KWA's strategic focus over the period 2014 to 2018. These are:

a) Provide programme support services to alliance members
b) Lobby and advocate on behalf of the members and the sector
c) Enhance Knowledge Management
d) Secretariat development, strengthening and sustainability

5.8.1 Strategic Objective 1: Provide programme support services to alliance members

Strategies

- Increase funding for WASH programmes
- To strengthen the capacity of members to provide WASH solutions
- To strengthen linkages and access to Networks
- To upscale the scope of operations of KWA

5.8.2 Strategic Objective 2: Lobby and advocate on behalf of the members and the sector

Strategies

- To participate in formulation of National and County policies and plans, budget allocation and tracking.
- To empower citizens to demand for their WASH rights.
- To build networks and partnerships with strategic partners.
- To build the capacity of KWA members in lobbying and advocacy.

5.8.3 Strategic Objective 3: Enhance Knowledge Management

Strategies

a) To improve knowledge management
b) To optimize the use of technological tools for improved learning
c) Conduct joint research with partners on areas of interest in WASH

5.8.4 Strategic Objective 4: Secretariat development, strengthening and sustainability

Strategies

a) To strengthen the secretariat and achieve Alliance/Secretariat Autonomy status
b) To strengthen Coordination mechanisms of the Kenya WASH alliance.
c) To ensure alliance sustainability
d) Develop Strategic Partnerships/affiliations

6.0 STRATEGY IMPLEMENTATION

6.1 Key Success Factors for Strategy Implementation

It is envisioned that for KWA to succeed, the following critical success factors must be taken into consideration in strategy implementation.

Factor	Implication
Governance Factor: Strong Secretariat, Supportive EC and SC	The capacity of the secretariat to establish and maintain strong governance structure to sustain the vision of the alliance is a critical success factor.
Compatibility Factor: Shared Vision	To be successful in an alliance the organisations need to hold a shared set of values about the cause they are championing and about ways of working together.
Complementary Factor	It is not possible for one organisation to have comprehensive skill sets. In an alliance, there is need complementarities.
Fairness Factor	Managing the benefits for all members to ensure that there are equitable returns and that no member benefits disproportionately more than the other is a critical success factor.
Value Factor	The partnership must offer value each member, and most importantly and to the end user/beneficiary.
Performance Factor: PMS, effective M&E Systems	Clear and articulate performance and measurement systems are critical in facilitating learning and growth. KWA will need this to underpin the secretariat.
Membership Factor:	Alliances exist to serve their members and the success is determined by the synergy of these members. A strong membership base with committed members must therefore be sustained and grown.
Resource Factor: Financial, human resources	Alliances need to be properly resourced and there needs to be great honesty and realism about the time and financial commitments each member will have to make to KWA. Human and financial capital is critical in sustaining any institution.
Credibility/Reputational risk Factor	Reputational risk is high when you work with others towards the achievement of a common goal. What a partner in an alliance does can damage the reputation of all others by association.

6.2 Resource Mobilization

Successful implementation of strategy requires that strategies and activities be linked and supported by resources. Specific and actual expenditures will be captured well under a detailed annual financial/business plan to be developed every year for the purpose of actualizing the strategy. KWA has a sub-committee of the board that will be required to be actively involved in mobilizing of both technical and financial resources. As indicated before, for organizational, service and financial sustainability, KWA will develop innovative resource mobilization strategies. The sources will be diversified to ensure an appropriate funding mix. Funding for this strategic plan will be supported by a Resource Mobilization Strategy. In the long term KWA intends to have an endowment fund that will support her activities post 2018. Some of the sources of funds include:

- Membership subscription fees
- Provision of fee-based members services
- Grant administration fees
- Consultancy fees
- Sale of KWA and partner developed products like toolkits and relevant proprietary information
- Research collaboration fees
- Donor funding

Other than funds, the current strategy will also require support in terms of other resources including volunteers, technical advisers as well as specific equipment that is critical to the sector.

