

REPUBLIC OF KENYA



LAKE VICTORIA NORTH WATER WORKS  
DEVELOPMENT AGENCY

# STRATEGIC PLAN

2023- 2027



2023- 2027



## FOREWORD FROM THE CHAIRMAN



Article 43 of The Constitution of Kenya, 2010 acknowledges that access to clean and safe water and sanitation is a basic right to all Kenyans. Equally, the Sustainable Development Goal Number 6 aims at ensuring availability of water and sanitation for all by 2030. At the same time, the Africa Agenda 63 acknowledges that water and sanitation are some of the basic necessities of life and that their sustainable and long-term stewardship is essential for the realization of the “Africa We Want” aspiration. The

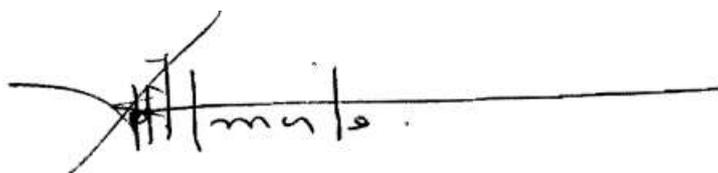
Lake Victoria North Water Works Development Agency (LVNWWDA), being one of the nine Water Works Development Agencies established through the Water Act, 2016, has the main mandate of the Agency of undertaking the development, maintenance, and management of the national public water and sewerage works within *Bungoma, Busia, Kakamega, Nandi, Trans-Nzoia* and *Vihiga* Counties. The total coverage area of the Agency’s is about 12,754.8 sq. km, with a population of about 7.45 million as at 2022 (based on KNBS 2019 population census). Currently, about 60.9% of this population has access to water while about 6.69% has access to sewerage services and 71.95% have access to sanitation services. The Government, through the Bottom-Up Economic Transformation Agenda (2023-2027) has commitment to achieving a right to water for all by 2027.

Against these backdrops, the Agency has identified ambitious and innovative strategies in this Strategic plan which aims at developing infrastructures to accelerate access to water and sanitation services. This plan builds on the successes and lessons drawn from the previous strategic plan, while also responding to the water and sanitation sector’s emerging issues. The success of the 2023-2027 strategic plan will therefore require the participation and commitment by the Board of Directors, management, staff and our stakeholders.

The Agency continues to express unwavering commitments in enhancing internationally good practices, including the International Standardization for Organizations and



environmental sustainability geared towards averting climate change and disaster risks. On behalf of the Board, Management and staff of LVNWWDA, I affirm our commitment to ensure a successful implementation of this plan. I, therefore, urge the entire LVNWWDA to embrace this Strategic Plan and commit to our values of integrity, equity, accountability, fairness as we face the task of facilitating access to water and sanitation services to all.



**Hon. John Imoite**  
**Chairman**  
**Lake Victoria North Water Works Development Agency**

## ACKNOWLEDGEMENT AND COMMITMENT



The development of this plan is a product of a highly consultative and collaborative process involving internal and external stakeholders who provided valuable feedback. I, therefore, acknowledge the inputs and the enormous contributions of all our stakeholders towards formulating this Strategic Plan. I am particularly grateful to the Board of Directors led by our chairman Hon. John Imoite for the leadership they provided in the

formulation of this Strategic Plan. I'm equally grateful to our parent Ministry led by Cabinet Secretary Eng. Eric Murithi Mugaa and the Principal Secretary Mr Julius Korir, CBS for the financial and technical support it has provided over the years. Lastly, I'm extending my gratitude to African Development Bank for financial support towards some of our recent projects.

I commend the Strategic Plan Steering Committee members for their efforts in steering the process and ensuring the timely completion of the Plan. I also wish to thank all the Heads of Departments and staff whose invaluable inputs enormously enriched the content of this Plan. Much appreciation also goes to M/s. May House Consult for their expert advice and facilitation in developing this Strategic Plan. To all of you I say, *Asante Sana*.

Finally, the successful implementation of this Strategic Plan shall depend on the continued financial support from the Government and other development partners to whom I am highly indebted. We look forward to a successful implementation of the Strategic Plan 2023-2027 as I commit on my behalf and that of the staff that we shall Do our best to fully implement this plan.

A handwritten signature in blue ink, appearing to be 'Joel M. Wamalwa', written over a horizontal line.

**MR. JOEL M. WAMALWA**  
Chief Executive Officer  
Lake Victoria North Water Works Development Agency



## TABLE OF CONTENTS

FOREWORD FROM THE CHAIRMAN .....	i
ACKNOWLEDGEMENT AND COMMITMENT .....	iii
TABLE OF CONTENTS .....	iv
LIST OF TABLES AND FIGURES .....	v
DEFINITION OF TERMS .....	vi
LIST OF ACRONYMS AND ABBREVIATIONS .....	viii
EXECUTIVE SUMMARY .....	ix
CHAPTER ONE: INTRODUCTION .....	1
1.1. Strategy as an Imperative for Organizational Success .....	1
1.2. The Global, Continental, Regional and National Context of the Strategic Plan .....	2
1.3. Historical Background of Lake Victoria North Water Works Development Agency.....	11
1.4. Methodology for Developing the Strategic Plan .....	14
CHAPTER TWO: STRATEGIC DIRECTION .....	15
2.1. Mandate of LVNWWDA.....	15
2.2. Vision.....	15
2.3. Mission .....	15
2.4. Strategic Goals .....	16
2.5. Core Values.....	16
2.6. Quality Policy Statement .....	16
CHAPTER THREE: SITUATIONAL AND STAKEHOLDERS' ANALYSES .....	18
3.1. Situational Analysis .....	18
3.2. Stakeholders' Analysis .....	39
CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS.....	46
4.1. Strategic Issues.....	46
4.2. Strategic Goals .....	50
4.3. Key Result Areas .....	51
CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES.....	53
5.1. Strategic Objectives.....	53
5.2. Strategic Choices .....	55
CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK .....	58
6.1. Implementation Plan .....	58
6.2. Coordination Framework.....	61
6.3. Risk Management Framework.....	79
CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES .....	86
7.1. Financial Requirements .....	86
7.2. Resource Mobilization Strategies .....	87
7.3. Resource Management .....	89
CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK .....	91
8.1. Monitoring Framework .....	91
8.2. Performance Standards .....	93
8.3. Evaluation Framework .....	93
8.4. Reporting Framework and Feedback Mechanism .....	97
Annex 1: Table 6.1 - Strategic Plan Implementation Matrix.....	99
Annex 2: Table 6.2 – Year One Workplan .....	115

## LIST OF TABLES AND FIGURES

### List of Tables

<i>Table 1.1: Alignment with SDGs</i> .....	3
<i>Table 1.2: Alignment with Africa Agenda 2063</i> .....	5
<i>Table 3.1: PESTELED Analysis</i> .....	18
<i>Table 3.2: Summary of Opportunities</i> .....	25
<i>Table 3.3: Summary of Threats</i> .....	26
<i>Table 3.4: Recurrent Expenditure (Kshs.)</i> .....	30
<i>Table 3.5: Development Funding from GoK (Kshs.)</i> .....	30
<i>Table 3.6: Development Funding from Development Partners (Kshs.)</i> .....	30
<i>Table 3.7: Overall Funding Gap (Kshs.)</i> .....	31
<i>Table 3.8: Summary of Strengths</i> .....	31
<i>Table 3.9: Summary of Weaknesses</i> .....	32
<i>Table 3.10: Stakeholder Analysis</i> .....	39
<i>Table 4.1: Strategic Issues</i> .....	47
<i>Table 4.2: Strategic Goals</i> .....	50
<i>Table 4.3: Key Result Areas</i> .....	51
<i>Table 5.1: Outcomes and Annual Projection</i> .....	53
<i>Table 5.2: Strategic Objectives and Strategies</i> .....	55
<i>Table 6.1: Approved Staff Establishment</i> .....	64
<i>Table 6.2: Skills Set and Competency Development</i> .....	65
<i>Table 6.3: Risk Analysis and Mitigation Measures</i> .....	80
<i>Table 7.1: Financial Requirements for Implementing the Strategic Plan</i> .....	86
<i>Table 7.2: Resource Gaps</i> .....	87
<i>Table 7.3: Expected Sources of Finances Annually</i> .....	89
<i>Table 8.1: Outcome Performance Matrix</i> .....	93
<i>Table 8.2: Quarterly Progress Reporting Template</i> .....	98
<i>Table 8.3: Annual Progress Reporting Template</i> .....	98
<i>Table 8.4: Evaluation Reporting Template</i> .....	98
<i>Table 6.1: Strategic Plan Implementation Matrix</i> .....	99
<i>Table 6.2: Annual Workplan</i> .....	115

### List of Figures

<i>Figure 1.1: Location map of Lake Victoria North Catchment</i> .....	10
<i>Figure 1.2: Classification of Catchment Management Units by Agro-climatic</i> .....	11
<i>Figure 3.1: Current Organization Structure</i> .....	28
<i>Figure 6.1: Proposed Organization Structure</i> .....	63
<i>Figure 8.1: The Strategic Plan M&amp;E Log frame</i> .....	92



## DEFINITION OF TERMS

- Disaster:** Event that disrupts the functions, causing damage and impacts beyond the capacity of the institution or community.
- Ground Water:** Water of underground streams, channels, artesian basins, reservoirs, lakes and, other water bodies in the ground, including water in interstices below the water table;
- Infrastructure Development:** Develop, manage and maintain national public water works within the LVNWWDA area of geographical jurisdiction viz *Bungoma, Busia, Kakamega, Nandi, Trans-Nzoia* and *Vihiga* Counties;
- Hydraulic Infrastructure:** Structures installed in natural or man-made waterways to impound, direct, control, or measure the flow of water. Examples are dams and spillways, sluice gates, weirs, and flumes.
- Pollution:** In relation to a water resource, means any direct or indirect alteration of the physical, thermal chemical or biological properties of the water resource so as to make it less fit for any beneficial purpose for which it is or is reasonably be expected to be used;
- Sanitation:** The provision of on-site sanitation services including latrines, septic tanks and conservancies including the associated exhauster services;
- Sewerage services:** Development and management of infrastructure for transport, storage, treatment of wastewater originating from centralized and decentralized systems but shall not include household sanitation facilities; In this strategic plan sanitation has been used to refer to both sanitation and sewerage services defined above;
- Spring:** Water emerging from beneath the ground surface other than that as a result of drilling or excavation operations;



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- Stream: Water contained in a watercourse and includes a river;
- Supply of Water in Bulk: Supply of water to a licensee for distribution by or on behalf of the licensee taking the supply;
- Water services: Means any services of or incidental to the supply or storage of water and includes the provision of sewerage services;
- Water services provider: Means a company, public benefits organization or other person providing water services under and in accordance with a license issued by the Regulatory Agency for the service areas defined by the license;
- Works: Any structure, apparatus, contrivance, device or thing for storing, recharging, treating, carrying, conducting, providing or utilizing water or liquid waste, but does not include hand utensils or such other contrivances as may be prescribed by the Regulations made under Water Act, 2016.



## **LIST OF ACRONYMS AND ABBREVIATIONS**

OPR	Organization Process Re-engineering
CEO	Chief Executive Officer
CMCS	Chief Manager, Corporate Services
CMFRM	Chief Manager, Finance, Resource Mobilization
CMTS	Chief Manager, Technical Services
ERP	Enterprise Resource Planning
HR	Human Resource
ICT	Information Communication Technology
KES	Kenya Shilling
KPI	Key Performance Indicator
LVNWWDA	Lake Victoria North Water Works Development Agency
M&E	Monitoring and Evaluation
MCC	Manager, Corporate Communications
MHRA	Manager, Human Resource and Administration
MSP	Manager, Strategy and Planning
PESTELED	Political, Economic, Social, Technological, Environment, Legal, Ethical, and Demographic
PPP	Public-Private Partnerships
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
WSPs	Water Service Providers

## **EXECUTIVE SUMMARY**

The Lake Victoria North Water Works Development Agency Strategic plan 2023-2027 was developed to ensure the successful attainment of its mandate as stipulated in the Water Act, 2016. This plan charts a way forward for the organization to achieve its vision and mandate which contributes to the progressive realization and attainment of the Kenya vision 2030 (with special reference to MTP IV), the Bottom-Up Economic Transformation Agenda (BETA), Africa Agenda 2063, EAC Vision 2050, the aspirations of Sustainable Development Goals (SDG) within the prevailing legal and policy environment.

The Strategic Plan is anchored on the following key result areas: (i) increased water services coverage; (ii) increased sanitation services coverage; (iii) sustainable management and maintenance of water and sanitation infrastructure; (iv) increased collaboration, resource mobilization and effective stakeholder's coordination; and (v) enhanced institutional capacity. The Strategic Plan further identifies five strategic objectives which are: to develop and rehabilitate low investment and high impact water infrastructure so as to increase coverage levels from 60.9% to 100%; to develop and rehabilitate low investment and high impact sanitation systems so as to increase coverage from 71.95% to 100%; to develop sustainable asset management framework for the utilities (WSPs); to develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization; and to enhance institutional and human resources capacity. These shall be achieved by implementing 24 strategies through several activities as espoused herein. In implementing these strategies, the Agency will mainstream disaster risk reduction by ensuring environmental sustainability and climate change mitigation and adaptation measures in the project cycles.

Riding on the successes of the Strategic Plan 2019-2024, this Plan seeks to address the challenges encountered while implementing the Strategic Plan 2019-2024 some of which include weak asset management framework, weak stakeholders' coordination, insufficient allocation of funds, and delays in funds disbursement. Then it lays elaborate strategies to move the Agency to the next level of impact in water works infrastructure development and facilitating access to safe water and sanitation to all residents within the area of jurisdiction. The Plan proposes a new organization structure that lays more emphasis on building the technical capacity of the Agency, provides a comprehensive monitoring and evaluation framework and a detailed implementation matrix to help track performance over the period as well as a one-year annual workplan.

The plan equally identifies the resource requirements to the tune of Kshs 34 billion annually, 90% of which is targeted to be mobilized from PPP and or EPC funding. The plan also provides a robust resource mobilization framework to ensure that these targeted finances can be obtained so that all these projects can be actualized.



*The President of the Republic of Kenya, H.E. William Ruto, CGH commissions Nandi Hills Water Treatment Plant*

## **CHAPTER ONE: INTRODUCTION**

The chapter gives an overview of the Lake Victoria North Water Works Development Agency (LVNWWDA)'s background, the imperative for strategic planning and the Global, Regional and National Development Agenda - the Constitution of Kenya, 2010, the Vision 2030, the fourth Medium Term Plan (2023-2027), the Bottom-up Economic Transformation Agenda (BETA), the UN agenda 2030 on Sustainable Development Goals (SDGs), AU Agenda 2063, EAC vision 2050 and sector policies—context for strategic planning. It also gives an overview for strategic planning process that was adopted.

### **1.1. Strategy as an Imperative for Organizational Success**

The ability to visualize and articulate a possible future state for an organization has always been a vital component of its long-term success. This is largely because volatility, uncertainty, complexity, ambiguity as well as disruption that are the characteristics of the global, regional and national economy and industrial sectors make it difficult for an organization to realize predictable outcomes out of its plans. Therefore, a strategic plan allows an organization, say Lake Victoria Water Works Development Agency, to anticipate things that are most likely to happen and prepare accordingly. Through strategic planning, Lake Victoria Water Works Development Agency can anticipate certain unfavorable scenarios before they happen and take necessary precautions to avoid them. And, if something unfortunate, whether a small-scale mishap, or a full-blown crisis, does happen, then it already has contingency plan in place to ensure it is able to get back on track and the path of progress.

Dealing with limited resources of money, people and time is a fact of life for all organizations, Lake Victoria Water Works Development Agency included. Hence, having a strategic plan shall help the Agency to know what is important, how to get there, the pitfalls to avoid, and noise to ignore as well as how to combine the limited resources for optimum results. It's crucial as it creates a map for you're the Agency to follow and course-correct when needed. This is achieved by establishing realistic objectives and goals that are in line with the vision and mission charted out for it. Ultimately, it provides the Board and Management with the roadmap to align the Agency's functional



activities to achieve goals that have been set. Needless to say, a solid and realistic strategy enables the Board and Management to set the long-term objectives of the Agency and build a growth pipeline of innovative opportunities leading to sustained, transformational growth in water works infrastructure in the region.

Equally, a strategic plan offers both the much-needed foundation from which an organization can grow, but also helps establish the roles and boundaries for everyone, thus improving efficient decision making and creating a greater sense of overall momentum and direction while ensuring that employees feel engaged and responsible which is one of the most important strategic planning benefits. When everybody has a sense of purpose in their role within the greater organization, they are going to care about the outcomes. Everybody wants to feel important, needed, valued, and heard.

The other benefit of a strategic plan is that it formalizes this process. It's really important to make sure everyone implementing a plan feels responsible for their part in it; when people are intrinsically motivated to complete their tasks, this creates energy and momentum on all organizational levels hence leading to success. Since a strategic plan ends up identifying specific activities necessary to be implemented to achieve certain strategies and assigns these to various departments and officers in an organization, a strategic plan can help reduce the experience of being "micro-managed," which can increase senses of autonomy, and therefore satisfaction, in the workplace. The accountability for results increases transparency, which helps build trust and eliminate ambiguity, both inside the organization and among external stakeholders.

