



**SOCIETY FOR WATER AND SANITATION - NEWSAN**



**STRATEGIC PLAN**

**2020 - 2025**

**NEWSAN**

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## INTRODUCTION

Nigeria has made substantial progress in developing policies and strategies for water supply and sanitation service delivery yet Open defecation is still practiced by about one third of her population and only about 42% of households have access to safe water. The effort at reducing open defecation by the government, donors and implementing partners have so far yielded only 27 LGAs with Open defecation free status out of 774 LGAs which is far too small compare to the nation's ambition to end open defecation by 2025. Currently, Nigeria is globally the first open defecation practising nation after the exit of India.

According to JMP 2017, poor access to improved water and sanitation in Nigeria remain major contributing factors to high child morbidity and mortality rates. The use of contaminated drinking water and poor sanitary conditions lead to increased vulnerability to waterborne diseases, including diarrhoea, resulting in deaths of over 70,000 children under five years. Inadequate access to quality WASH has major negative impacts on the people's health and huge socioeconomic consequences for the society as contaminated drinking water and unsanitary conditions increase peoples' vulnerability to waterborne illnesses including diarrheal especially among children and the elderly. Lack of decent WASH facilities also affects malnutrition and stunted growth in children, poor education for the girl child and contributes to major economic loses as most women under menstruation are compelled to stay away from work places and businesses without adequate facilities for managing their menstruation hygienically.

The classification of WASH services in schools (JMP 2019) showed that WASH services in most of the public schools are inadequate and unsatisfactory. The assessment showed basic sanitation service was only obtainable in 46.67% schools, while the rest had limited or no sanitation services at all. Also, the toilet to students' ratio ranged from 1:27 to 1:760, which were higher than the WHO recommended average of 1:25 for girls and 1:50 for boys. Hygiene services did not fared better either as only 13.33% of surveyed schools had basic hygiene service, 6.67% schools had limited hygiene service and 80.00% had no such services at all. Water services assessment had 20% of the schools with basic drinking water services, another 20 with limited access to limited water assess and 60% had none.

To address the enormous WASH challenges the administration of President Muhammed Buhari declared (November 2018) a state of emergency in the WASH sector with a National Action Plan with the aim to revitalise the sector towards ensuring all Nigerians have access to sustainable and safely managed WASH services by 2030 in compliance with SDG 6.

So far the National ODF road map have been developed to further define the action plan and this has given rise to programmes like the *Partnership for Expanded Water Supply, Sanitation and Hygiene-PEWSAH* and the *Clean Nigeria Campaign use a toilet*.

All these give hope to tackle the country's Water, Sanitation and Hygiene problems with the aim of achieving the global vision of securing WASH access by 2030 towards attaining SDG 6.

However, Government ambition alone is not enough as past experience have shown that most of the achievements in the WASH sector have been with support from donors and implementing partners as all the open defecation status in the 20 LGAs have been achieved by *Global Sanitation fund-GSF* (routed through WSSCC) and UNICEF through SHAWN projects in the various LGAs. This implies that to achieve the 2025 set goal of Open Defecation Free Nigeria, there must be deliberate and coordinated efforts especially at the States and Local Government Areas.

The new NEWSAN strategic plan seeks to lay foundation with a vision of 5 years (2020 - 2025) plan aimed towards the global vision of achieving for everyone, everywhere access to water, sanitation and hygiene by 2030 with focus mainly on strong sectoral development and stakeholder's engagement in line with the National policies and programmes towards “*leaving no one behind*”.

## ABOUT NEWSAN

Society for Water and Sanitation- NEWSAN is a National Civil Society that began with a consultative Meeting on Water and Sanitation in December 2003 at the Conference Hall of Heinrich Boell Foundation (HBF) in Lagos with thirty-five participants from 16 Civil Society Organizations in Nigeria.

Her first Annual General Meeting was organized in 2005 with support from Water Aid Nigeria with 98 participants drawn from 92 Civil Society Organisations spread across the six geo-political zones in Nigeria which witnessed the election of a National Steering Committee, headed by the national Coordinator with Zonal Coordinators elected from the six geo-political zones of the country. At the AGM, a Constitution and a two-year work plan were agreed upon and the Secretariat was tasked to seek for funding to pursue the implementation of the two-year work plan of NEWSAN.

Furthermore NEWSAN was registered as a corporate body in 2007 as a civil society network with representation of zonal coordinators from the 6 geo-political zones of the country and a national secretariat based in Abuja.