6.3 Monitoring and Evaluation

This will involve monitoring the implementation of the planned activities and evaluating their impacts on the desired goals. The monitoring activities will result to identifying any gaps or deficiencies which will then be addressed by management. Daily, weekly, monthly and quarterly reporting will be critical for the monitoring function.

The purpose of evaluation is to measure the actual performance against target levels and establishing the size of variance, causal factors for the variance and recommending appropriate remedial measures, including a review of the objectives and/or strategies. The evaluation plan will help determine objectively the relevance, effectiveness and efficiencies of the activities proposed in the strategic plan. A mid-term and external review shall be undertaken by external consultants. The mid-term review will be conducted at the beginning of 2016. The final evaluation will assess the achievement of the activities of the plan and identify and document the success or failure. The final evaluation will be undertaken at the end of the plan period which is at the end of 2018.

APPENDIX I: IMPLEMENTATION MATRIX

Strategic Objective 1: Provide programme support services to alliance members				
Strategies	**Activities /Initiatives / Programs**	**Performance Indicators**	**Targets**	**Key Responsibility**
1. Increase funding for WASH programmes	Develop and operationalise a resource mobilization strategy	Resource Mobilization Strategy in place	December 2014	[4]RMC
		Number of funded projects	Five Annually	
		Amount of funds mobilized	USD XXX Annually	
	Develop funding proposals	Number of proposals submitted and funded	10 Annually	CC[5]
2. To strengthen the capacity of members to provide WASH solutions	Conduct a Capacity development needs Assessment of members	Member CDNAs conducted	Mid 2015	CC
	Develop and implement capacity development interventions	% members benefiting	25	
		Number of interventions	4 annually	
	Capacity build the National & County government officials to provide WASH services	Number of capacity building interventions implemented	10	
3. To strengthen linkages and access to Networks	Identify and join strategic networks	Number of strategic networks identified	5	ACC[6]
	Actively participate in the identified networks	Number of networks actively participated in	5	
	Facilitate member organizations to participate in strategic networks	Number of member organizations facilitated	10	CC
	Organize for Open-learning forums	Number of Open-learning forums organized	5	

[4] RMC = Resource Mobilization Committee
[5] CC = Country Coordinator
[6] ACC = Advocacy and Communication Committee

4. To upscale the scope of operations of KWA	Increase the geographic coverage of KWA	Number of counties covered	5	SC[7]
	Integrate WASH programs with other health interventions	Number of programs integrated with other health interventions	3	EC[8]
	Increase the targeted beneficiaries	% of beneficiaries reached annually	30%	CC

Strategic Objective 2: Enhance Knowledge Management				
Strategies	**Activities /Initiatives / Programs**	**Performance Indicators**	**Targets**	**Key Responsibility**
1. To improve knowledge management (KM)	Develop a KM Strategy	Adoption of Strategy Paper	June 2015	RMC
	Establish KM protocols (community of practice/web based platforms / resource centre)	KM protocols established and operationalised	June 2015	CC
	Development of KM and documentation tool/learning programmes	KM documentation toolbox and learning programmes developed	Dec 2015	
	Development of Kajiado Water Atlas	Kajiado Water Atlas produced	Dec 2016	EC
	Collection and documentation of best practices from members	Best practices publication	Annual	CC
	Dissemination of best practices	Number of stakeholders reached	5000 stakeholders	ACC
2. To optimize the use of technological tools for improved learning	Identification of available platforms appropriate for KM / information sharing	Number of appropriate technologies	Dec. 2014	ACC