## **1.2. The Global, Continental, Regional and National Context of the Strategic Plan**

This strategic plan was developed in consideration of national development priorities, regional and international development frameworks as here under:

### **1.2.1. United Nations 2030 Agenda for Sustainable Development**

SDG No. 6: Clean water and sanitation. It aims at ensuring availability of water and sanitation for all by 2030. SDG No. 13 seeks to reduce effects of climate change.



Specifically, the Agency will contribute in the achievement of these goals as explained in Table 1.1 below:

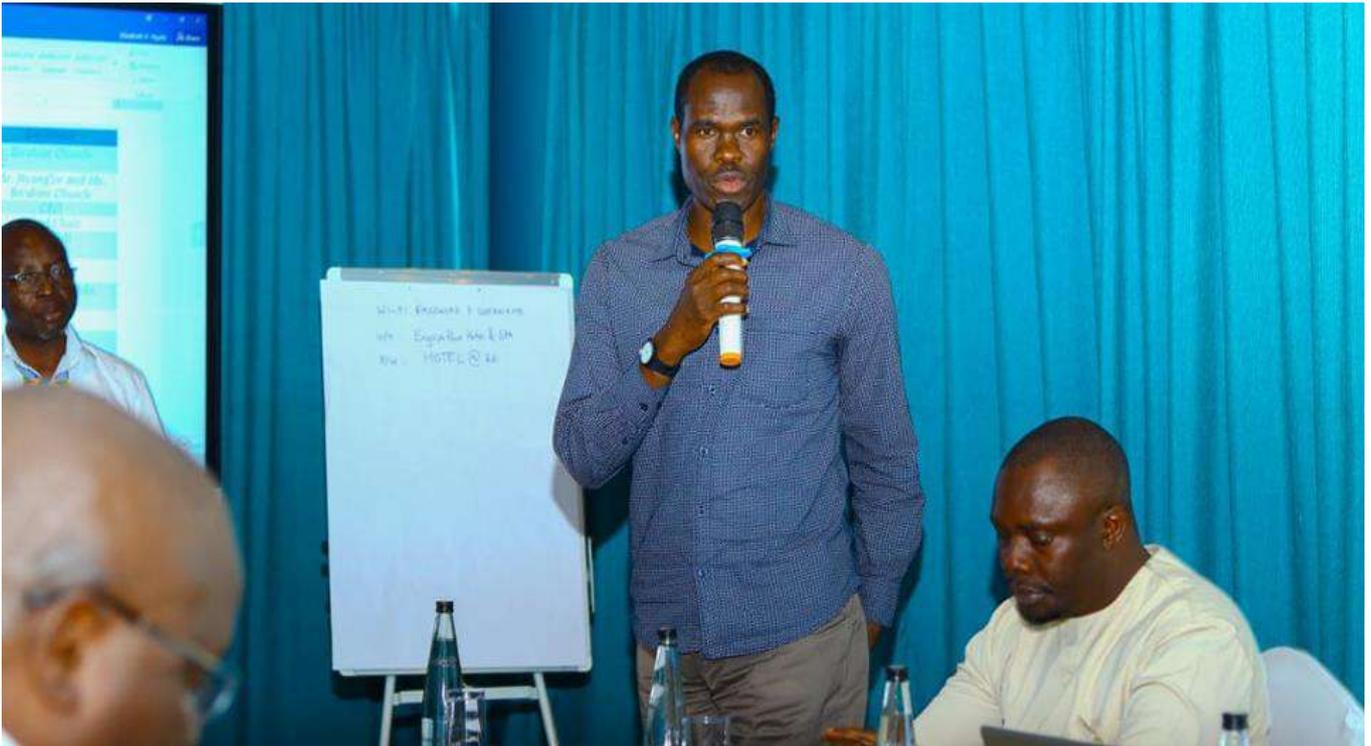


*The Agency Chairman, Hon. John Imoite launching the Mechimeru Health Centre Water Project on 17<sup>th</sup> August 2023*

*Table 1.1: Alignment with SDGs*

SDG	TARGET/GOAL	What the Agency Shall do
6.1	Achieve universal and equitable access to safe and affordable drinking water for all	<ul style="list-style-type: none"> <li>• Construction and rehabilitation of water infrastructure in urban and rural areas</li> <li>• Feasibility studies, design reports, appraisals of new water projects</li> </ul>
6.2	Access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	<ul style="list-style-type: none"> <li>• Construction and rehabilitation of sanitation and sewerage systems.</li> <li>• Feasibility studies, design reports, appraisals of new water projects</li> </ul>

SDG	TARGET/GOAL	What the Agency Shall do
6.3	Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	<ul style="list-style-type: none"> <li>• Periodic monitoring of water quality, effluent and affluent</li> </ul>
6.6	Protect and restore water related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes	<ul style="list-style-type: none"> <li>• Participation and collaboration in planting and restoration of forests within the Agency area.</li> </ul>
6.b	Support and strengthen the participation of local communities in improving water and sanitation management	<ul style="list-style-type: none"> <li>• Train rural water community water management committees in basic water management for sustainability.</li> </ul>
13.1	Strengthen resilience and adaptive capacity to climate related hazards and natural disasters	<ul style="list-style-type: none"> <li>• Support climate adaptation and mitigation initiatives and programmes, including tree planting, protecting water catchment sources, managing wastewater and promoting use of green energy.</li> </ul>
13.2	Integrate climate change measures into national policies, strategies and planning	<ul style="list-style-type: none"> <li>• Climate proofing water and sanitation infrastructures</li> <li>• Sensitization of stakeholders on climate change, how to adapt and mitigate.</li> </ul>



*The Agency Chairman, Hon. John Imoite making contribution during Board meeting on strategic plan 2023-2027 validation.*

### **1.2.2. African Union Agenda 2063**

Agenda 2063 is Africa’s blueprint and master plan for transforming Africa into the global powerhouse of the future. Its guiding vision is “an integrated, prosperous and peaceful Africa driven by its own citizens and representing a dynamic force in the international arena”. LVNWWDA is central to Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development as described here below:

*Table 1.2: Alignment with Africa Agenda 2063*

<b>Agenda No.</b>	<b>Aspiration</b>	<b>Target/Goal</b>	<b>Indicators</b>	<b>Agency Role</b>
<b>4</b>	A prosperous Africa, based on inclusive growth and	Environmentally sustainable and climate resilient economies and communities	Biodiversity conservation, genetic resources and ecosystems.	<ul style="list-style-type: none"> <li>• Contributing towards afforestation and re-afforestation.</li> <li>• Development of wastewater treatment plants</li> </ul>



sustainable development	Water security	<ul style="list-style-type: none"> <li>• Development of water infrastructure and participation in protection of catchment areas.</li> </ul>
	Climate resilience and natural disasters preparedness and prevention	<ul style="list-style-type: none"> <li>• Environmental impact assessment</li> <li>• Mainstreaming climate resilience measures into projects.</li> </ul>
	Renewable energy	<ul style="list-style-type: none"> <li>• Affirmative actions on green energy</li> </ul>

### 1.2.3. The East Africa Community Vision 2050

The EAC Vision 2050 lays out a broad perspective in which the region optimizes the utilization of its resources to accelerate productivity and the social wellbeing of its people. It portrays a future East Africa with rising personal prosperity in cohesive societies, competitive economies, and strong inter-regional interaction. It is envisaged that by 2050 per capita incomes will grow ten-fold to US\$10,000 thereby moving the region into upper-middle income category. The region is committed to radiate a stable macroeconomic policy framework that will provide the foundation for higher and more sustained growth between now and 2050. This will include ensuring macro-economic stability; higher savings and investment rates; as well as providing a conducive business environment that will make East Africa a haven for private sector investment and thereby spur high and sustained economic growth rates of at least 10 per cent per annum.

The Vision 2050 focuses on initiatives that will create gainful employment to the economically active population. It aims to accommodate the development pillars and enablers that will create jobs to absorb the expected expansion of workforce during the duration of the Vision 2050. The identified pillars and enablers are integral to the very idea of long-term transformation, value addition and growth needed for accelerating the momentum for sustained growth over the long term. The pillars are infrastructure

development; industrialization; agriculture, food security and rural economy; natural resource and environment management; and tourism, trade and services development.

The goal of Environment and Natural Resource Management pillar, which the most relevant pillar for Lake Victoria North Water Works Development Agency, is sustainable utilization of natural resources, environment management and conservation with enhanced value addition. This is an important guide to the Agency in that the plans for development of water works and sewerage infrastructure must ensure that the future generation is well minded.

#### **1.2.4. The Constitution of Kenya, 2010**

Article 43 of the Constitution of Kenya, 2010 contains the economic and social rights such as; the right to accessible and adequate housing, reasonable standards of sanitation as well as clean and safe water in adequate quantities. Article 43 (1)(d) stipulates that every person has the right to clean and safe water in adequate quantities. Further, Article 21 of the Constitution of Kenya, 2010 obliges the Government to progressively take steps towards the realization of this right. LVNWWDA aims at realizing this mandate by developing, managing, and maintaining water and sanitation infrastructure.

#### **1.2.5. The Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan**

##### **1.2.5.1. Kenya Vision 2030 and MTP IV**

The Country's long-term development agenda is spelt out in the Kenya Vision 2030. The Vision aims to make Kenya a globally competitive and prosperous country by transforming it into an industrialized middle-income nation, providing a high quality of life for all citizens in a clean and secure environment by 2030. The Vision 2030 is anchored in three economic, social and political pillars.

- The Economic Pillar aims to achieve an economic growth rate of 10 per cent annually and sustain it throughout the Vision period.
- The Social Pillar seeks to build a just, cohesive society with social equity in a clean and secure environment.
- The Political Pillar aims to realize an issue-based, people-centred, result-oriented



and accountable democratic system.

Within each pillar, flagship projects have been identified in critical sectors of the economy. The priority sectors are Agriculture; Micro Small and Medium Enterprise Economy; Housing and Settlement; Healthcare; and Digital Superhighway and Creative Economy.

The MTP IV policies, programmes and projects aim to achieve the Five Sectors' aspirations that form the Core Pillars of the Government Manifesto, Sustainable Development Goals, Africa's Agenda 2063, and other regional and international economic development frameworks. The Plan will also prioritize implementing economic recovery strategies to re-position the economy on a steady and sustainable growth trajectory. It aims at revitalizing performance in all economic sectors to foster growth, employment creation, and poverty reduction and ultimately improve the livelihood of the economically disadvantaged group. Therefore, the various Sector Plans guide the preparation of this Strategic Plan. The Agency shall contribute to the Vision by ensuring that the houses and settlements are well supplied with clean and safe water as per our mission. Equally, the healthcare agenda shall be supported by ensuring that the healthcare facilities have the are well supplied with clean and safe water and the same time the residents in the area of jurisdiction have access to clean and safe water they would help in lowering the diseases burden especially communicable ones.

#### **1.2.5.2. The Bottom-Up Economic Transformation Agenda (2023-2027)**

Bottom up economics is about investing the limited capital available where it will create the most jobs - at the bottom of the pyramid. The Manifesto identifies five sectors that form the core pillars of the Agenda. These are: Agriculture; Micro, Small and Medium Enterprise (MSME) economy; Housing and Settlement; Universal Healthcare; and Digital Superhighway and Creative Economy. Water is needed to irrigate agricultural fields; Water is needed in the settlements for household use; Water is also needed in health facilities.

The government is focused towards achieving right to water for all by 2027. It plans to shift focus from large dams to household/community water projects, with emphasis on

harvesting and recycling. Where large reservoirs are viable adopt PPP model (using IPP model) then it shall support that. In addition to this, the government has declared that it will create a legal framework for water purchase agreements by the private sectors. Lastly, the Agenda prioritizes water for project grants/concessional financing.

What this means for LVNWWDA is as follows:

- Focus on developing water and sanitation systems with households, schools, health facilities and markets in mind to support the affordable housing, MSMEs and UHC agenda in rural, peri-urban and urban settings. The last mile programs identified herein together with a number of small water projects which include boreholes shall be targeted to these areas;
- Undertake planned abstraction taking into consideration the agriculture and irrigation needs of the water;
- Undertake intensive economic and financial viability of large water projects that can make them qualify for PPP/EPC funding arrangement;
- Develop management structures that address capacity and sustainability issues among WSPs as well as for new PPP projects.



*The Agency Chairman, Hon. John Imoite making a presentation during stakeholders' validation meeting on Strategic Plan 2023-2027.*

## **1.2.6. Sector Policies and Laws**

### **1.2.6.1. Water Act, 2016**

The Water Act, 2016 together with its ensuing regulations provides the legal framework for operationalizing Articles 21 and 43 of the Constitution of Kenya, 2010. In line with this, the Water Act, 2016 has provided for establishment of Water Works Development Agencies under the National Government for developing these infrastructures. LVNWWDA is one of the nine (9) Water Works Development Agencies in the country. It draws its mandate from Section 68 of the Water Act, 2016.

It undertakes the development, maintenance and management of the national public water and sanitation works within *Bungoma, Busia, Kakamega, Nandi, Trans-Nzoia* and *Vihiga* Counties. The other functions include providing reserve capacity as a Water Services Provider (WSP) of last resort, and technical support and capacity development of the stakeholders at the county level. The law also requires LVNWWDA to handover to the County Governments, the commissioned works but at the same time ensure there is firm commitments from the WSP and the County Government on how they are to meet liabilities and related project loans on an ongoing basis.

### **1.2.6.2. The National Water and Sanitation Strategy (NWSS)**

The National Water and Sanitation Strategy 2022-2025 formulated as per Water Act, 2016 Section 64(1) envisages promotion of progressive realization of human right to water. The ultimate goal is to achieve universal access to water services. On sewerage and non-sewered sanitation, the focus is to prioritize progressive and equitable realization of sewerage and non-sewered sanitation services using technologies appropriate for urban and rural areas.

This aims to increase safe water availability, increase household (HH) water supply connections, increase physical access to water and increase water population coverage. On the sanitation services, it aims to increase household connections for sanitation services in urban areas and increase access to reasonable standards of sanitation in the peri-urban and rural areas. The interventions proposed by LVNWWDA in the next five-year period will go a long way towards realization of the objectives and aspirations envisaged by the NWSS.

### 1.3. Historical Background of Lake Victoria North Water Works Development Agency

Lake Victoria North Water Works Development Agency (LVNWWDA) is one of the nine Water Works Development Agencies established under the Water Act 2016, as part of the reforms which sought to improve governance and service provision in the Water Sector. The Water Act 2016 which amended the Water Act 2002 originally established the Agency as a Board with the mandate of ensuring efficient and economical provision of water and sewerage services within their respective areas of jurisdiction. This was in compliance with the Constitution of Kenya, 2010 which devolved water provision function to County Governments. The Board, the Lake Victoria North Water Services Board (LVNWSB), as was established then as one of the eight Water Services Boards, was mandated to ensure efficient and economical provision of water and sewerage services within their respective areas of jurisdiction. The Board was established in March 2004 vide Gazette Notice no. 1717.

The area covered by Lake Victoria North Water Services Board (LVNWSB) is coincident with Lake Victoria North Catchment Area (LVNCA), which extends in latitude from its southern border on the equator  $00^{\circ} 00'$  to about  $01^{\circ} 15'$  and in longitude from  $34^{\circ}$  to  $35^{\circ} 30'$  East. The whole of the catchment area lies over 1,000 m above sea level. Figure 1.1 depicts the area of jurisdiction of LVNWSB.

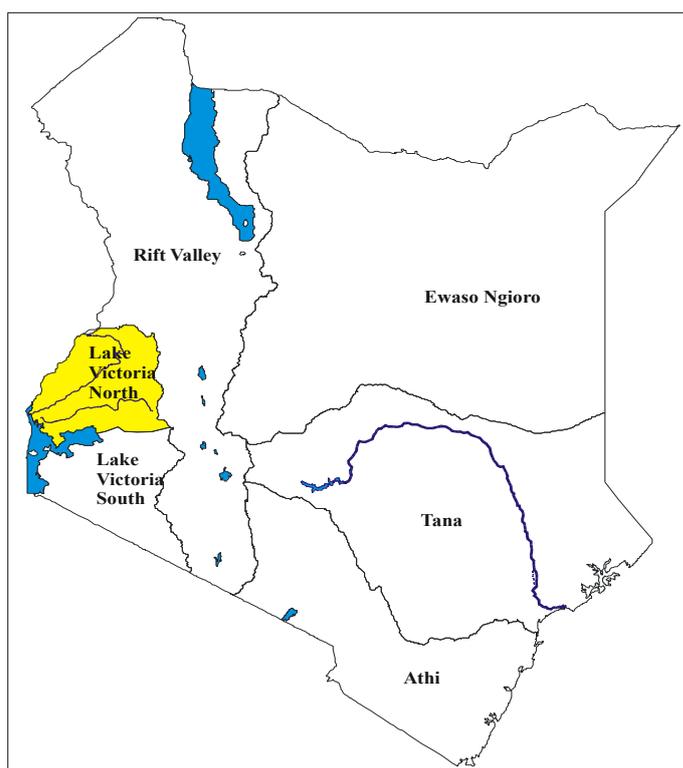


Figure 1.1: Location map of Lake Victoria North Catchment



The catchment can be divided into three major areas namely:

1. *Upper catchment* covering the three major water towers called Cherengani Hills, Mt. Elgon and Nandi Escarpment;
2. *Middle catchment* is mainly covered by undulating hills which are dissected by the rivers Nzoia, Yala, Sio and their tributaries;
3. The *Lower catchment* comprises the flood plains extending up to Lake Victoria.