Currently NEWSAN has over 300 organisational memberships from the 28 active States chapters working on different issues in the WASH sector with a governing structure of elected National Executive Committee (NEC) officers who oversee the State affairs of the network through the respective elected state chapter officers. The NEC members are answerable to the steering committee – the founding members.

NEWSAN is a coordinating network of Non-Governmental Organisations and Community Based Organisations in water, sanitation and hygiene spread over six geopolitical zones of Nigeria. The mandate is to ensure access to safe water, sanitation and hygiene facilities for all Nigerians.

## Our Vision

To promote Access to safe and clean water, sanitation and hygiene services for all in Nigeria.

## Our Mission

To promote and strengthen partnerships with relevant stakeholders on policies, laws, programmes and structures that will enhance access to safe and clean water, sanitation and hygiene facilities.

## Our Approaches

1. Water, Sanitation and Hygiene promotion
2. Gender Mainstreaming
3. Equity and Inclusion
4. Budget Monitoring and Tracking
5. Environmental, Sanitation and Hygiene improvement
6. Monitoring and Evaluation

## Our Core Values

**Integrity** – NEWSAN will consistently do what is right, just and fair in all circumstances

**Transparency and Accountability** – NEWSAN will operate with openness in all her dealings with effective reporting and feedback mechanism.

**Equity** – NEWSAN will ensure to leave no one behind in her programmes, policies and activities.

**Dignity** – NEWSAN in all her dealings will ensure that the rights and dignity of all persons are respected.

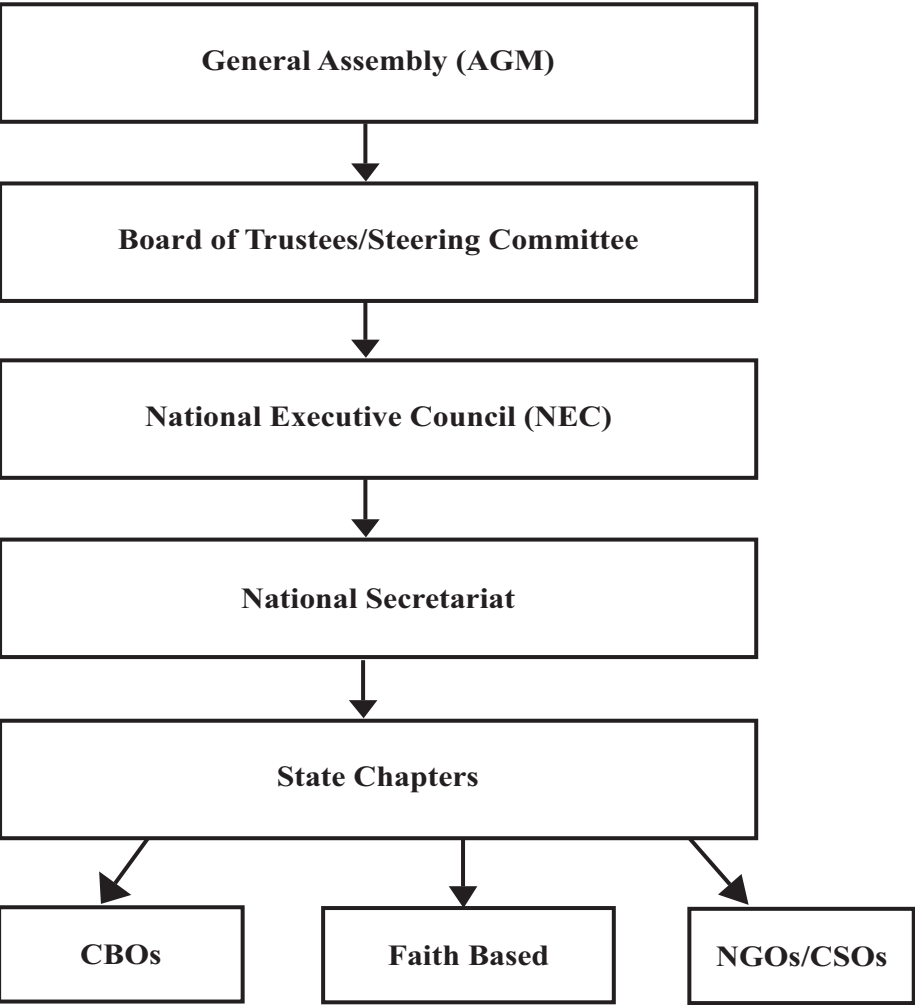
**Teamwork** – NEWSAN believes in diversity, leveraging on each other's competence towards achieving a common goal.