[7] SC = Steering Committee
[8] EC = Executive Committee

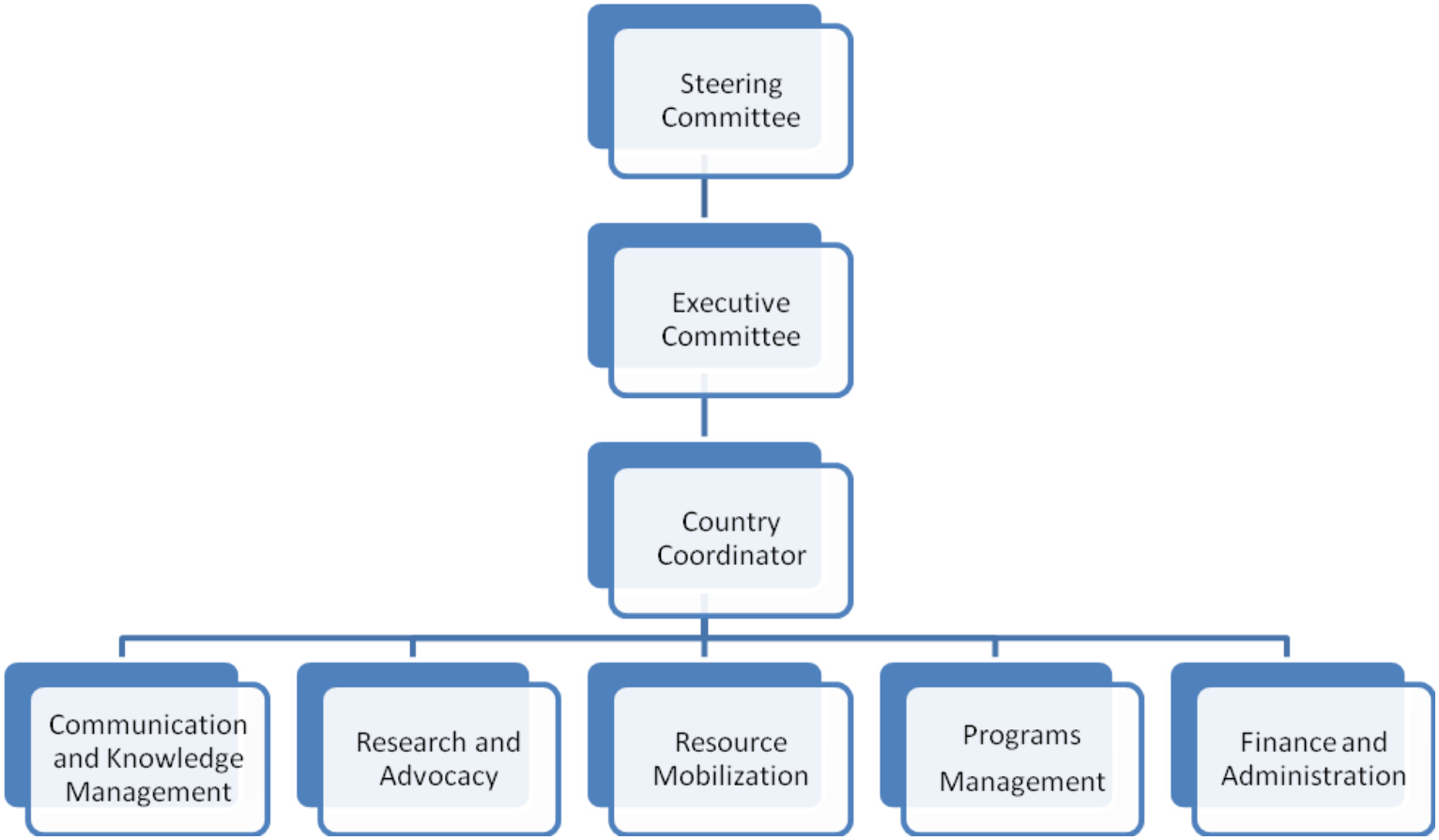
	Capacity Building of members on adopted technological platforms (including upgrade of communication systems)	% of members trained on adopted technology	100% of the members	CC
		% of members adopting technology	70% of members trained	
	Technical Backstopping for KWA members	Uptake of technologies in member activities	70% uptake	
3. Conduct joint research with partners on areas of interest in WASH	Develop a Research Framework	Framework in place	Dec. 2014	IRC[9]
	Identify key areas of research priority	Research Priority areas identified	Dec. 2014	
	Conduct joint Research with partners	Number of research conducted	4 per year	CC
	Disseminate Research findings	Number of Publications	2 per year	
		Number of dissemination forums	4 per year	