This is depicted in figure 1.2 below:

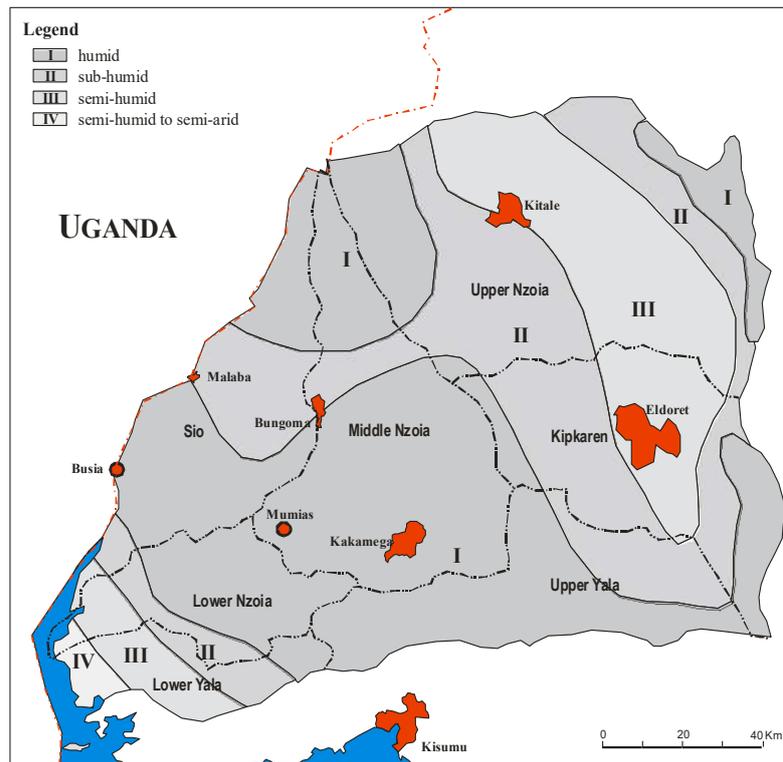


Fig. 1.2: Classification of Catchment Management Units by Agro-climatic zoning

With the alignment of the Water Act 2002 and subsequent amendment, (Water Act 2016), the main mandate of the Agency, as it is now, is to undertake the development, maintenance, and management of the national public water works within *Bungoma, Busia, Kakamega, Nandi, Trans-Nzoia* and *Vihiga* Counties. The total coverage area of the Agency's is about 12,754.8 sq. km, with a population of about 7.45 million as at 2022 (based on KNBS 2019 population census). Currently, about of 60.9% of this population has access to water while about 6.69% has access to sewerage services and 71.95% have access to sanitation services.



**The Theory of Change:** The Lake Victoria North Water Works Development Agency (LVNWWDA)'s vision is water and sanitation for all. The expected overall change in outcome from implementing this strategic plan is increased proportions of the population with access to adequate, equitable and sustainable portable water, sanitation and hygiene services in households, schools, markets, healthcare facilities and other high density public spaces like bus parks, in rural, peri-urban and urban settings.

The Agency's theory of change for water and sanitation states that if, the budgeted financial requirements are obtained and; if planned initiatives for water and sanitation are implemented and; if the stakeholders are all brought together and; if each of the stakeholders do their due part and; if there are strengthened policies and implementation strategies for equitable and quality sanitation services, portable water safety, and integrated water use and resource management, then all households, schools, markets and healthcare facilities will have equitable access to and use sustainable, safe, and affordable water and sanitation services.

The theory of change also appreciates that water availability in Lake Victoria North catchment has been on the decline over the years. This has been caused primarily by unmatched population growth with the water available. In 1962, the population in Agency area of jurisdiction was about 1.6 million, in 2006 the population was about 6.4 million and in 2022 the population is projected to at 7.4 million. Taking the year 1962 as a basis (100% equivalent to about 3600 m<sup>3</sup>), the water availability per capita today in Lake Victoria North catchment is only 25% (equivalent to about 915 m<sup>3</sup>/capita) of the amount 44 years ago. This implies that the catchment has less than 780 m<sup>3</sup>/capita by 2022, which is below the WHO recommended value of over 1000 m<sup>3</sup> per capita per annum. This is why sustainable management of water resources becomes an important strategic thrust for the Agency going forward.

Other approaches towards ensuring universal access to water and sanitation services is undertaking decentralised approach to sewerage infrastructure development; developing water supply infrastructures with last mile components in order to accelerate connectivity to end users; using the Agency's position as the lead coordinator and using the regional scope to mobilise all the stakeholders including those in the



WASH space to channel combined efforts towards a common goal as guided by the water and sanitation masterplan for the region; strengthen the role of the Agency for knowledge management in the sector, notably to better influence and guide implementation approaches especially in reducing the non-revenue water and to provide technical support to water service providers (WSPs) for better governance and management and develop bankable projects designs for ease of mobilizing PPP and EPC fundings.

**1.4. Methodology for Developing the Strategic Plan**

The strategic planning was done through a very participatory approach involving interviews and discussions with various stakeholders. Their views and information from reviewing various reports guided the identification of issues and formulation of strategic objectives and strategies. There was also a strategic planning and review workshop with the staff and Strategic Planning Committee, where the Plan was drafted in line with the new 5<sup>th</sup> generation strategic planning guideline issued by the State Department for Economic Planning before being shared with the Board for validation and adoption and eventually being launched.



*Groundbreaking Ceremony for Malava Cluster Water Supply, Lot III by H.E President William Samoei Ruto, CGH*

## **CHAPTER TWO: STRATEGIC DIRECTION**

The chapter presents information on the mandate of Lake Victoria North Water Works Development Agency, the vision, mission, core values, strategic goals and quality policy statement of the Agency.

### **2.1. Mandate of LVNWWDA**

The powers and functions of Lake Victoria North Water Works Development Agency as provided for in section 68 of the Water Act 2016 are as follows:

- a) Undertake the development, maintenance and management of the national public water works within its area of jurisdiction;
- b) Operate the waterworks and provide water services as a water service provider, until such a time as responsibility for the operation and management of the water works are handed over to a county government, joint committee, authority of county governments or water services provider within whose area of jurisdiction or supply the waterworks is located;
- c) Provide reserve capacity for purposes of providing water services where pursuant to section 103 of the Act, the Regulatory Board orders the transfer of water services functions from a defaulting water services provider to another licensee;
- d) Provide technical services and capacity building to such county governments and water services providers within its area of jurisdiction as may be requested; and
- e) Provide to the Cabinet Secretary technical support in the discharge of his or her functions under the Constitution of Kenya, 2010 and the Water Act 2016.

### **2.2. Vision**

Water and Sanitation for All

### **2.3. Mission**

To develop, maintain and manage water and sanitation infrastructure to enable access to safe water and sanitation services

**Motto**  
***Maji Safi, Maisha Bora***

## **2.4. Strategic Goals**

The Agency shall be pursuing the following strategic goals over the next five years:

- a) To increase water coverage
- b) To increase sanitation and sewerage coverage
- c) To sustainably manage and maintain water, sanitation and sewerage infrastructure
- d) To increase collaboration, resource mobilization and effectiveness in stakeholder's coordination
- e) To strengthen institutional capacity

## **2.5. Core Values**

*Integrity:* We shall endeavor to operate above board in all our operations.

*Quality Services:* The Agency shall be creative and innovative in the provision of services to meet the expectations of customers.

*Good Governance:* We shall conduct our affairs in a transparent and accountable manner; and seek stakeholder participation in the decision-making process.

*Team Spirit:* We shall be committed to creating an atmosphere of collaboration, cooperation and mutual support with all stakeholders to strengthen our ability to achieve the Agency's mandate.

*Environmental Consciousness:* We shall endeavor to uphold environmental sustainability, compliance and innovations for sustainable resource use.

## **2.6. Quality Policy Statement**

Lake Victoria North Water Works Development Agency is committed to creating value that is sustainable by ensuring the provision of adequate, quality and affordable water and sanitation services that in turn promotes socio-economic progress in our area of jurisdiction. The Agency shall do this by:

- i). Establishing quality objectives at the beginning of every financial year based on the corporate strategic plan which shall be monitored and reviewed periodically;

- ii). Establishing efficient water and sanitation infrastructural development, maintenance and management framework while complying with all applicable environmental laws and regulations;
- i). Seeking to understand and exceed the needs and requirements of customers and interested parties and at the same time promote public participation among our stakeholders;
- iii). Ensuring all activities of the Agency are aligned to statutory and regulatory requirements and the strategic plan;
- iv). Continually measuring, analyzing and evaluating the effectiveness and efficiency of quality management system for continual improvement.



*The Ag. Corporate Planning and Strategy Manager Mr. Ibrahim Oluoch together with the Corporation Secretary Elizabeth Ngala in a Strategic Plan 2023-2027 validation workshop.*



## CHAPTER THREE: SITUATIONAL AND STAKEHOLDERS' ANALYSES

This chapter gives an analysis of the macro and micro environment using the PESTELED and SWOT analytical tools. The chapter further identifies stakeholders, their roles and responsibilities and review of the strategic plan (2019-2024) in terms of key achievements, challenges, emerging issues and the lessons learnt during the implementation of the plan.

### 3.1. Situational Analysis

An analysis of the Agency's internal and external environment was undertaken to provide information on how internal and external environments impact on its operations. This has been presented as PESTELED, and SWOT analysis.

#### 3.1.1. External Environment

The external environment is analyzed using the PESTELED tool.

##### 3.1.1.1. Macro Environment

PESTELED tool has been used to examine factors within the Political, Economic, Social, Technological, Environmental and Legal and Regulatory, Ethical, and Demographic environment that could affect the work of the Agency either positively or negatively. These are summarized in table 4:

Table 3.1: PESTELED Analysis

Factors		Positive Implications	Negative Implications	Strategic response
<b>S/No.</b>	<b>Political</b>			
1	Political stability and goodwill	<ul style="list-style-type: none"> <li>• Good investment for the government has made commitments towards universal access to water</li> </ul>	<ul style="list-style-type: none"> <li>• Personal political interest or expediency may affect implementation of projects or collection of fees</li> </ul>	<ul style="list-style-type: none"> <li>• Align Agency plan to the new regime</li> </ul>

Factors		Positive Implications	Negative Implications	Strategic response
		by 2027.		
2	Hydro-politics affecting trans boundary waters at national, regional, and community levels	<ul style="list-style-type: none"> <li>• Common investment</li> <li>• Integrated water resource management</li> </ul>	<ul style="list-style-type: none"> <li>• Hampers project execution and service delivery</li> <li>• Duplication of service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance integration and cooperation</li> <li>• Public participation</li> <li>• Alternative dispute resolution mechanism</li> <li>• Sustainable integrated water resource management</li> </ul>
<b>S/No.</b>	<b>Economic</b>			
1	Increased economic activities	<ul style="list-style-type: none"> <li>• Increased demand for water and sanitation facilities</li> <li>• Justification for additional infrastructure and resource mobilization</li> </ul>	<ul style="list-style-type: none"> <li>• Strain on water supply utilities</li> <li>• Strain on water sources</li> <li>• Need for more funding</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize projects</li> <li>• Expand capacity of existing water and sanitation infrastructure</li> </ul>
2	High Inflation rate, cost of electricity, and rising cost of living		<ul style="list-style-type: none"> <li>• A huge section of rural population collecting water from streams and rivers</li> <li>• Affects the cost of development of</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring innovative ways such as greening the water projects to cut on costs</li> <li>• Continual negotiation for</li> </ul>

Factors	Positive Implications	Negative Implications	Strategic response
		infrastructure <ul style="list-style-type: none"> <li>• High cost of water and sanitation services</li> <li>• High cost of sustaining outsourced services</li> </ul>	favorable pricing by service providers
3	Huge non-performing debt	<ul style="list-style-type: none"> <li>• Possibility of debt write-off</li> </ul>	<ul style="list-style-type: none"> <li>• Lowers the possibility to attract funding</li> <li>• Undertake proper project viability</li> </ul>
4	Competing funding needs	<ul style="list-style-type: none"> <li>• Opportunities for diversification of funding</li> </ul>	<ul style="list-style-type: none"> <li>• May result in diminished funding for new programs</li> <li>• Diversify funding models</li> </ul>
5	Increased tax revenue mobilization effort by the national government	<ul style="list-style-type: none"> <li>• Possibility for increased funding</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced disposable income from individuals</li> <li>• Lobby for more funding; lobby for non-increase in water rates</li> </ul>
<b>S/No.</b>	<b>Social</b>		
1	Social-cultural and religious values and norms	<ul style="list-style-type: none"> <li>• Facilitates planning in terms of project approach and design</li> </ul>	<ul style="list-style-type: none"> <li>• Opposition to some technological options due to some cultural beliefs such as UDDTs</li> <li>• Resistance to projects like the Malaba sewerage system</li> <li>• Awareness creation</li> <li>• Involvement of stakeholders in the entire project cycle</li> </ul>

Factors	Positive Implications	Negative Implications	Strategic response
		<ul style="list-style-type: none"> <li>Degradation of water resources</li> </ul>	
2	Attachment to land ownership	<ul style="list-style-type: none"> <li>Delay in project implementation</li> <li>Increased cost of projects</li> </ul>	<ul style="list-style-type: none"> <li>Mobilize community to donate land for projects</li> <li>Lobby for project funding to include land acquisition</li> </ul>
<b>Technological</b>			
1	E-government policy	<ul style="list-style-type: none"> <li>Efficient and effective service delivery</li> <li>Business re-engineering</li> </ul>	<ul style="list-style-type: none"> <li>Possibility of system failure</li> <li>Possibility of information loss</li> </ul>
			<ul style="list-style-type: none"> <li>Develop and Implement business continuity plan</li> <li>Implement ISO standards</li> <li>Implement enhanced ERP</li> </ul>
2	Innovations and new technology	<ul style="list-style-type: none"> <li>Cost and time efficiency</li> <li>Smart meters resulting in reduction of water loss</li> <li>Sustainability</li> <li>Collaboration with other entities</li> </ul>	<ul style="list-style-type: none"> <li>High acquisition cost</li> </ul>
			<ul style="list-style-type: none"> <li>Embrace new and emerging technology</li> <li>Proper needs assessment</li> </ul>
<b>S/No.</b>	<b>Environmental</b>		
1	Climate-change	<ul style="list-style-type: none"> <li>Development of climate-smart</li> </ul>	<ul style="list-style-type: none"> <li>Depletion of water resource hence not relevant</li> </ul>

Factors		Positive Implications	Negative Implications	Strategic response
		specific program by government and development partners <ul style="list-style-type: none"> <li>• Opportunity for funding</li> </ul>	able to meet Agency's mandate <ul style="list-style-type: none"> <li>• Competing needs due to reduced water sources</li> </ul>	stakeholders to mitigate climate change effects <ul style="list-style-type: none"> <li>• Sensitization on environmental management</li> <li>• Mainstreaming of climate-change adaptation into projects</li> </ul>
2	Degradation of the environment	<ul style="list-style-type: none"> <li>• Innovative solutions to protect dwindling resources</li> </ul>	<ul style="list-style-type: none"> <li>• Depletion of water sources</li> <li>• Unreliable water supply</li> <li>• Siltation of water reservoirs and water intakes</li> </ul>	<ul style="list-style-type: none"> <li>• Wastewater recycling</li> <li>• Rainwater harvesting and storage</li> <li>• Sensitization on environmental management and conservation</li> <li>• Use of green energy for harnessing power</li> <li>• Exploitation of ground water</li> </ul>
3	Pollution	<ul style="list-style-type: none"> <li>• Innovative solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Poor water quality</li> <li>• High cost of treatment</li> </ul>	Mainstreaming of climate-change adaptation into projects

Factors		Positive Implications	Negative Implications	Strategic response
4	Biodiversity and ecosystem health	<ul style="list-style-type: none"> <li>Research</li> </ul>	<ul style="list-style-type: none"> <li>Social disruptions and displacement of communities</li> <li>Ecosystem disruptions and conflicts</li> </ul>	Mainstreaming of climate-change adaptation into projects
<b>S/No.</b>	<b>Legal</b>			
1	Legal, regulatory and policy changes	<ul style="list-style-type: none"> <li>A reduction in conflict due to clearly defined roles</li> </ul>	<ul style="list-style-type: none"> <li>Gaps in asset management and maintenance</li> <li>Weak framework to enforce non-payment of loans by WSPs</li> <li>Framework on cross-county water and sanitation infrastructure not clearly defined</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with the relevant law</li> <li>Lobby and participate in the review of Water Act, 2016.</li> </ul>
	<b>Ethical</b>			
	Need to uphold high ethical standard	<ul style="list-style-type: none"> <li>Build trust in the quality and safety of water</li> <li>Avoid wastages of resources</li> </ul>		<ul style="list-style-type: none"> <li>Undertake annual corruption perception survey and implement recommendations</li> </ul>
<b>S/No.</b>	<b>Demographic</b>			
1	Increase in population (estimated to grow from 7.4 million	<ul style="list-style-type: none"> <li>Increased demand for services</li> <li>Increased opportunity for</li> </ul>	<ul style="list-style-type: none"> <li>Strain on the existing water and sanitation infrastructure</li> <li>Strain on water</li> </ul>	<ul style="list-style-type: none"> <li>Expand infrastructure</li> <li>Development of new infrastructure</li> </ul>



Factors		Positive Implications	Negative Implications	Strategic response
in 2022 to 8.3million by 2027.)		water revenue	sources	<ul style="list-style-type: none"> <li>Participate in spatial planning in the counties</li> </ul>



*Board members from left Mr. Daniel Achach, Mr. Samuel Kiptorus and Mr. Abraham Cheruiyot during a Board meeting to validate the Strategic Plan 2023-2027*

### **3.1.1.2. Micro Environment**

The Lake Victoria North Water Works Development Agency’s micro-environment is composed of staff, the Water Service Providers (WSPs), and suppliers. There is a total of 65 staff members in corporate support and technical engineering sections none of these staff members is unionized. The Agency’s customers are mainly the Water Service Providers (WSPs) within its jurisdiction. They operate the water and sewerage infrastructures on behalf of the Agency and have paid a total of about Ksh 90 million to the Agency over the last four years. However, due to poor management of the infrastructures in addition to

huge operation costs, these WSPs are unable to adhere to the Deed of Transfer provisions and have occasioned the Agency to have about Kshs 12 billion in unpaid loan obligations. This in turn, together with delayed release of disbursements from the National Treasury has not enabled the Agency to pay its customers, mainly contractors, on time leading to high dissatisfaction.