**Innovation** – NEWSAN values and continuously seeks out new and creative ideas to enhance her performance

## Membership, Organisational structures, Controls, Governance

Membership is open to organisations working in the WASH sector and the structure and Governance is as enshrined in the NEWSAN constitution.

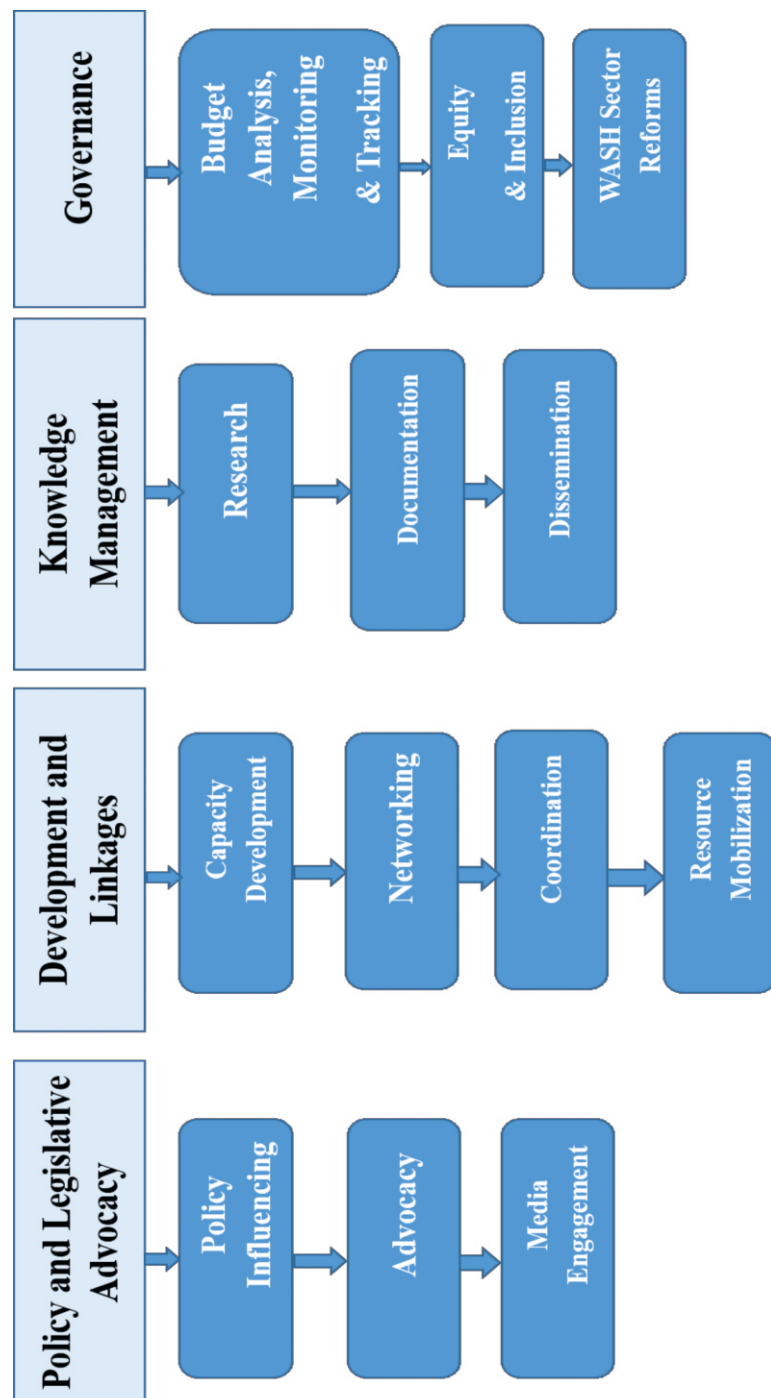
Organisational Structure



NEWSAN SWOT ANALYSIS

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"><li>• Membership</li><li>• Coverage</li><li>• NEWSAN is a legal entity in Nigeria</li><li>• Capacity</li><li>• Inclusiveness</li><li>• Visibility</li><li>• Network</li><li>• Partnership &amp; Collaboration</li></ul>	<ul style="list-style-type: none"><li>• Insufficient funding</li><li>• Inadequate commitment</li><li>• Communication gap</li><li>• Insufficient training opportunities</li><li>• Insufficient Data</li><li>• Low Political will at national level</li></ul>
OPPORTUNITIES	TREATS
<ul style="list-style-type: none"><li>• Commitment of FGN to WASH Sector</li><li>• Government &amp; Stakeholder interest to WASH</li><li>• Presence of Partners in WASH Sector</li><li>• Increased Government funding to WASH Sector</li><li>• Availability of strategic data</li><li>• Renewed interest in WASH related data</li></ul>	<ul style="list-style-type: none"><li>• High cost of implementing WASH related programmes</li><li>• Corruption</li><li>• Insecurity</li><li>• Poverty</li><li>• Proliferation of WASH organizations</li></ul>