Strategic Objective 3: Lobby and advocate on behalf of the members and the sector				
Strategies	**Activities /Initiatives / Programs**	**Performance Indicators**	**Targets**	**Key Responsibility**
1. To participate in formulation of National and County policies and plans	Network and participate in relevant government forums	Number of forums participated in	10	CC
2. Advocate for members interests	Identify key areas to advocate for	Advocacy Priority list	Dec 2014	ACC
	Develop and produce policy and position papers	No of policy/position papers	3 Annually	CC
3. Participate in technical, sectoral and ministerial meetings, and other policy making organs where member issues and	Identify key decision making organs that affect members	Stakeholder Mapping in place	Dec 2014	CC
	Lobby for inclusion of WASH in such bodies	No. of decision making boards KWA is in	10	
	Present and represent KWAs position in	No of issues presented and	12	

[99]IRC = Innovation and Research Committee

positions are articulated	such organs	adopted		
4. Enhance the capacity of KWA and its members to lobby and advocate	Conduct a needs assessment on KWA members in lobbying and advocacy	Assessment Report	Dec 2014	CC
	Train the EC, SC and Key Secretariat staff on Advocacy	% of key staff EC and SC trained on Advocacy	100%	
	Develop an advocacy strategy	An advocacy strategy in place	June 2015	ACC
5. To empower citizens to demand for their WASH rights.	Develop an engagement model for communities and county governments	Engagement model in place	June 2015	CC
	Develop an implementation strategy to advocate for citizens access to WASH rights	Citizens advocacy mobilisation forums	4 per year	
6. To build networks and partnerships with strategic partners.	Develop a stakeholder engagement model	Engagement model in place	June 2015	ACC
	Develop an implementation strategy on stakeholder engagement	Number of stakeholders engaged	1 annually	CC

Strategic Objective 4: Secretariat Development & Sustainability				
Strategies	**Activities /Initiatives / Programs**	**Performance Indicators**	**Outcomes / Targets**	**Key Responsibility**
1. To strengthen the secretariat and achieve Alliance/Secretariat Autonomy status	Finalize drafting of constitution & establishment of structures	Ratified Constitution in place	Dec. 2014	EC
		Constituted Board , and all Committees	Dec. 2014	SC
	Finalize registration of KWA	Registration certificate in place	August, 2014	EC
	Establish and enhance secretariat operation systems (Financial management, procurement system, human resource, M&E)	# of Systems established	4	CC
	Recruitment of strategic members	# of Strategic members	46	CC

		recruited		
	Set up KWA office (s) (physical infrastructure & human resource)	Implement new organogram	Dec 2014	
		Human Resources Recruited	7	
		Physical Office	Dec 2015	
	Mobilize resources for KWA Secretariat strengthening	Amount of money raised	USD???	RMC
2. To strengthen Coordination mechanisms of the Kenya WASH alliance. (Coordination & Communication)	Develop a communication strategy and share with members	Communication Strategy in place	June 2015	ACC
	Establish KWA knowledge exchange hub	KWA knowledge exchange hub established	June 2015	CC
	Develop a contextualized M&E framework for KWA	M&E framework for KWA in place	Dec. 2014	
	Enhance coordination forums	Number of meetings/forums	Quarterly	
	Mapping of members & activities	Mapping done	Annually	
	KWA branding (website, brochures, roll-up banner, social media	Publicity strategy in place	Dec 2014	
		Publicity events/activities undertaken	4 Annually	
3. To ensure alliance sustainability	Develop a sustainability strategy	Sustainability Strategy in place	Dec 2014	RMC
	Initiate an endowment fund	Endowment fund in place	Dec. 2015	EC
		Amount of funds saved	USD ???	RMC
4. Develop Strategic Partnerships/affiliations	Conduct a stakeholder mapping exercise to identify key stakeholders	No. of new partnerships	10	CC
	Develop MOUs with the identified partners	No. of MOUs signed with partners	10	

APPENDIX II: PROPOSED ORGANIZATIONAL STRUCTURE