### 3.1.2. Summary of Opportunities and Threats

Table 3.2: Summary of Opportunities

	Opportunities	Strategic Implication	Strategic Response
Political	Goodwill from parent ministry, other stakeholders including WSPs	Support for water and sanitation infrastructure development	Collaborate and partner with relevant stakeholders in water and sanitation infrastructure development and service delivery
Social	More stakeholder's involvement in projects	Increased project acceptability and sustainability	Enhance stakeholder involvement
	Huge unmet demand for Water (which is a basic right according to CoK, 2010) and Sanitation	Justifications for funding more projects	Explore diversified funding for more projects
Economic	Generate more revenue through PPPs and EPC - F	Increased potential for funding Donor goodwill and support	Enhance resource mobilization
Ecological	Topography that supports development of gravity schemes	Low-cost supply of water	Prioritize development of gravity schemes
Technological	Availability of	Justification for	Embrace emerging technology



<b>Opportunities</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
diverse technology in water and sanitation	innovative service delivery	in water and sanitation

*Table 3.3: Summary of Threats*

<b>Factor</b>	<b>Threats</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
Political	Potential acts of terrorism	Damage/poisoning of water sources/storage tanks	Adhere to government security measures
Technological	Physical and online intrusion to Agency's operational information and records	Damage to Agency's reputation and exposure to litigation	Strengthen physical and online access to operation information
Economic	Over reliance on G.o.K funding	Increased leverage	Seek for grants and self-sustainable system
Economic and legal	Poorly managed and funded WSPs	Slow pace of doing the Last Mile Connectivity; Inability to undertake periodic maintenance of the infrastructure	Develop a capacity building framework and undertake capacity building of WSPs; develop infrastructure management framework
Economic	Pending debt with WSPs and lack of a clear framework to collect from WSPs	Non repayment of development loans	Develop framework on debt collection
Ecological	Environmental degradation and	Diminishing quality and quantity of water	Contribute towards effective management of water

Factor	Threats	Strategic Implication	Strategic Response
	climate change	resources	catchment areas; Adaption, mitigation and resilience measures

### 3.1.3. Internal Environment

The internal environmental issues analyzed in this sub-section include resources and capabilities, skills, competencies, structural design and culture using resource-based view, functional analysis and comparative analysis tools.

#### 3.1.3.1. Governance and Administrative Structures

The following human resource related issues were highlighted:

- i). Mismatch and inconsistencies within the HR instruments and the law: The instruments need to be reviewed to align them with the law. There is also higher qualification provisions for staff cadre below Grade 4 particularly for engineers.
- ii). Mismatch in organization structure: The ratio of support roles in the organization structure as compared to support functions at very senior level is considered to be quite high. These can be restructured to create a lean reporting structure to the CEO that significantly projects the core functions in line with the mandate of the Agency.

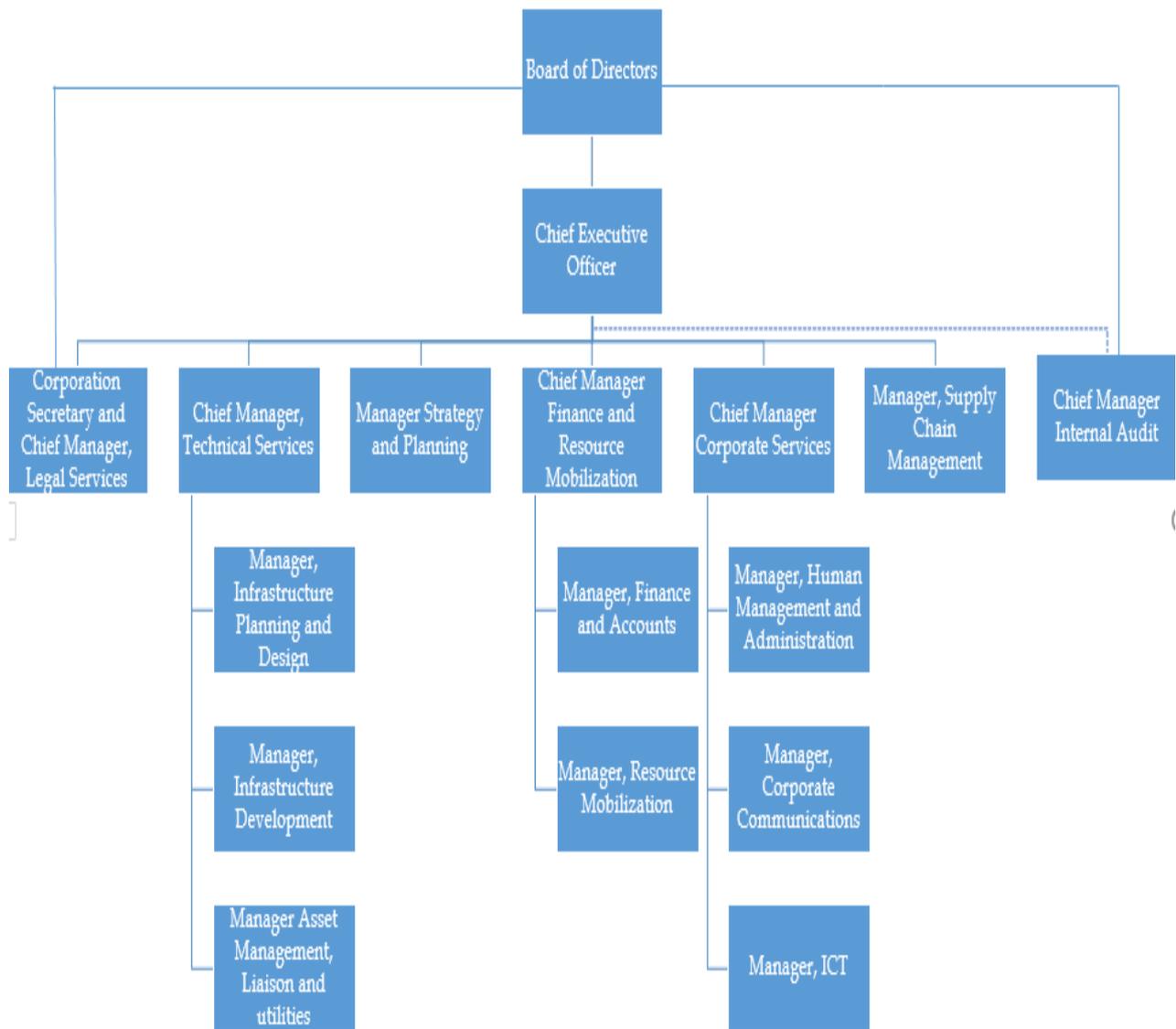


Figure 3.1: Current Organization Structure

- iii). Several senior level establishments do not have substantive office holders. It is important if these positions are filled.
- iv). Limited working tools, obsolete ICT equipment, lack of an ERP system, and limited working space.
- v). Unattractive salary structures to attract and retain talent especially registered and experienced engineers.

Hence to strengthen these, the following should be put in place:

- Effective framework for linkages, partnerships and stakeholders' coordination;
- Effective public participation framework;

- Build capacity for effective resource mobilization and prudent utilization. Equally, there is need to establish a Bulk Supply Unit in the organization structure;
- Adopt a procure to pay philosophy;
- Effective planning and performance management;
- Effective monitoring and evaluation framework;
- Effective documentation, information management and communication;
- Adherence to loan repayment schedules;
- Effective teamwork and synergy;
- Good corporate image and visibility;
- Enhance research and innovation output and adoption of new technology;
- Enhance career development, mentorship and succession planning.

### **3.1.3.2. Internal Organization Processes**

Being a public entity, Lake Victoria North Water Works Development Agency has formal processes as established by law that govern various functional areas. Some of these include project identification, pre-feasibility assessment and feasibility analysis as governed by for example Environmental Management and Co-Ordination Act, No. 8 of 1999 as amended; financial management processes as governed by the Public Finance Management Act 2012 as amended; procurement processes as governed by Public Procurement and Asset Disposal Act, 2015; good work environment as governed by Occupational Safety and Health Act, 2007; governance processes as governed by *Mwongozo* Code of Governance for State Corporations; a number of work place policies including processes that have been aligned by the Constitution of Kenya, 2010 to ensure achievement of the mandate of the Agency.

The overall goal of all these organization processes is the ensure achievement of excellent services delivery to the public efficiently and effectively. The Agency continues to strengthen its internal processes by undertaking certain actions such as aligning culture to organization strategy through continuous staff training; crafting and implementing an organizational structure that reflects the strategic needs; and establishing and monitoring performance targets against strategy and annual work plan.



### 3.1.3.3. Resources and Capabilities

Resources are the Lake Victoria North Water Works Development Agency’s assets, knowledge and skills while capabilities are the ability of Lake Victoria North Water Works Development Agency to effectively make use of its resources and these include routines, processes and culture. The Agency has physical assets totaling to over Kshs 9.18 billion based on the audited accounts for the period ended 30<sup>th</sup> June 2020 and is comprised of water supply infrastructure, land and building, plant and machinery, and motor vehicles. These resources are complemented by the diverse knowledge and skills of dedicated staff and they enable the Agency to effectively undertake its role. The Agency continues to build its own internal capabilities by staffing itself by more engineers as well as installing ERP systems to better manage its processes, projects and communication; executing robust performance management, and evaluation system.

Below is a summary of the funding resources over the last four years:

*Table 3.4: Recurrent Expenditure (Kshs.)*

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Projection</b>	235,000,000	237,000,000	250,000,000	263,000,000
<b>Actual Receipt</b>	130,000,000	128,000,000	128,000,000	143,000,000
<b>Gap</b>	105,000,000	109,000,000	122,000,000	120,000,000

*Table 3.5: Development Funding from GoK (Kshs.)*

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Projections</b>	369,000,000	363,000,000	440,000,000	790,000,000
<b>Receipts</b>	302,000,000	302,000,000	302,000,000	302,000,000
<b>Gap</b>	67,000,000	61,000,000	138,000,000	488,000,000

*Table 3.6: Funding from Development Partners (Kshs.)*

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Projections</b>	976,000,000	730,000,000	3,968,000,000	7,154,000,000
<b>Receipts</b>	130,000,000	128,000,000	128,000,000	143,000,000
<b>Gap</b>	846,000,000	602,000,000	3,840,000,000	7,011,000,000

Table 3.7: Overall Funding Gap

	2019/20	2020/21	2021/22	2022/23
<b>Projections</b>	1345,000,000	1,093,000,000	4,408,000,000	7,944,000,000
<b>Receipts</b>	280,000,000	858,000,000	428,000,000	343,000,000
<b>Gap</b>	1,065,000,000	235,000,000	3,980,000,000	7,601,000,000

### 3.1.4. Summary of Strengths and Weaknesses

Table 3.8: Summary of Strengths

	Strength	Strategic Implication	Strategic Responses
Governance and administrative structures	Body corporate established under the Water Act, 2016	Powers and functions are well defined	Execute mandate
	Strategic leadership from the Board of Directors	Spearhead the strategic direction	Enhance Board capacity Provide timely and relevant information
	Cordial relationship between Agency and parent Ministry	Enhances good working relations and support	Achievement of mandate and vision
	Competent, diverse and committed staff	Enables the Agency to deliver on its mandate	Continuous staff development Enhance work environment
	Positive corporate image and good working relationship with existing development partners	Good reputation and goodwill from stakeholders and development partners	Enhance corporate image; opportunity to mobilize more funding from existing partners and expand to new partners

<b>Strength</b>		<b>Strategic Implication</b>	<b>Strategic Responses</b>
Internal business processes	Sound internal controls and procedures	Enhances operational efficiencies and effectiveness	Continuously review and implement enhanced controls and procedures
	HR capacity building on continual basis	Enhances staff competency levels	Continual human resource development to address emerging needs
	ISO Certification in Quality and Environmental Management Systems	Enhance projects delivery and customer focus	Efficient infrastructures
Resources and capabilities	Efficient funds absorption at 100%	Timely completion of projects; improved customer satisfaction	Maintain absorption at 100%

*Table 3.9: Summary of Weaknesses*

<b>Weakness</b>		<b>Strategic Implication</b>	<b>Strategic Response</b>
Governance and administrative structures	Weak framework for engagement with various stakeholders'	Inability to meet stakeholder expectations; reduced stakeholders' confidence	Enhance, enforce and implement the public participation policy; strengthen structures for stakeholder's engagement
	Gaps in HR instruments	Negatively impacts on succession planning, talent management and employees' morale	Review the existing HR instruments
Internal business processes	Inadequate knowledge management framework	Loss of information and institution memory	Develop knowledge management framework

Weakness		Strategic Implication	Strategic Response
Internal business processes	Inadequate monitoring and evaluation system	Delayed project delivery	Enhance monitoring and evaluation
		Cost overruns	Observe delivery timelines
		Poor project output	Comply with contractual obligations
Resources and capabilities	Inadequate resources	Inadequate financial resources to accelerate the development, expansion and rehabilitation of water and sanitation infrastructure; dissatisfied suppliers	Explore diverse resource sources; Procure to pay.

### 3.1.5. Analysis of Past Performance

The past performance review has looked at the key result areas during the 2019-2024 strategic plan period, the strategic objectives, performance achievements, challenges and lessons learned. The 2019-2024 identified the following Key Result Areas and the corresponding strategic objectives:

#### **KRA 1: Water Services Coverage**

- a) To increase access to potable water from 57% - 70%

#### **KRA 2: Sanitation Services Coverage**

- a) To increase the sanitation coverage from 33% to 40%

#### **KRA: 3 Management and Maintenance of infrastructure**

- a) To ensure sustainability of water and sanitation infrastructure

#### **KRA 4: Resource Mobilization and Investment**

- a) To mobilize KSH 22,084 billion for water and sanitation infrastructure by 2024



### **KRA 5: Institutional Capacity Development**

- a) To promote accountability in resource allocation and utilization;
- b) To strengthen corporate governance;
- c) To attract and retain competent and motivated human capital;
- d) To enhance integration of ICT use in service delivery; and
- e) To institutionalize research, innovation and knowledge management.

### **3.1.6. Key Achievements during the 2019-2024 Strategic Plan**

The following is the key highlights on the milestones made by the Agency in the period 2019-2022:

#### **KRA 1: Water Services Coverage**

- a) To increase access to potable water from 57% - 70%: A total of other 3 projects were completed and two are at 70% level of completion and these increased water coverage to 60.9%. There are 20 new concept notes that were prepared as well as 14 new designs were completed. The marginal increase in water coverage is partly due to absence of last mile connectivity in the water projects.

#### **KRA 2: Sanitation Services Coverage**

- a) To increase the sanitation coverage from 33% to 40%: Completed the Malaba sewerage project and together with the effort by other sector players like the county government, National Government CDF, and Non-Governmental Institutions like World Vision that also undertook some projects in the region the sewerage and sanitation coverage increased to 71.95%.

#### **KRA: 3 Management and Maintenance of infrastructure**

- a) To ensure sustainability of water and sanitation infrastructure: Developed a data and information management systems (GIS/WARIS) to improve infrastructure monitoring; Developed a capacity building framework for WSPs.

#### **KRA 4: Resource Mobilization and Investment**

- a) To mobilize KSH 22,084 billion for water and sanitation infrastructure by 2024: Operationalized the Resource Mobilization Division and developed 19 No. of bankable proposals; Engaged development partners for grants and concessional



loans for resource leveraging and signed 2 grant agreements on climate funding and KFW. However, only about 20% of the budgeted finances were mobilized.

### **KRA 5: Institutional Capacity Development**

- a) To promote accountability in resource allocation and utilization. Limited success was realized on this since the latest audited report on June 2020 was a qualified report.
- b) To strengthen corporate governance: Undertook board sensitization and trainings; the Board reviewed and approved a number of organization policies.
- c) To attract and retain competent and motivated human capital: There is still a gap in staff establishment of about 26% with a number of senior management positions in acting capacity.
- d) To enhance integration of ICT use in service delivery: Developed a data and information management systems (GIS/WARIS).
- e) To institutionalize research, innovation and knowledge management. This still needs improvement since very little has been achieved on it.