## NEWSAN NEW THEMATIC FOCUS



## NEWSAN STRATEGIC OBJECTIVES AND EXPECTED OUTCOMES

### Strategic Objective 1:

To engage government and other stakeholders on policies, laws that guarantee provision of water, sanitation and hygiene services and Menstrual Health & Hygiene Management while contributing to the attainment of SDG goal 6, 5 & 17

### Expected Outcomes:

1. Developed policy and laws that reflect CSO inputs in WASH, WASH in emergency and climate change.
2. Increased political commitment of government.
3. Increased private sector and other involvement in WASH and WASH related services
4. Increased coverage on WASH and other WASH related services.
5. Increased commitment by government and stakeholders to MHHM

### Strategic Objective 2:

To mobilize resources for NEWSAN to actualize her goal to provide WASH services towards attainment of SDG 6

### Expected Outcomes:

1. Increased NEWSAN capacity for resource mobilization and management
2. Enhanced capacity of NEWSAN members on advocacy and stakeholder's engagements
3. Improved members capacity for effective implementation of WASH related activities.
4. Enhanced network coordination & collaboration
5. Increased funding secured for CSO contribution to SDG 6
6. Institutional strengthening for NEWSAN and its member organizations

### Strategic Objective 3:

To generate and make available accurate and reliable data and information on WASH related issues in Nigeria.



**Expected Outcomes:**

1. Increased knowledge on WASH related issues
2. Increased communication and knowledge shared on MHHM, climate change and People Living with Disabilities-PLWD in WASH.
3. Improved documentation on relevant information and resources
4. Enhanced knowledge and skills of WASH stakeholders
5. Increased sensitization and awareness of the WASH sector for the disabled and elderly.

**Strategic Objective 4:**

To strengthen WASH governance structures and promote transparency inclusion and equity at national, state and local government levels by 2025.

**Expected Outcomes:**

1. Increased stakeholders' involvement in budget processes
2. Improved WASH budget allocation and releases.
3. Increased efficiency in budget implementation.
4. Improved WASH service delivery.
5. Enhanced WASH budget monitoring and evaluation.
6. Increased WASH service delivery to meet the needs of PLWD and vulnerable groups
7. Increased participation of citizens in WASH governance
8. Enhanced WASH response in emergency
9. Improved menstrual hygiene health management with emphasis on the girl child
10. Improved transparency and accountability in governance.

**NEWSAN OVERALL STRATEGIES & SUSTAINABILITY PROGRAMMES**

Our projects and programmes will take an integrated approach to programme development aligned with our thematic areas mapped out for project development and sustainability. We will expand our projects and increase on-the-ground presence in Nigeria. This will ensure that the State chapters are strengthened with adequate support towards improving sustainable programmes and interventions.

**FUNDING**

As we work towards growth and consolidation of our presence in the WASH sector as laid out in this strategic plan, we will pursue more vigorously, funding opportunities. This is not just to enable us attain the much desired growth but for us to achieve more impact with our activities.

**OUTCOMES & IMPACT**

We will build on our strong evidence base and establish a dedicated function to integrate outcomes and impact into all programme work to maximize our learning and effectiveness as well as provide evidence to influence others.

**RESEARCH & DEVELOPMENT**

We will prioritize knowledge management to disseminate our research and evidence and ensure NEWSAN remains the go-to source for expertise and insight regarding WASH related work with communities in Nigeria.

**PARTNERSHIPS**

We will develop partnerships that are pro WASH activities with government agencies, the private sector, specialist NGOs with complementary strengths, and selected research institutions even as we seek to develop and build synergies beneficial to our work.

**COMMUNICATIONS**

We will develop and implement a communications strategy to better align communications messages and improve information flows. We will create more effective messaging to better reflect the quality and energy of our work.