#### **3.1.7. Challenges**

During the implementation of the Strategic Plan, the Agency faced a number of challenges impacted negatively on its performance and some of these include:

- a) Asset management challenges: Due to a weak legal framework around management of the water works after handing over to WSPs, which even the Water Act, 2016 did not address, and given the conflict around interpretation of constitutional provisions on water and water services, there remains a conflict between the Agency and the Counties as well as the county owned WSPs as to the roles and responsibilities of the parties on the operations and maintenance on the water work assets. To address these, there is need to fast tracking of the transfer of assets; undertake the capacity building of the WSP; liaise with Intergovernmental County Committees; and lobby and participate in the review of Water Act, 2016.
- b) Land acquisition challenges: water and sewerage works affected by land acquisition issues which include; community resistance, long process of acquisition of lands leading to delay in project works, insufficient funds and



unexpected claims. It is necessary then to prepare and implement resettlement action plans (RAPs) prior to commencement of construction; ensure due diligence on land ownership and plan for resources to compensate the affected.

- c) Delays in project implementation due to stoppage of works: Some projects have been challenged in court on allegations of insufficient public participations by some community members hence resulting in court injunctions that stop the projects hence delays in completion. Therefore, there is need to enhance use of Government Delivery Unit; involve the entities at the project inception and design; lobby for water work infrastructure to be included in road designs at least for compensation; strengthen institutional capacity for compliance; and provide adequate resources for necessary reports and studies.
- d) Low acceptability levels of sewerage projects by host communities due to issues like; socio-cultural issues, fear of sewer stench for the surrounding community hence there is need to undertake sensitization and public participation and incorporate socio-economic initiatives to benefit the surrounding community.
- e) Insufficient allocation of funds: We received about 20% of the total funds requested or budgeted for. There is then the need to explore alternative source of funding; and lobby for the development of a policy framework for asset ownership and loan obligation.
- f) Destruction and vandalism of water and sanitation infrastructure: The water pipes usually get destroyed during road works without compensation. The pipes also get damaged and vandalized leading to high non-revenue water in some areas to as high as 52%. Therefore, there is need to sensitize the communities to be part of the watch dog, strengthen collaboration with WSPs and the public enhance security, surveillance, inspection and monitoring; rehabilitate and maintain water and sanitation infrastructure; collaboration with WSPs, ensure all the consumers are metered; collaborate with WSPs to enhance surveillance.
- g) Environmental degradation leading to low water quality and quantity: There has been heavy destruction of the water towers serving the region coupled with the negative effects of climate change, this has seen a reduction in rainfall hence affecting the surface water sources. This has now led to frequent water rationing;
- h) Conflicts arising from competing uses of water: In cases such as Terem Chwele Nalondo water project, it has been affected by another private entity doing a

hydro-project upstream. Hence there is need to undertake public participation; engage with relevant license institutions to avoid conflicting authorizations; and deliberate effort to serve the up-stream communities in a project.

- i) Project sustainability issues: Weak governance issues resulting into huge water losses, poor O&M, personnel's skills mismatch hence there is need to strengthen the governance frameworks for WSPs; integrate disaster risk reduction and climate change mitigation strategies in the projects cycles; participate in the review of the Water Act to address the management gaps and issues within the WSPs.
- j) Project delays resulting from requirements from other Government entities such as KeNHA, KeRRA, WRA, KFS, KWS, KRS, KRA etc. from whom we seek approvals for way leave, exemptions e.t.c. Therefore, there is need to enhance use of Government Delivery Unit; involve the entities at the project inception and design; lobby for water work infrastructure to be included in road designs at least for compensation; strengthen institutional capacity for compliance; provide adequate resources for necessary reports and studies.
- k) Delayed disbursement of funds: The timings of fund disbursements do not conform with project work plans hence sometimes resulting in delays hence there is need to continually engagements with the parent Ministry and proper budgeting and cash flow projections.
- l) The COVID-19 pandemic resulted in diversion of funds to emergencies, scaled down activities, travel restrictions, stigmatization of some of the international contractors. There is need to undertake business re-engineering process; undertake business continuity planning; and undertake contingency planning.
- m) Lack of Last Mile Connectivity component in the mega projects is a serious impediment to water distribution to end users hence there is need to include last mile connectivity in the conceptualization, design and implementation; and broaden stakeholder involvement in programme design.

### **3.1.8. Lessons Learnt**

The following key issues emerged from the implementation and review of the Strategic Plan for the period 2019-2024 and are therefore considered critical for future planning and successful implementation:

- a) There is need to diversify sources of funding for water infrastructure development aimed at accelerating the water and sanitation coverage;
- b) The Agency needs to explore alternative sources of energy such as solar, wind, and hydropower to reduce operational costs thereby ensuring sustainability of its projects and where possible, develop water works that rely on gravity for water flow;
- c) The Agency needs to adopt a 'percentage coverage approach' in all water and sanitation projects so as to use this as a performance benchmark to a WSP in determining how many people, households and institutions eventually get to access the services;
- d) The Agency should sustain continuous structured stakeholder engagement for ownership and acceptance of projects by the respective beneficiaries;
- e) There is need to incorporate monitoring and evaluation of the implementation of the strategic plan to track and measure performance;
- f) There should be continuous capacity building initiatives to keep abreast with technological advancements;
- g) There is need to include last mile connections in all project designs;
- h) There is need to align our planning period with the government's planning cycle;
- i) Incorporate business reengineering.



*The The CEO Mr. Joel M. Wamalwa while receiving Ministry of Water, Sanitation and Irrigation CS, Hon, Eng. Eric Mugaa during commissioning of Nandi Hills Water Supply Project*

### 3.2. Stakeholders' Analysis

Stakeholders are individuals and institutions whose actions or inactions have a direct impact on the Agency and its activities. A stakeholder analysis is important since it helps the Agency understand the role of the stakeholders and the expectations from both the Agency and the stakeholder. A stakeholder analysis was conducted to understand the nature and extent of the functional relationships. A summary of the analysis is as shown in table 3.10:

Table 3.10: Stakeholder Analysis

S/N	Stakeholder	Role	Stakeholders' Expectations	Agency Expectation
1.	Board of Directors	<ul style="list-style-type: none"> <li>▪ Policy and strategy formulation</li> <li>▪ Public engagement</li> <li>▪ Information sharing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective communication</li> <li>▪ Sound management practices</li> <li>▪ Effective and efficient delivery of mandate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide strategic direction</li> <li>▪ Resource mobilization</li> <li>▪ Oversight to management</li> <li>▪ Project positive image</li> </ul>
2.	Staff	<ul style="list-style-type: none"> <li>▪ Implementation of the programmes and the activities of the Agency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fair and competitive terms and conditions of service</li> <li>▪ Adequate and timely communication</li> <li>▪ Clear policies and regulation</li> <li>▪ Career growth and development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhance performance and productivity</li> <li>▪ Adherence to terms and conditions of service</li> <li>▪ Uphold the image of the Agency</li> </ul>
3.	Ministry of Water, Sanitation and Irrigation	<ul style="list-style-type: none"> <li>• Lobby for more funding</li> <li>• Contribute in technical designs for</li> </ul>	<ul style="list-style-type: none"> <li>• Realization of national government goals</li> <li>• Efficient utilization of resources</li> <li>• Compliance with the</li> </ul>	<ul style="list-style-type: none"> <li>• Provide enabling environment</li> <li>• More funding</li> <li>• Sector policy direction</li> </ul>

S/N	Stakeholder	Role	Stakeholders' Expectations	Agency Expectation
		water and sanitation projects	<ul style="list-style-type: none"> <li>principle of subsidiarity</li> <li>Deliver on our mandate</li> <li>Timely reporting</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building and technical support</li> </ul>
4.	The National Treasury	<ul style="list-style-type: none"> <li>Provide policy direction on funding models</li> <li>Provide funding</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with applicable financial regulations</li> <li>Financial probity</li> <li>Accountability</li> </ul>	<ul style="list-style-type: none"> <li>Ensure project viability and operational sustainability</li> <li>Diversify funding sources</li> <li>Spearhead development partners engagements</li> </ul>
5.	Relevant Ministries Departments and Agencies (MDAs) (MoH)	<ul style="list-style-type: none"> <li>Issue licenses and permits, power connections, wayleaves approvals</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with applicable regulatory requirements</li> <li>Timely and accurate information</li> </ul>	<ul style="list-style-type: none"> <li>Faster processing of approvals and funds as applicable</li> <li>Support to Agency's programmes</li> <li>True and fair reporting</li> </ul>
6.	County Governments	<ul style="list-style-type: none"> <li>Participate in development of water and sanitation master plans</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Handover of developed assets for operation and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Initiate the need for infrastructure development and provide adequate data</li> <li>Last mile connectivity</li> </ul>

S/N	Stakeholder	Role	Stakeholders' Expectations	Agency Expectation
7.	Water Service Providers	<ul style="list-style-type: none"> <li>▪ Distribute water and manage sanitation infrastructure</li> <li>▪ Meeting customer expectations and satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity building</li> <li>▪ Handover of assets for operation.</li> <li>▪ Development of water and sanitation infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proper maintenance of transferred assets</li> <li>▪ Effective service delivery</li> <li>▪ Repayment of Loans and outstanding levies</li> <li>▪ Provision of data</li> </ul>
8.	Ministry of Lands	<ul style="list-style-type: none"> <li>▪ Issue title deeds for project implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proper documentation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fast tracking of land registration and transfers</li> </ul>
9.	National Land Commission (NLC)	<ul style="list-style-type: none"> <li>▪ Undertake valuation and payments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information on land identified for acquisition</li> <li>▪ Facilitate the land acquisition process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acquired land, land valuations</li> </ul>
10	Parliament and County Assemblies	<ul style="list-style-type: none"> <li>▪ Make legislations</li> </ul>	<ul style="list-style-type: none"> <li>• Prudent public financial management</li> <li>• Timely response to parliamentary questions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enabling legislations</li> </ul>
11	Judiciary	Undertake arbitrations on disputes	<ul style="list-style-type: none"> <li>• Compliance with court rulings</li> <li>• Adherence to provisions of the relevant legislations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Speedy and fair dispensation of court cases</li> <li>▪ Interpretation of Laws</li> </ul>



S/N	Stakeholder	Role	Stakeholders' Expectations	Agency Expectation
			<ul style="list-style-type: none"> <li>Utilize ADR mechanisms</li> </ul>	
12	National Government Administration	<ul style="list-style-type: none"> <li>Provide security</li> <li>Mobilization of community sensitization</li> </ul>	<ul style="list-style-type: none"> <li>Project implementation status reports</li> <li>Communicate Agency's activities that impact local communities</li> <li>Continued engagement</li> </ul>	<ul style="list-style-type: none"> <li>Security for national public water works infrastructure</li> <li>Apprehension of offenders</li> </ul>
13	Other Water works development Agencies	<ul style="list-style-type: none"> <li>Develop water and sanitation infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Consultations on water and sanitation masterplans</li> </ul>	<ul style="list-style-type: none"> <li>Consultations on water and sanitation masterplans</li> </ul>
14	Private Sector	<ul style="list-style-type: none"> <li>Provide funding</li> <li>Undertake Corporate Social Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Good corporate governance</li> <li>Transparency and accountability</li> <li>Information on projects implementation</li> </ul>	<ul style="list-style-type: none"> <li>Funding for water and sanitation infrastructure through PPP model</li> </ul>
15	Research and Academic Institutions	<ul style="list-style-type: none"> <li>Undertake research</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration in research and capacity building</li> <li>Advisory services</li> <li>Disseminate research findings</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration in research and capacity building</li> <li>Disseminate research findings</li> </ul>
16	Communi	<ul style="list-style-type: none"> <li>Users of water</li> </ul>	<ul style="list-style-type: none"> <li>Better and affordable</li> </ul>	<ul style="list-style-type: none"> <li>Provision of land</li> </ul>

S/N	Stakeholder	Role	Stakeholders' Expectations	Agency Expectation
	ties	and sanitation services	<ul style="list-style-type: none"> <li>services</li> <li>▪ Consultation, involvement and participation in project implementation</li> <li>▪ Capacity building</li> <li>▪ Resource mobilization</li> </ul>	<ul style="list-style-type: none"> <li>for development</li> <li>▪ Sustainability of the projects</li> <li>▪ Support to Agency's programmes and project</li> </ul>
17	Contractors/ Suppliers / Consultants	<ul style="list-style-type: none"> <li>▪ Supervision of works</li> <li>▪ Joint inspection of goods and services</li> <li>▪ Delivery of goods and services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prompt payment for goods and services</li> <li>▪ Adherence to contractual obligations</li> <li>▪ Effective communication</li> <li>▪ Professionalism</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ethical relations in their operations</li> <li>▪ Adherence to contractual obligations</li> </ul>
18	Development partners	<ul style="list-style-type: none"> <li>▪ Project financing</li> <li>▪ Monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prudent management of resources</li> <li>▪ Sustainable projects</li> <li>▪ Transparency, accountability and good governance</li> <li>▪ Timely Reporting</li> <li>▪ Efficient service delivery</li> <li>▪ Improved sector performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity building</li> <li>▪ Review funding proposals</li> <li>▪ Negotiate financing agreements</li> <li>▪ Oversight on use of funds</li> </ul>
19	Civil society	<ul style="list-style-type: none"> <li>▪ Linkages and networks</li> <li>▪ Feedback</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficient service delivery</li> <li>▪ Uphold bill of rights</li> </ul>	<ul style="list-style-type: none"> <li>▪ Accurate information</li> <li>▪ Transparency and</li> </ul>

S/N	Stakeholder	Role	Stakeholders' Expectations	Agency Expectation
		<ul style="list-style-type: none"> <li>Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>as per the constitution</li> <li>Timely and accurate Information</li> <li>Transparency and accountability</li> <li>Consumer empowerment</li> </ul>	<ul style="list-style-type: none"> <li>accountability</li> </ul>
20	Professional regulatory Bodies	<ul style="list-style-type: none"> <li>Feedback</li> <li>Regulations</li> <li>Formation and review of sector guideline</li> </ul>	<ul style="list-style-type: none"> <li>Ethical and professional conduct</li> <li>Facilitation of members for growth and active Participation in the respective forums</li> <li>Adherence to statutory and regulatory guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Information with regards to changes in the respective sectors</li> </ul>
21	Media	<ul style="list-style-type: none"> <li>Provide publicity and public sensitization</li> </ul>	<ul style="list-style-type: none"> <li>Accurate and timely information</li> <li>Transparency</li> <li>Business opportunity</li> <li>Consultation</li> </ul>	<ul style="list-style-type: none"> <li>Fair and accurate reporting</li> <li>Consultation</li> <li>Professionalism</li> </ul>
22	Area Political Leadership	<ul style="list-style-type: none"> <li>Participate in projects implementation</li> <li>Policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>Efficient and effective service delivery</li> <li>Consultation and Involvement during Project Implementation</li> <li>Effective Communication</li> <li>Feedback</li> </ul>	<ul style="list-style-type: none"> <li>Enactment of favorable legislation</li> <li>Support in Project Implementation</li> <li>Budgetary allocation</li> <li>Support in lobbying for</li> </ul>

S/N	Stakeholder	Role	Stakeholders' Expectations	Agency Expectation
				funding



*The CEC for County Government of Vihiga making a presentation during a stakeholders' engagement workshop on the strategic plan 2023-2027*

## CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

The strategic model presents an elaborate plan on how the Agency will work towards the realization of the organization's vision. The strategic issues build on the successes achieved during the last Plan period, draws on the lessons learnt and is conscious of the factors that have arisen from the situational analysis including SWOT, PESTELED and Stakeholder analysis. The strategic goals and key result areas are then derived to address the issues. The key result areas are in line with the vision and mission statements of the Agency and are also applicable within the context of the core values, guiding principles and enablers.



*Board member, Eng. Eng. Khamisi Butichi, Mr. Daniel O. Achach and Mr. Samuel Kiptorus following a presentation on strategic plan during a Board validation meeting*

### 4.1. Strategic Issues

In line with the Agency's Vision and Mission, and out of the situational analyses in Chapter two, the following five (5) key thematic issues have been identified:

Table 4.1: Strategic Issues

Strategic Issue	Description
<p><b>1. Low water coverage</b></p>	<p>The demand for water and sanitation services currently surpasses supply due to several reasons including the growing population in the region; low investment in the water and sanitation sector; competing interest over the scarce and dwindling water resources; and rapid urbanization of human settlement among others. The current water production capacity by the Agency stands at about 68 million cubic metres per annum for a population currently estimated at 7.4 million whose normal annual requirement is about 108 million cubic metres per annum. This population is estimated to grow to about 8.3 million by 2027 and shall need about 120 million cubic metres of water per annum. The other issue is delays by the WSPs to undertake last mile connectivity hence not all the water produced actually become accessible by the users. It is therefore paramount for the Agency to accelerate investment in water infrastructure which will allow for increased production and supply of water. This accelerated investment shall require new innovations, design and planning approaches.</p> <p>The development shall similarly focus on climate change mitigation and adaptation and inclusivity to address matters of biodiversity and reduce conflicts in the use and competition for limited natural resources. The focus here will include stakeholders’ engagement and public participation, climate change adaptation, environmental degradation and pollution control, and encroachment and disaster risk reduction. The mitigation and adaptation will require implementation of Environment and Social Safeguards Commitment Plan (ESCP) strategy in the project cycles.</p>
<p><b>2. Low sanitation and sewerage coverage</b></p>	<p>Sanitation facilities have lagged way behind water access for two major reason: one, that the capital investments in sanitation infrastructure is usually about twice that for water and two, the</p>



Strategic Issue	Description
	<p>return on such investment compared to water is quite lower. Hence most funders have very low appetite for sanitation infrastructure. National access to improved sanitation facilities remains low at 31% in urban areas, with access to safely managed sanitation estimated at 26%. Sewer coverage is estimated at 16% with 84% of the Kenyans depending on onsite sanitation. Over half of the population are at heightened risk of diseases and death due to poor access to safe water, sanitation and hygiene, which is responsible for over 75% of Kenya’s total disease burden. Regional estimate for sewerage systems currently stands at about 33% and this is mainly in urban areas. Some counties such as Vihiga have very negligible coverage rate at about 0.03%. In this case, the Agency must accelerate investment in sanitation infrastructure for treating the wastewater. New innovations, design and planning approaches must be adopted for the universal access to remain achievable.</p>
<b>3. Weak governance framework and poor maintenance of water, sanitation and sewerage infrastructure</b>	<p>Water and sanitation infrastructure are capital intensive investments and are mostly financed on loan. The Agency is charged with developing, managing and maintaining the infrastructure and as soon as they are developed, the law requires that they be handed over to WSPs (County Governments) (who are responsible for water and sanitation service provision (last mile connectivity). Notably, because transfer of the projects happens soon after completion and the operation including collection of revenue is then done by the WSPs, it remains unclear how the management function of the Agency over these assets can be exercised. Hence, because of the conflicting legal provisions around transfer and management of infrastructure, the role of the Agency after the handover remains unclear and somewhat inexecutable. Since the infrastructure are mostly multi billion in cost and while the budget of the WSPs is only in a few millions coupled by their dismal performance in revenue collection from</p>



**Strategic Issue****Description**

provision of water, they are rendered incapable to undertake routine maintenance or major repairs.

It has been noted that all the WSPs, except one, within the Agency’s jurisdiction are unable to generate enough revenue from these projects due to; governance challenges and inability to contain the water loss, hence they are not able to service the loan obligations attached to such projects. Similarly, allocations for O&M by the County Governments are very negligible while the high non-revenue water sometimes as high as 52% results in about half of the collectable revenue not getting collected.

**4. Weak stakeholders’ coordination, partnership and collaboration hence inadequate resources**

The water sector has so many players which includes national government institutions, regulatory bodies, the county government, WSPs, and NGOs. The activities of these players are not well coordinated thus leading to duplication of efforts or conflict, in some instances. At the same time, water and sanitation infrastructure require a substantial amount of funding so that if only the activities of these various players can be streamlined and coordinated, there would be realized a much better impact from collaborations.

Because of the low coverage as already identified, the Agency will need to forge more collaborations and partnerships for more diversified resources in addition to undertaking own projects that can directly generate revenue such as bulk water supply.

**5. Inadequate institutional capacity**

The strategic issues highlighted herein require a very strong organizational capacity including adequate staffing, proper remuneration structure, improved staff productivity, better coordination skills and improved staff morale in order to address them. There are also aspects of technical inefficiency arising from the fact that some staff cadres are not operating at their benchmark potential due to a not so good working space. Hence



Strategic Issue	Description
	the Agency will need to continue developing its own internal capacity to deliver on its mandate, vision and mission.



*The CEO Joel M. Wamalwa speaking during the commissioning of Chepyuk - Mt. Elgon Water Project funded by KOICA.*

## 4.2. Strategic Goals

*Table 4.2: Strategic Goals*

Strategic Issue	Strategic Themes	Strategic Goals
1. Low water coverage	1. Increase water coverage	1. To increase water coverage
2. Low sanitation and	2. Increase sanitation and	2. To increase sanitation

Strategic Issue	Strategic Themes	Strategic Goals
sewerage coverage	sewerage coverage	and sewerage coverage
3. Weak governance framework and poor maintenance of water, sanitation and sewerage infrastructure	3. Sustainable management and maintenance of water, sanitation and sewerage infrastructure	3. To sustainably manage and maintain water, sanitation and sewerage infrastructure
4. Need for proper coordination, and enhanced partnership and collaboration for adequate resources	4. Increase collaboration, resource mobilization and effectiveness in stakeholder's coordination	4. To improve collaboration, resource mobilization and effectiveness in stakeholder's coordination
5. Need to sustain the development of strong institutional capacity	5. Strengthen institutional capacity	5. To strengthen institutional capacity

### 4.3. Key Result Areas

In line with the Agency's Vision and Mission, a number of key result areas which reflect the Agency's mandate and responsibilities in the realization of Kenya Vision 2030, Third Medium Term Plan and BETA have been identified and will be the pillars of this Strategic Plan. The key results areas are:

Table 4.3: Key Result Areas

Strategic Issue	Strategic Goals	Key Result Areas
1. Low water coverage	1. To increase water coverage	KRA 1: Universal water coverage within the area of jurisdiction. KRA 2: Non-Revenue Water level of 5%.
2. Low sanitation and sewerage coverage	2. To increase sanitation and sewerage coverage	KRA 3: Universal sanitation coverage within the area of jurisdiction.
3. Weak governance framework and poor maintenance	3. To sustainably manage and maintain water,	KRA 4: All infrastructures modernized and up and running. KRA 5: Reduced infrastructure operation



Strategic Issue	Strategic Goals	Key Result Areas
of water, sanitation and sewerage infrastructure	sanitation and sewerage infrastructure	cost to 30% of revenue.
4. Need for proper coordination, and enhanced partnership and collaboration for adequate resources	4. To improve collaboration, resource mobilization and effectiveness in stakeholder's coordination	KRA 6: A framework for properly - coordinated water and sanitation sector; a well-resourced Agency. KRA 7: Achieve 95% level of stakeholder engagement. KRA 8: Achieve 100% of budgeted funding. KRA 9: Prudent and efficient financial management.
5. Need to sustain the development of strong institutional capacity	5. To strengthen institutional capacity	KRA 10: Reviewed Agency policies KRA 11: Modernized ICT and ERP KRA 12: Enhanced performance management and productivity KRA 13: Optimal staffing level



*Residents happily drawing water during commissioning of Kiptogot - Kolongolo Water Supply Project*

## CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines the strategic objectives as derived from the strategic goals, which provide the Agency’s aspirations over the medium term (2023-2027). Strategies are statements that define how the Agency will achieve its strategic objectives. They represent the alternatives selected from the many options for achieving these objectives. The formulation of strategic objectives and strategies is guided by the mandate of the Agency as stipulated by the various legislative frameworks, situational analysis, the anticipated role of the Agency in the national development agenda as well as emerging issues, challenges and lessons learnt from the previous strategic planning period.

### 5.1. Strategic Objectives

The Agency has identified five strategic objectives from each of the five strategic goals. These are:

1. To develop and rehabilitate low investment and high impact water infrastructure to increase coverage levels from 60.9% to 100%.
2. To develop and rehabilitate low investment and high impact sanitation systems to increase coverage from 71.95% to 100% by the year 2027.
3. To develop sustainable asset management framework for the utilities (WSPs).
4. To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization.
5. To enhance institutional and human resources capacity.

Below is a table showing the expected outcomes from each of the strategic objectives and annual projections over the five-year period.

*Table 5.1: Outcomes Annual Projection*

Strategic Objectives	Outcome	Outcome Indicator	Projections (Years)				
			1	2	3	4	5
1. To develop and rehabilitate low investment and high impact water infrastructure to	Universal water coverage within the area of jurisdiction	100% access to water	65%	75%	85%	95%	100%



Strategic Objectives	Outcome	Outcome Indicator	Projections (Years)					
			1	2	3	4	5	
increase coverage levels from 60.9% to 100%								
2. To develop and rehabilitate low investment and high impact sanitation systems to increase coverage from 71.95% to 100% by the year 2027	Universal sanitation coverage within the area of jurisdiction	100% access to sanitation facilities	80%	85%	90%	95%	100%	
3.To develop sustainable asset management framework for the utilities (WSPs)	All infrastructures modernized and up and running	100% asset performance	4	6	8	10	12	
4. To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization	A well-coordinated water and sanitation sector; a well-resourced Agency	90% score in stakeholders' satisfaction; 0% funding gap	80%	85%	90%	90%	90%	
5. To enhance institutional and human resources capacity	Good governed and managed Agency	90% score in employee satisfaction; clean governance audit report	80%	85%	90%	90%	90%	

## 5.2. Strategic Choices

To achieve the strategic objectives twenty-four (24) strategies have been identified and these are presented in table 5.2.

Table 5.2: Strategic Objectives and Strategies

Strategic (Strategic Area (KRA))	Theme Focus	Strategic Objectives	Strategies
1. Increase water coverage	water	1. To develop and rehabilitate low investment and high impact water infrastructure to increase coverage levels from 60.9% to 100%	<ol style="list-style-type: none"> <li>1. Develop new sustainable water sources, designed with last mile connectivity component, to increase production by 106,000m<sup>3</sup> /day by the year 2027.</li> <li>2. Rehabilitate of 10 No. existing water supply schemes for major towns to increase supply by 5,573m<sup>3</sup> /day by the year 2027.</li> <li>3. Design and develop last mile connectivity to existing water infrastructure.</li> <li>4. Develop and implement environmental commitment plan and social safeguard tools for water projects.</li> </ol>
2. Increase sanitation and sewerage coverage	Increase sanitation and sewerage coverage	2. To develop and rehabilitate low investment and high impact sanitation systems to increase coverage from 71.95% to 100% by the year 2027	<ol style="list-style-type: none"> <li>5. Develop new sanitation systems, including decentralized and onsite ones, to increase wastewater treatment capacity by 37,566m<sup>3</sup> by the year 2027.</li> <li>6. Rehabilitate 2 No. existing wastewater treatment plants to increase treatment capacity by 10,000 m<sup>3</sup>/day by the year 2027.</li> <li>7. Develop and implement environmental commitment plan and social safeguard tools for sanitation projects.</li> </ol>
3. Sustainable management and maintenance of	management and maintenance of	3. To develop sustainable asset management	<ol style="list-style-type: none"> <li>8. Develop robust Deeds of Transfer with maintenance schedules.</li> <li>9. Develop and implement a Project/</li> </ol>

Strategic Theme (Strategic Focus Area (KRA))	Strategic Objectives	Strategies
water, sanitation and sewerage infrastructure	framework for the utilities (WSPs)	Infrastructure Performance Plan for WSPs. 10. Promote innovations and adopt appropriate technologies in water supply and sanitation to lower OPEX. 11. Enhance ISO compliance.
4. Increase collaboration, resource mobilization and effectiveness in stakeholder's coordination	4. To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization	12. Provide technical services and capacity building to strengthen leadership and governance systems of WSPs for sustainability, and efficient and effective delivery of services. 13. Demonstrate leadership in the boards of WSPs and Water Management Committees through a member of the Agency nominated to sit in such Boards and Committees. 14. Establish coordination structure for the water and sanitation sector players. 15. Establish and sustain strong and viable strategic partnerships and collaborations. 16. Enhance resource mobilization with focus on diverse funding sources of up to Kshs 34 billion. 17. Procure to pay and enhance efficiency in the utilization of financial resources.
5. Strengthen institutional capacity	5. To enhance institutional and human resources capacity	18. Strengthen corporate governance. 19. Attract and retain competent staff. 20. Enhance the integration of ICT use in service delivery. 21. Strengthen corporate visibility. 22. Improve work environment. 23. Review and update various organization

Strategic (Strategic Area (KRA))	Theme Focus	Strategic Objectives	Strategies
			<p>policies.</p> <p>24. Develop and implement a business continuity and disaster recovery plan.</p>



*Board member, Hon. Ms. Petronilla Were making contributions during a Board meeting to validate the Strategic Plan 2023-2027.*

## CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter presents the implementation plan, action plan in form of implementation matrix, annual workplan and budget, performance contracting, coordination framework which include the institutional frameworks, staff establishment, leadership, systems and processes, and risk management framework.

### 6.1. Implementation Plan

The strategic implementation plan will employ the following approaches:

**Phasing and Sequencing:** Implementation of this Strategic Plan shall be in tandem with the government planning cycle. The Agency shall therefore develop subsequent annual work plans from the Strategic Plan. The work plans shall take into consideration the financial, human and other resources available to the Agency in each financial year. The Agency's annual work plans will be actualized by the Departmental work plans, which will allocate specific responsibility to divisions and individual members of staff. This approach will enhance performance appraisal at individual, divisional, and department levels.

**Quick Wins:** In each annual work plan, the Agency shall identify activities that guarantee quick wins. The quick wins approach will enable the Agency to achieve rapid results in line with the Rapid Results Initiative. This is expected to motivate and make members of staff enthusiastic about implementing other strategic initiatives. The following strategies can be implemented by this method:

8. Develop robust Deeds of Transfer with maintenance schedules.
10. Promote innovations and adoption of appropriate technologies in water supply and sanitation to lower OPEX.
13. Demonstrate leadership in the boards of WSPs and Water Management Committees.
21. Strengthen corporate visibility.
23. Review and update various organization policies.



*Some of the staff members present during the regions' County Governors engagement forum on the strategic plan 2023-2027 held at Golf Hotel, Kakamega.*

**The Balanced Scorecard (BSC) Performance Management Framework:** While developing the strategic plan, the Agency adopted a performance management framework known as the Balanced Scorecard (BSC) to translate its vision and goals into strategies and activities. The BSC Framework, which focuses on institutional performance towards key deliverables, will be used to guide the implementation of all the strategic objectives. The Proposed BSC framework will also be used to align departmental operations towards the achievement of the strategic objectives during the Strategic Plan period.

The BSC would help the Agency communicate its Vision, Mission and strategy to stakeholders and employees, and for aligning day to day work to the strategy, and provide a framework for planning, measuring and managing the strategy as viewed from different perspectives. It would help the Agency to measure performance and monitor strategic success and guide the selection of strategic initiatives. The measurements would provide guidance in budgeting and allow the Agency to learn what works.

#### **6.1.1. The Action Plan**

The Action Plan, annexed as implementation matrix is a critical management tool for:

- a) Mobilization, allocation and utilization of resources;

- b) Management and coordination of the strategic plan;
- c) Monitoring of progress; and
- d) Evaluating outputs.

An elaborate implementation matrix has been developed and annexed as Table 6.1.

### **6.1.2. Annual Workplan and Budget**

Annual costed workplans shall be developed for each department or organization unit and shall be used as a basis for performance management. A one-year annual work plan has been developed and annexed to this strategic plan and shall form the basis upon which all departments and organization units shall develop theirs (Table 6.2).

### **6.1.3. Performance Contracting (Management)**

Strategic Performance Management (SPM) combines strategic planning with performance management by creating an organizational structure based on strategies and functions, aligning resources with the structure, addressing human capital and productivity, establishing performance measures, setting expectations for work performance and planning ways to meet these expectations, monitoring employee performance with check-ins and meetings, offering rewards and praise for good performance and addressing poor performance, regularly rating performance through reviews and continually developing a capacity for optimal performance.

Accordingly, the implementation of this Strategic Plan shall be through the following initiatives:

- i). *Defining and communicating the Department's strategic goals and performance objectives.* This shall be achieved through sensitization and cascading the strategic map to departmental, divisional and staff level.
- ii). *Using peer reviews:* This is where staff members shall evaluate themselves and offer recommendations for improvement. This shall also help staff to work together, build better communication, and assess where they can improve themselves while learning from their colleagues.
- iii). *Offering frequent performance feedback:* Good performance feedback shall help in reinforcing strong skill sets and positive attitude while showing opportunity areas with a clear path for improvement.

- iv). *Undertaking preemptive management and recognition:* One way to guarantee results in the workplace is to implement rewards and practice preemptive management. Rewards, or incentives, are also an effective way to show staff that the management cares, is pleased with their efforts and performance and wants them to keep up the good work.
- v). *Holding regular meetings to discuss outcomes and results:* This will include Monthly Departmental (Unit) Team Performance Review where each month, each unit meets to review progress on the action plans the Team is involved in and to adjust in staff assignments.

There shall also be Quarterly Team Performance Review and Annual Leadership Team Performance Review where the Teams shall meet to review performance reports relative to milestones, strategies and goals. The team shall adjust milestones for the coming year if needed and add performance measures and milestones for the following year.

## **6.2. Coordination Framework**

To ensure effective participation in the implementation of the Plan, there will be need for the following:

- a) The Agency shall develop a corporate annual work-plan which shall be cascaded to all functional areas;
- b) Each functional area shall in turn develop an annual work-plan with appropriate targets, activities, performance indicators and budgets as derived from this Plan;
- c) All employees shall prepare individual performance targets from the annual work-plans in their respective functional areas;
- d) Progress for each activity shall be measured against specific targets and schedules included in the Plan;
- e) Data capture templates shall be developed and used for data collection;
- f) Reporting shall be done quarterly, half-yearly and yearly to management and to the Board;
- g) Results from the analysis shall be used to inform decision-making, identify challenges and to take immediate corrective action;
- h) MEL shall be an integral part of the Agency's performance management system and will be linked to staff appraisal system. The Agency shall monitor and

evaluate its activities and performance in the process of reporting on its Performance Contract on quarterly, semi-annually and annual bases.