**CULTURE**

We will strengthen cross-team working, focusing on improved learning opportunities across geographies and themes. We will continue to invest in our commercial and technical skills to ensure we deliver at a world class level.

## **Where we will work**

NEWSAN will be working at global levels creating awareness on WASH needs and learning points for policy advocate as applied internationally.

NEWSAN will also be working at National and State levels doing advocacy and campaigning with policy makers for improved service delivery to WASH.

We will be working at community level with the community; Community based organisations, PLWD, Organised Private Sectors and government agencies that work for service deliveries on WASH

## **STRATEGIC MONITORING AND EVALUATION**

### **POLICY AND LEGISLATIVE ADVOCACY**

Our Monitoring and Evaluation Systems under this thematic area are aimed at ensuring high quality and timely inputs, contributing to WASH related policy direction to guide effective design and implementation. This will ensure that projects are implemented within the confines of their objectives and intended impact and that activities brought about their intended outputs adhering to policies and guidelines in the most efficient and cost effective manner.

### **DEVELOPMENT AND LINKAGES M&E**

Monitoring and Evaluation under this thematic area shall involve the gathering of data in terms of relationships and partnerships entered into by the Network and how much these relationships contribute to the work of NEWSAN. Data will enable NEWSAN measure the impact of extensive collaborations and partnerships on the achievement of the objectives of the Network.

### **KNOWLEDGE MANAGEMENT M&E**

The purpose of this M&E exercise is to track progress on programs and activities implemented in the WASH sector, their efficiency and effectiveness at all levels as well as their impact on the planet and the communities, including performance of key stakeholders. Lessons learned from the exercise will be applied to improve on delivery. We will Conduct needs assessment to obtain baseline information, Monitor and track compliance of actors and practitioners to regulations, track how resources are managed by facilitating visits to communities and interacting with community members on the impact of WASH interventions at all levels and tracking pilot initiatives to account for what has been done learn lessons and share best practices

MEAL strategies shall include: Regular Monitoring and reporting; Internal MEAL exercises before during and after program implementation; external evaluation at midterm and final stage of programs as well as joint evaluation with other similar structures and organizations. Joint assessment is also a good strategy to network and set common benchmarks for seamless global M&E and publication, which contributes to global advocacy.

### **GOVERNANCE M & E**

This is a systematic, step by step process of ensuring that the planned programmes and projects are implemented according to the design of the programmes in order to achieve desired goals.

Monitoring and Evaluation (M&E) shall be an important component of all activities to be implemented under this thematic area to ensure that they are implemented within their scope and achieve the set targets.



A needs assessment shall be conducted before designing any activity under this thematic area to ensure that we have a background upon which impact shall be measured.

Members will regularly collect data from the field that will enable NEWSAN track the progress of work and also evaluate what is been implemented to ensure that it is in line with the indicators set out under each intervention. Although, there will be dedicated staff who will be responsible for monitoring and evaluation, every project staff will carry out monitoring activities pertaining to projects under this pillar.

We will assess the impact of the project activities under this pillar using monitoring and evaluation tools such as guide questions for focus group discussions (FGDs), key informant interviews (KIIs) and surveys that we shall develop for each project. These tools will enable us gather data from stakeholders, partners and beneficiaries. Findings and data shall be documented and learning applied to improve subsequent programmes and activities.

### STRATEGIC STAKEHOLDERS AND PARTNERSHIPS

LOCAL ORGANIZATIONS/AGENCIES	INTERNATIONAL ORGANIZATIONS/AGENCIES
FEDERAL MINISTRY OF WATER RESOURCES & STATE MINISTRIES OF WATER RESOURCE	WATER SUPPLY AND SANITATION COLLABORATIVE COUNCIL WSSCC
FEDERAL MINISTRY OF ENVIRONMENT & STATE MINISTRIES OF ENVIRONMENT	SANITATION & WATER FOR ALL-SWA
MINISTRY OF EDUCATION	UNITED CHILDREN EDUCATIONAL FUND-UNICEF
NATIONAL ORIENTATION AGENCY	AFRICAN CIVIL SOCIETY NETWORK ON WATER AND SANITATION-ANEW
MINISTRY OF HEALTH	
STATE RUWASSAS	
WASH MEDIA	
MEDIA –NAN, NTA,	
ORGANISED PRIVATE SECTOR OPS	
WATER-AID NIGERIA-WANG	