### 6.2.1. Institutional Framework

Based on the review of the current organization structure and organization processes as presented in sections 3.1.2.1 and 3.1.2.2, a functional structure in figure 6.1 has been proposed. Various organization policies including human resource instruments shall be developed to give it effect.



*The Agency CMF&RM CPA Anthony Kisaka making remarks during the stakeholders' workshop at Wanangali Resort in Bungoma County to validate the Strategic Plan 2023 – 2023. Listening in are the Board members.*

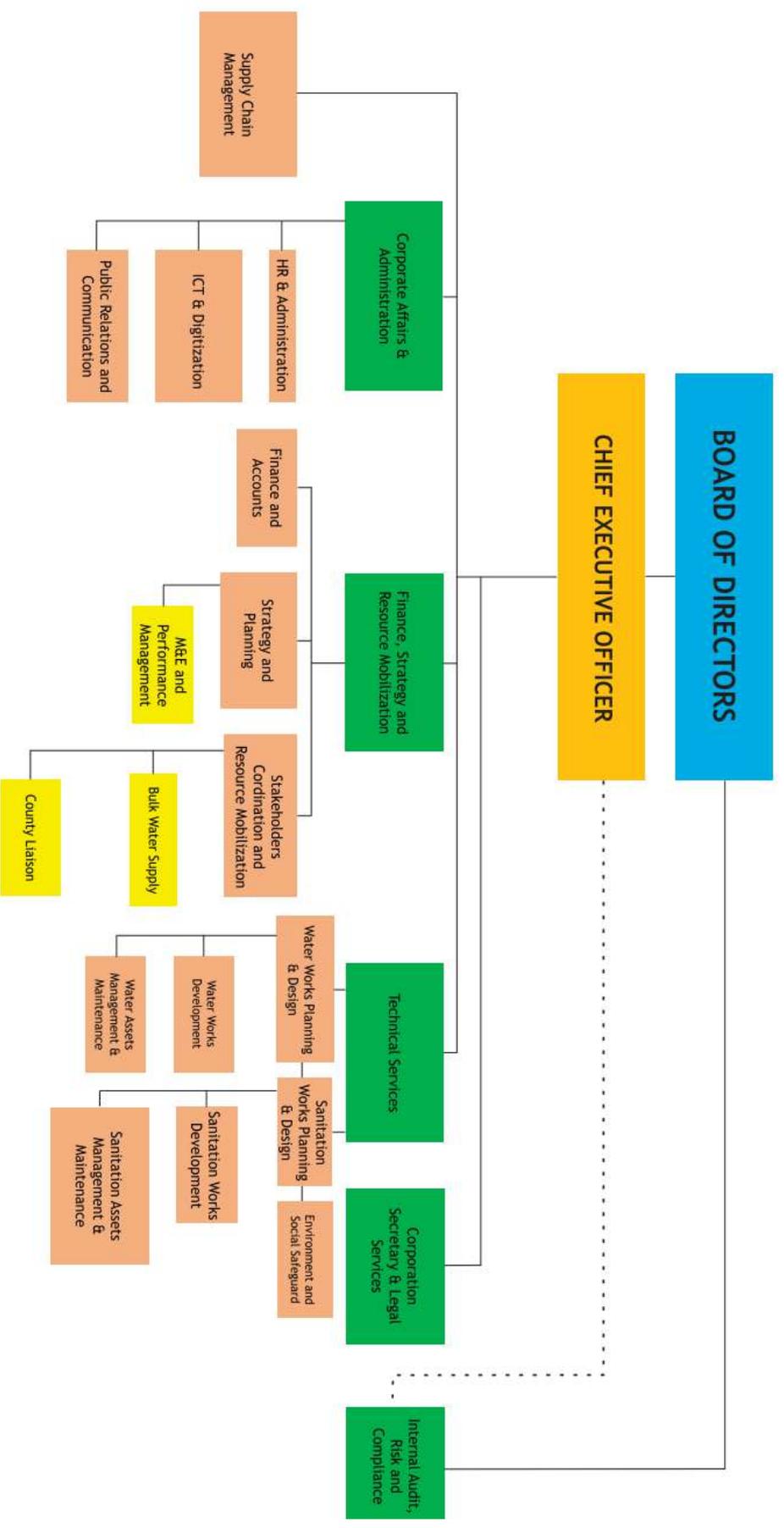


Figure 6.1: Proposed Functional Organization Structure

### 6.2.2. Staff Establishment, Skill Set and Competency Development

The table below shows details of the approved posts created for the normal and regular requirements of the Agency including the staff that are in post and those that are not. This is considered optimal for the implementation of this plan.

Table 6.1: Approved Staff Establishment

Cadre	Approved Establishment	Optimal Staffing Level	In Post	Variance
Office of the CEO	4	4	2	2
Corporate Services Department	26*	26	27	-1
Technical Services Department	29	29	18	11
Legal Services Department /Corporation Secretariat	4	4	2	2
Finance and Resource Mobilization Department	10	10	8	2
Planning and Strategy Division	7	7	2	5
Supply Chain Management Division	4	4	3	1
Internal Audit division	4	4	3	1
<b>Total</b>	<b>88</b>	<b>88</b>	<b>65</b>	<b>23</b>

\* About 50% of the corporate services staff are support staff.

Table 6.2: Skills Set and Competency Development

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
Office of the CEO	<ul style="list-style-type: none"> <li>▪ Strategic thinking</li> <li>▪ Communication skills</li> <li>▪ Leadership skills</li> <li>▪ Problem solving and decision making</li> <li>▪ Collaboration and approachability</li> <li>▪ Transparency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preparation of integrated annual workplan</li> <li>▪ Cascading annual workplan to divisions within the department;</li> <li>▪ Development of SMART Key Performance Indicator (KPI), for each work activity</li> <li>▪ Identification and documentation of departmental work constraints;</li> <li>▪ Use constraint optimization methods to optimize departmental working constraints;</li> <li>▪ Discussion and agreement on divisional annual workplans with division managers and unit supervisors;</li> <li>▪ Continuously assessment of work done and measurement of individual staff performance</li> <li>▪ Continuously management and mitigation of department operational risk;</li> <li>▪ Continuously tracking and reporting on department KPIs achieved and corrective action taken on those not achieved;</li> <li>▪ Identification and documentation staff</li> </ul>	<p><b>Organizational Core Values</b> such as integrity, quality service, teamwork and good governance</p> <p><b>Core Competencies such as:</b></p> <ul style="list-style-type: none"> <li>▪ Personal work planning and organization</li> <li>▪ Strategic thinking and decision making</li> <li>▪ Self-management</li> <li>▪ People management skills</li> <li>▪ Responsibility for work and resources</li> <li>▪ Effective communication</li> <li>▪ Analytical Judgment</li> </ul> <p><b>Functional Competencies</b> such as: planning.</p>

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
Corporate Services Department	<ul style="list-style-type: none"> <li>▪ Interpersonal skills</li> <li>▪ Strategic thinking</li> <li>▪ Communication skills</li> <li>▪ Crisis management skills</li> <li>▪ Problem solving skills</li> </ul>	<p>performance skill gaps and development of plans to fill them;</p> <ul style="list-style-type: none"> <li>▪ Performance appraisal biases;</li> <li>▪ Lack of departmental performance appraisal review report; documenting detailed staff performance appraisal issues;</li> <li>▪ Management of employee talent; and grooming high performers for promotion and succession, support for struggling employees;</li> <li>▪ Documentation and communication of actual staff work achievements/results as per workplan, as opposed to assigning overall blanket score;</li> <li>▪ Following up on employee performance improvement.</li> </ul>	<p>Organization, implementation, monitoring and evaluation among other skills or areas</p> <p><b>Organizational Core Values</b> such as integrity, quality service, teamwork and good governance</p> <p><b>Core Competencies</b> such</p>

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
	<ul style="list-style-type: none"> <li>▪ Management / Leadership skills</li> <li>▪ Report writing skills</li> <li>▪ Analytical skills</li> <li>▪ Proficiency in IT</li> </ul>	<ul style="list-style-type: none"> <li>▪ Optimizing division and unit performance;</li> <li>▪ Discussing and agreeing individual employee annual workplan with performance targets to be achieved;</li> <li>▪ Continuously managing and mitigating operational risk;</li> <li>▪ Continuously reporting on employee work targets achieved and corrective action to be taken on those not achieved;</li> <li>▪ Motivating high performers to perform even better;</li> <li>▪ Supporting struggling employees;</li> <li>▪ Identifying and documenting staff performance skill gaps and recommending plans to fill them;</li> <li>▪ Performance appraisal biases;</li> <li>▪ Documenting staff performance appraisal issues;</li> <li>▪ Documenting and communicating employee work achievement;</li> <li>▪ Following up on employee performance improvement.</li> </ul>	<p><b>as:</b></p> <ul style="list-style-type: none"> <li>▪ Personal work planning &amp; organization</li> <li>▪ Strategic thinking</li> <li>▪ Self-management</li> <li>▪ People management skills</li> <li>▪ Responsibility for work and resources</li> <li>▪ Effective communication</li> <li>▪ Analytical Judgement</li> </ul> <p><b>Functional Competencies:</b> planning. Organization, implementation, monitoring and evaluation among other skills or areas</p>

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
Technical Services Department	<ul style="list-style-type: none"> <li>▪ Management/ Leadership skills</li> <li>▪ Strategic thinking</li> <li>▪ Research and innovations</li> <li>▪ Project management</li> <li>▪ Quality control</li> <li>▪ Analytical skills</li> <li>▪ Communication skills</li> <li>▪ Report writing skills</li> <li>▪ Proficiency in IT</li> <li>▪ Creativity and innovativeness</li> <li>▪ Planning and organizing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cascading annual division workplan to individual employees;</li> <li>▪ Profiling staff skills and competencies based on assigned work;</li> <li>▪ Continuously managing &amp; reporting on staff KPIs performance;</li> <li>▪ Optimizing division and unit performance;</li> <li>▪ Discussing and agreeing individual employee annual workplan with performance targets to be achieved;</li> <li>▪ Continuously managing and mitigating operational risk;</li> <li>▪ Continuously reporting on employee work targets achieved and corrective action to be taken on those not achieved;</li> <li>▪ Motivating high performers to perform even better;</li> <li>▪ Supporting struggling employees;</li> <li>▪ Identifying and documenting staff performance skill gaps and recommending plans to fill them;</li> <li>▪ Performance appraisal biases;</li> </ul>	<p><b>Organizational Core Values</b> such as integrity, quality service, teamwork and good governance</p> <p><b>Core Competencies such as:</b></p> <ul style="list-style-type: none"> <li>▪ Personal work planning &amp; organization</li> <li>▪ Strategic thinking</li> <li>▪ Self-management</li> <li>▪ People management skills</li> <li>▪ Responsibility for work and resources</li> <li>▪ Effective communication</li> <li>▪ Analytical Judgement</li> </ul> <p><b>Functional Competencies:</b> planning. Organization, implementation, monitoring and evaluation among other</p>

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
Legal Services Department /Corporation Secretariat	<ul style="list-style-type: none"> <li>▪ Analytical skills</li> <li>▪ Leadership skills</li> <li>▪ Strategic thinking</li> <li>▪ Speaking skills</li> <li>▪ Information analysis and research</li> <li>▪ Report writing</li> <li>▪ Problem solving</li> <li>▪ Negotiation skills</li> <li>▪ Legal knowledge</li> </ul>	<ul style="list-style-type: none"> <li>▪ Documenting staff performance appraisal issues;</li> <li>▪ Documenting and communicating employee work achievement;</li> <li>▪ Following up on employee performance improvement.</li> <li>▪ Cascading annual division workplan to individual employees;</li> <li>▪ Profiling staff skills and competencies based on assigned work;</li> <li>▪ Continuously managing &amp; reporting on staff KPIs performance;</li> <li>▪ Optimizing division and unit performance;</li> <li>▪ Discussing and agreeing individual employee annual workplan with performance targets to be achieved;</li> <li>▪ Continuously managing and mitigating operational risk;</li> <li>▪ Continuously reporting on employee work targets achieved and corrective action to be taken on those not achieved;</li> <li>▪ Motivating high performers to perform even</li> </ul>	<p>skills or areas</p> <p><b>Organizational Core Values</b> such as integrity, quality service, teamwork and good governance</p> <p><b>Core Competencies such as:</b></p> <ul style="list-style-type: none"> <li>▪ Personal work planning &amp; organization</li> <li>▪ Strategic thinking</li> <li>▪ Self-management</li> <li>▪ People management skills</li> <li>▪ Responsibility for work and resources</li> <li>▪ Effective communication</li> </ul>

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
Finance & Resource Mobilization Department	<ul style="list-style-type: none"> <li>▪ Interpersonal skills</li> <li>▪ Communication skills</li> <li>▪ Strategic thinking</li> <li>▪ Budgeting and forecasting</li> <li>▪ Resource mobilization</li> <li>▪ Problem solving skills</li> <li>▪ Planning and Organizing</li> <li>▪ Decision making</li> <li>▪ Project management</li> </ul>	<ul style="list-style-type: none"> <li>▪ better;</li> <li>▪ Supporting struggling employees;</li> <li>▪ Identifying and documenting staff performance skill gaps and recommending plans to fill them;</li> <li>▪ Performance appraisal biases;</li> <li>▪ Documenting staff performance appraisal issues;</li> <li>▪ Documenting and communicating employee work achievement;</li> <li>▪ Following up on employee performance improvement.</li> <li>▪ Cascading annual division workplan to individual employees;</li> <li>▪ Profiling staff skills and competencies based on assigned work;</li> <li>▪ Continuously managing &amp; reporting on staff KPIs performance;</li> <li>▪ Optimizing division and unit performance;</li> <li>▪ Discussing and agreeing individual employee annual workplan with performance targets to be achieved;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analytical Judgement</li> </ul> <p><b>Functional Competencies:</b> planning. Organization, implementation, monitoring and evaluation among other skills or areas</p> <p><b>Organizational Core Values</b> such as integrity, quality service, teamwork and good governance</p> <p><b>Core Competencies such as:</b></p> <ul style="list-style-type: none"> <li>▪ Personal work planning &amp; organization</li> <li>▪ Strategic thinking</li> </ul>

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
	<ul style="list-style-type: none"> <li>▪ Management / Leadership skills</li> <li>▪ Report writing skills</li> <li>▪ Analytical skills</li> <li>▪ Proficiency in IT</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continuously managing and mitigating operational risk;</li> <li>▪ Continuously reporting on employee work targets achieved and corrective action to be taken on those not achieved;</li> <li>▪ Motivating high performers to perform even better;</li> <li>▪ Supporting struggling employees;</li> <li>▪ Identifying and documenting staff performance skill gaps and recommending plans to fill them;</li> <li>▪ Performance appraisal biases;</li> <li>▪ Documenting staff performance appraisal issues;</li> <li>▪ Documenting and communicating employee work achievement;</li> <li>Following up on employee performance improvement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Self-management</li> <li>▪ People management skills</li> <li>▪ Responsibility for work and resources</li> <li>▪ Effective communication</li> <li>▪ Analytical Judgement</li> </ul> <p><b>Functional Competencies:</b> planning. Organization, implementation, monitoring and evaluation among other skills or areas</p>
Planning and Strategy Division	<ul style="list-style-type: none"> <li>▪ Interpersonal skills</li> <li>▪ Strategic thinking</li> <li>▪ Communication skills</li> <li>▪ Problem solving skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cascading annual division workplan to individual employees;</li> <li>▪ Profiling staff skills and competencies based on assigned work;</li> </ul>	<p><b>Organizational Core Values</b> such as integrity, quality service, team work and good governance</p>

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
	<ul style="list-style-type: none"> <li>▪ Management/Leadership skills</li> <li>▪ Report writing skills</li> <li>▪ Analytical skills</li> <li>▪ Planning and organizing</li> <li>▪ Proficiency in IT</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continuously managing &amp; reporting on staff KPIs performance;</li> <li>▪ Optimizing division and unit performance;</li> <li>▪ Discussing and agreeing individual employee annual workplan with performance targets to be achieved;</li> <li>▪ Continuously managing and mitigating operational risk;</li> <li>▪ Continuously reporting on employee work targets achieved and corrective action to be taken on those not achieved;</li> <li>▪ Motivating high performers to perform even better;</li> <li>▪ Supporting struggling employees;</li> <li>▪ Identifying and documenting staff performance skill gaps and recommending plans to fill them;</li> <li>▪ Performance appraisal biases;</li> <li>▪ Documenting staff performance appraisal issues;</li> <li>▪ Documenting and communicating employee work achievement;</li> </ul>	<p><b>Core Competencies such as:</b></p> <ul style="list-style-type: none"> <li>▪ Personal work planning &amp; organization</li> <li>▪ Strategic thinking</li> <li>▪ Self-management</li> <li>▪ People management skills</li> <li>▪ Responsibility for work and resources</li> <li>▪ Effective communication</li> <li>▪ Analytical Judgement</li> </ul> <p><b>Functional Competencies:</b></p> <p>planning. Organization, implementation, monitoring and evaluation among other skills or areas</p>