## NEWSAN RISK MANAGEMENT MATRIX

<i>Are there any risks affecting governance, gender, children, implementation, coordination, population groups that can hinder the effective implementation of this Strategic Plan?</i>			
Description of Risk	Likelihood (high/medium/low)	Impact (high/medium/low)	Mitigation Measures
Outbreak of Communal crises/ violence during implementation of Network activities.	High	High	<ul style="list-style-type: none"> <li>Contextual analysis of the location</li> <li>Consistence stakeholder engagement</li> <li>Good relationship with securities at all levels</li> </ul>
Apathy	Medium	High	<ul style="list-style-type: none"> <li>Contextual analysis of the location</li> <li>Innovation</li> <li>Consistence community engagement</li> </ul>
Embezzlement of funds	High	High	<ul style="list-style-type: none"> <li>Robust internal control systems</li> <li>Records/bookkeeping/accounting</li> <li>Professional Auditing</li> </ul>
Outbreak of disease epidemics/pandemics	Medium	High	<ul style="list-style-type: none"> <li>Offer members training and safety tips periodically</li> <li>Follow protocols and guidelines introduced by health authorities.</li> </ul>

## Relating Our Strategic Objectives to National Goals and SDGs

S/No	Strategic Objective	Expected Outcomes	Relation to National Goals	Relation to SDGs
1.	To engage government and other stakeholders on policies, laws that guarantee provision of water, sanitation and hygiene services and Menstrual Health & Hygiene Management while contributing to the attainment of SDG goal 6, 5 & 17	1. Developed policy and laws that reflect CSO inputs in WASH, WASH in emergency and climate change. 2. Increased political commitment of government. 3. Increased private sector and other involvement in WASH and WASH related services 4. Increased coverage on WASH and other WASH related services. 5. Increased commitment by government and stakeholders to MHHM	Promoting the attainment of the National ODF by 2025 through the various programmes of PEWASH, ODF Roadmap, Clean Nigeria Campaign	Strengthening sustainable services –SDG6&5,11 Integrating into sustainable development- S D G 1 7 Partnering to attain the SDG6
2.	To mobilize resources for NEWSAN to actualize her goal to provide WASH services towards attainment of SDG 6	1. Increased NEWSAN capacity for resource mobilization and management 2. Enhanced capacity of NEWSAN members on advocacy and stakeholder's engagements 3. Improved members capacity for effective implementation of WASH related activities. 4. Enhanced network coordination & collaboration 5. Increased funding secured for CSO contribution to SDG 6 6. Institutional strengthening for NEWSAN and its member organizations	Supporting government programmes attainment of National programmes of PEWASH, ODF Roadmap, and Clean Nigeria Campaign towards achieving ODF by 2025.	Strengthening sustainable services –SDG6&5,11 Integrating into sustainable development SDG 17

## Relating Our Strategic Objectives to National Goals and SDGs

S/No	Strategic Objective	Expected Outcomes	Relation to National Goals	Relation to SDGs
3.	To generate and make available accurate and reliable data and information on WASH related issues in Nigeria	<ol style="list-style-type: none"> <li>1. Increased knowledge on WASH related issues</li> <li>2. Increased communication and knowledge shared on MHHM, climate change and People Living with Disabilities-PLWD in WASH.</li> <li>3. Improved documentation on relevant information and resources</li> <li>4. Enhanced knowledge and skills of WASH stakeholders</li> <li>5. Increased sensitization and awareness of the WASH sector for the disabled and elderly</li> </ol>	Building data base that capture WASH interventions in line with WASHIMS/WAS HNORMS	<p>Reducing inequality - SDG6, 5&amp; 10</p> <p>Strengthening sustainable services - SDG6&amp;5,11,12</p>
4.	To strengthen WASH governance structures and promote transparency inclusion and equity at national, state and local government levels by 2025	<ol style="list-style-type: none"> <li>1. Increased stakeholders' involvement in budget processes</li> <li>2. Improved WASH budget allocation and releases.</li> <li>3. Increased efficiency in budget implementation.</li> <li>4. Improved WASH service delivery.</li> <li>5. Enhanced WASH budget monitoring and evaluation.</li> <li>6. Increased WASH service delivery to meet the needs of PLWD and vulnerable groups</li> <li>7. Increased participation of citizens in WASH governance</li> <li>8. Enhanced WASH response in emergency</li> <li>9. Improved menstrual hygiene health management with emphasis on the girl child</li> <li>10. Improved transparency and accountability in governance.</li> </ol>	Promoting Accountability mechanism & service delivery in line with the National policies on WASH budgetary and implementation	Strengthening sustainable services - SDG6&5,11