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
Supply Chain Management Division	<ul style="list-style-type: none"> <li>▪ Interpersonal skills</li> <li>▪ Strategic thinking</li> <li>▪ Communication skills</li> <li>▪ Problem solving skills</li> <li>▪ Decision making</li> <li>▪ Budget management</li> <li>▪ Data analysis</li> <li>▪ Negotiation skills</li> <li>▪ Management/Leadership skills</li> <li>▪ Report writing skills</li> <li>▪ Analytical skills</li> <li>▪ Proficiency in IT</li> </ul>	<ul style="list-style-type: none"> <li>▪ Following up on employee performance improvement.</li> <li>▪ Cascading annual division workplan to individual employees;</li> <li>▪ Profiling staff skills and competencies based on assigned work;</li> <li>▪ Continuously managing &amp; reporting on staff KPIs performance;</li> <li>▪ Optimizing division and unit performance;</li> <li>▪ Discussing and agreeing individual employee annual workplan with performance targets to be achieved;</li> <li>▪ Continuously managing and mitigating operational risk;</li> <li>▪ Continuously reporting on employee work targets achieved and corrective action to be taken on those not achieved;</li> <li>▪ Motivating high performers to perform even better;</li> <li>▪ Supporting struggling employees;</li> <li>▪ Identifying and documenting staff performance skill gaps and recommending</li> </ul>	<p><b>Organizational Core Values</b> such as integrity, quality service, teamwork and good governance</p> <p><b>Core Competencies such as:</b></p> <ul style="list-style-type: none"> <li>▪ Personal work planning &amp; organization</li> <li>▪ Strategic thinking</li> <li>▪ Self-management</li> <li>▪ People management skills</li> <li>▪ Responsibility for work and resources</li> <li>▪ Effective communication</li> <li>▪ Analytical Judgement</li> </ul> <p><b>Functional Competencies:</b> planning. Organization,</p>

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
Internal Audit Division	<ul style="list-style-type: none"> <li>▪ Analytical skills</li> <li>▪ Strategic thinking</li> <li>▪ Attention to detail</li> <li>▪ Risk management</li> <li>▪ Communication skills</li> <li>▪ Report writing and presentation skills</li> <li>▪ Critical thinking</li> <li>▪ Problem solving</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cascading annual division workplan to individual employees;</li> <li>▪ Profiling staff skills and competencies based on assigned work;</li> <li>▪ Continuously managing &amp; reporting on staff KPIs performance;</li> <li>▪ Optimizing division and unit performance;</li> <li>▪ Discussing and agreeing individual employee annual workplan with performance targets to be achieved;</li> <li>▪ Continuously managing and mitigating operational risk;</li> <li>▪ Continuously reporting on employee work targets achieved and corrective action to be</li> </ul>	<p><b>Organizational Core</b></p> <p><b>Values</b> such as integrity, quality service, teamwork and good governance</p> <p><b>Core Competencies such as:</b></p> <ul style="list-style-type: none"> <li>▪ Personal work planning &amp; organization</li> <li>▪ Strategic thinking</li> <li>▪ Self-management</li> <li>▪ People management skills</li> <li>▪ Responsibility for work</li> </ul>
		<ul style="list-style-type: none"> <li>plans to fill them;</li> <li>▪ Performance appraisal biases;</li> <li>▪ Documenting staff performance appraisal issues;</li> <li>▪ Documenting and communicating employee work achievement;</li> <li>▪ Following up on employee performance improvement.</li> </ul>	<ul style="list-style-type: none"> <li>implementation, monitoring and evaluation among other skills or areas</li> </ul>

CADRE	SKILLS SET	SKILLS GAP	COMPETENCY DEVELOPMENT
		<p>taken on those not achieved;</p> <ul style="list-style-type: none"> <li>▪ Motivating high performers to perform even better;</li> <li>▪ Supporting struggling employees;</li> <li>▪ Identifying and documenting staff performance skill gaps and recommending plans to fill them;</li> <li>▪ Performance appraisal biases;</li> <li>▪ Documenting staff performance appraisal issues;</li> <li>▪ Documenting and communicating employee work achievement;</li> <li>▪ Following up on employee performance improvement.</li> </ul>	<p>and resources</p> <ul style="list-style-type: none"> <li>▪ Effective communication</li> <li>▪ Analytical Judgement</li> </ul> <p><b>Functional Competencies:</b>  planning. Organization, implementation, monitoring and evaluation among other skills or areas</p>



The Agency shall put place human resource strategies to develop its staff to effectively deliver on its mandate. This will require enhancing staff competencies, improving working environment, enhancing performance management, succession management and knowledge management. Specifically, the following initiatives shall be adopted to develop the staff capacity:

- Recruitment and hiring the right employees for the right jobs.
- Training and capacity building.
- Benefits, compensation and results-driven rewards.
- Evaluation and professional development.
- Strengthening workplace initiatives for performance enhancement.
- Leadership & management development plan.
- Promoting learnerships, internships and traineeships.
- Managing employees' health and wellness.
- Career planning and talent management.
- General communication and awareness promotion

### **6.2.3. Leadership**

#### ***Board Level***

Quarterly review meetings will be held between the Senior Management and the Board. During these meetings, the Board will review progress reports from the Chief Executive Officer indicating overall progress made on key strategic objectives.

#### ***Management Level***

The Department Strategy and Planning will coordinate Monitoring, Evaluation and reporting on the implementation of the strategic plan to the management. The Department will provide technical support and facilitate M&E capacity building across the Agency. The Senior Management will take full responsibility for overseeing the Plan's implementation over the entire Strategic Planning period. The Senior Management will continuously monitor and evaluate all strategies, activities, and outcomes to advise the Board of Directors on a semiannual implementation status and offer feasible policy and strategic alternatives. The Agency will document the lessons



learnt during the implementation of the Plan and ensure that this information is available on its knowledge management platform.

The Agency will also cascade the Strategic Plan downwards to all Department/ Units, and staff through the annual work plans and performance management tools. The Departments will monitor programmes and projects administered within their respective jurisdictions and subsequently submit semi-annual and Annual Monitoring reports to the Department Strategy and Planning, who shall submit the same to the Senior Management. These reports shall be reviewed regularly against the set targets to measure progress.



*The Chairman, Hon. John Imoite signing the Strategic Plan after adoption by the Board of Directors. Looking on are the Board members and the consulting team*

#### **6.2.4. Systems, Procedures and Organization Process Re-Engineering (OPR)**

The Agency has in place robust policies and ICT systems guiding its operations. The financial and audit processes are guided by the Public Finance Management Act, 2012 (as amended) and regulations; the procurement processes is governed by Public Procurement and Asset Disposal Act, 2015 and regulation; the environmental management processes are governed by EMCA, regulations and ISO certification procedures and workplace safety and health policy; the human resource management processes are governed by the various human resource instruments, which are currently under review; the technical design and engineering processes are governed by the Engineers Act and code of Ethics. There are also other organization procedures and standard operating procedures that govern work processes.

Organization process re-engineering, commonly called business process re-engineering, may involve redesigning, refining, and optimizing organizational processes to improve efficiency, effectiveness, and adaptability. For the Lake Victoria North Water Works Development Agency, established by law, the available OPR approach is one of refining and optimizing organizational processes to improve efficiency, effectiveness, and adaptability. The aspects of an organization's process management that have been redefined include organizational structures, management systems, employee responsibilities and performance measurements, incentive systems, skills development, and the use of IT that has been undertaken in the following broad ways:

- Setting up clear goals, objectives, intentions and activities, as per sections 5.1 and Annex 1 of this Plan.
- Identifying core organization processes, organization functions and taking steps to improve efficiency and effectiveness in their delivery. This has been done in section 4.2. and 5.1 and Annex 1 of this Plan.
- Determining any gaps or areas that require improvement in service delivery. This has been done in Sections 4.1, 4.2, 5.1 and Annex 1 of this Plan.
- Designing and developing changes necessary to improve organization processes. This has been done in Sections 5.1 and Annex 1 of this Plan.
- Implementing and monitoring changes and implementation of this Plan as captured in Sections 8.1 of this.



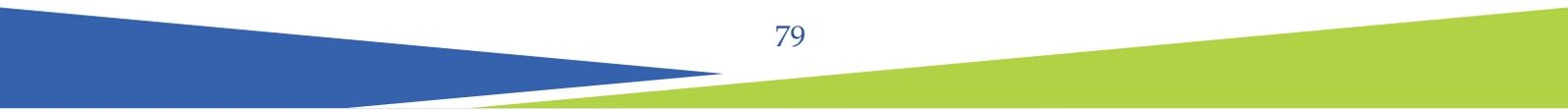
The specific OPR initiatives for Lake Victoria North Water Works Development Agency include:

- Establishing shared databases for all sector stakeholders to inform joint and well-coordinated programming and implementation of activities;
- Establishing a department for Resource Mobilization, Strategic Partnerships and Collaborations to aggressively undertake aggressive resource mobilization from various stakeholders focusing more on PPP model to ease pressure on the exchequer.
- Develop, review and implement the organizational structure aligned to all the Agency functions with end-to-end responsibility for a process, grading structure and career progression guidelines to establish a clear career path in the organization. Similarly, we shall undertake continuous performance and productivity monitoring of all staff, establish incentives for excellence in performance and take appropriate measures on the results;
- Developing and implement internal Service Charters for each department or unit to improve turnaround in service delivery;
- Refocusing the core values of the Agency on stakeholder needs and service delivery; and,
- Building and maintaining relations with financing partners, and develop innovative budget funding streams.

### **6.3. Risk Management Framework**

Strategic risks are the prospective adverse impacts on the Agency arising from poor strategic decisions, improper implementation of decisions; or lack of responsiveness to changes in the operational environment. Organizational risks are those that threaten the very existence of the Agency due to extraneous factors in the operational environment. Operational risks on the other hand are those that arise from capacity inadequacies in the course of implementation of planned programmes and activities.

Financial risks emanate from failure to either mobilize adequate funds or lack of prudence in financial resource utilization while technological risks are those associated with deficiencies in information and communication technology. For each risk,



appropriate mitigation measures have been determined, and the mitigation measures have subsequently informed the Strategic Model (Chapter 3). The risk analysis will also be an integral input in the subsequent development of a comprehensive risk management strategy to facilitate successful implementation of the Strategic Plan

*Table 6.3: Risk Analysis and Mitigation Measures*

<b>Risk Category</b>	<b>Key Areas</b>	<b>Risk Likelihood</b>	<b>Severity</b>	<b>Overall Risk Level</b>	<b>Mitigation Strategy</b>
<b>Strategic</b>	Failure to execute Strategic Plan	Low	High	Medium	<ul style="list-style-type: none"> <li>Align annual work plan and Performance Contract to the Strategic Plan.</li> <li>Develop adequate implementation framework.</li> <li>Constitute Monitoring &amp; Evaluation Committee to track and report the strategic plan implementation level on bi-annually basis.</li> </ul>
	Adverse Agency's decision	Low	Medium	Low	<ul style="list-style-type: none"> <li>Adoption of the 3D decision making Model (Devise, Data, Decision); decision based on informed opinion.</li> <li>Ensure adequate stakeholder involvement.</li> </ul>
	Inappropriate investment plan	Low	High	Low	<ul style="list-style-type: none"> <li>Set specific and realistic goals-SMART targets.</li> <li>Ensure adequate stakeholder involvement.</li> </ul>
<b>Operational</b>	Incompetent contractors,	Medium	High	Medium	<ul style="list-style-type: none"> <li>Develop evaluation criteria that is not biased/skewed.</li> </ul>



Risk Category	Key Areas	Risk Likelihood	Severity	Overall Risk Level	Mitigation Strategy
	consultancy and service providers				<ul style="list-style-type: none"> <li>Conduct through due diligence.</li> <li>Adhere to PPDA in procurement process</li> </ul>
	Short fall in staffing levels mainly in the core functions	Medium	Medium	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen staff capacity.</li> <li>Align the staff establishment to the needs of the Agency.</li> </ul>
	Low staff morale	Medium	High	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Competitive remuneration.</li> <li>Have staff reward and recognition system.</li> <li>Provide staff with tools, equipment and conducive work environment.</li> </ul>
	Ineffective communication and records management	Medium	Medium	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Enhance media of communication.</li> <li>Hold frequent management and staff meetings/debrief.</li> <li>Develop and sensitize staff on communication and records management policy.</li> <li>Implement fully the Electronic Document Management system (EDMS).</li> </ul>
	Delays in payment process	Medium	Medium	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to service charter timelines</li> <li>Review the payment process</li> </ul>

Risk Category	Key Areas	Risk Likelihood	Severity	Overall Risk Level	Mitigation Strategy
					<p>to remove redundancies.</p> <ul style="list-style-type: none"> <li>Conformance to ISO 9001:2015 requirements.</li> </ul>
<b>Financial Risk</b>	Dwindling budgetary allocation towards funding for projects/development funds	High	High	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Diversify models for revenue generation and financing models</li> <li>Develop bankable concepts/proposal for funding/lack of proposals/concepts.</li> <li>Maintain a cordial relationship with partners.</li> <li>Have concrete resource mobilization strategies.</li> </ul>
	Delays in receipt of funding from exchequer	High	Medium	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Prompt follow-up on funds</li> </ul>
	Difficulty in recovery of pending bills in terms of Loans attached to infrastructure projects and huge outstanding	High	High	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Enforce agreements between WSPs and Agency in regards to Loan repayments.</li> <li>Enhance capacity for negotiations on loan repayments.</li> <li>Open escrow account with WSPs.</li> </ul>



Risk Category	Key Areas	Risk Likelihood	Severity	Overall Risk Level	Mitigation Strategy
	debts in terms of levies				
	Inappropriate Financial Statement	Medium	Medium	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Comply with IPSAS standards.</li> <li>Management to avail adequate expected documents/information to auditor.</li> </ul>
<b>Market Risk</b>	Fluctuations in forex exchange, interest rates and material costs	High	High	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Planning and budgeting process to take into account possible fluctuations in the market.</li> <li>Timely completion of projects.</li> </ul>
<b>Technological Risk</b>	Obsolete and obsolescent technology	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Keep abreast with technology through procurement of software and hardware that support business needs-ERP system.</li> <li>Ensure ICT budget is realistic and integrated into overall financial plan.</li> <li>Integrate ICT within Agency's activities through alignment of ICT operations to Agency's' objective.</li> </ul>
	Exposures	Low	Medium	Low	<ul style="list-style-type: none"> <li>Enhance system security</li> </ul>

Risk Category	Key Areas	Risk Likelihood	Severity	Overall Risk Level	Mitigation Strategy
	occasioned by reliance on technology; cyber-crime/hackers				controls. <ul style="list-style-type: none"> <li>Monitoring of unauthorized access.</li> <li>End user sensitization.</li> </ul>
<b>Governance Risk</b>	Failure to comply with regulatory requirements and best practices; compliance with ISO standard	Low	Medium	▪ Low	▪ Ensure 100% compliance.
<b>Environmental Risk</b>	Climate change; floods, drought, pollution, landslides	Medium	High	▪ Medium	<ul style="list-style-type: none"> <li>Compliance with Environmental laws.</li> <li>Conformance to ISO 14001:2015 requirements.</li> <li>Compliance with Environment and Social Commitment Plan (ESCP).</li> <li>Streamline environmental activities in the Agency's business processes.</li> <li>Sensitization of the public on the environmental issues.</li> </ul>



Risk Category	Key Areas	Risk Likelihood	Severity	Overall Risk Level	Mitigation Strategy
<b>Legal risks</b>	Inconsistencies and gaps in Water Act 2016	Low	High	▪ Low	<ul style="list-style-type: none"> <li>▪ Continuous engagement with stakeholders and policy makers.</li> <li>▪ Active participation during Water Act amendments.</li> </ul>
	High litigation cases	Medium	Medium	▪ Medium	<ul style="list-style-type: none"> <li>▪ Use ADR mechanism e.g. negotiation, mediation, conciliation, arbitration and negotiation on out of court.</li> </ul>
<b>Ethical risks</b>	Failure to adopt staff culture and code of ethics applicable to all staff working with the Agency	Medium	Medium	▪ Medium	<ul style="list-style-type: none"> <li>▪ Develop, communicate and enforce code of ethics.</li> <li>▪ Tone at the top; lead by example (ethical corporate culture).</li> </ul>

## CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

Financial resource remains a key requirement to facilitate the implementation of this strategic plan. This chapter highlights the financial resource requirement for the period of the strategic plan, the strategies that shall be put in place to mobilize these resources as well as an elaborate plan to ensure prudent and efficient management of these resources.

### 7.1. Financial Requirements

The successful implementation of the Strategic Plan will not only depend on the quality and commitment of the stakeholders, but also on the availability and efficient utilization of resources required to undertake the various activities. Resource mobilization for assured financial sustainability is a fundamental concern during this Strategic Plan period.

In projecting the resource requirements, the following factors have been considered:

- The cost of various programmes as given in the implementation matrix;
- Absorptive capacity of the Agency based on planned projects;
- The hard budget constraints that is imposed by The National Treasury.

*Table 7.1: Financial Requirements for Implementing the Strategic Plan*

Cost Item (Strategic Objective)	Projected Resource Requirement (Kshs, Million)				
	Y1	Y2	Y3	Y4	Y5
1. To develop and rehabilitate low investment and high impact water infrastructure so as to increase coverage levels from 60.9% to 100%	6,129	26,278	48,560	33,889	23,363
2. To develop and rehabilitate low investment and high impact sanitation systems so as to increase coverage from 71.95% to 100% by	99	760	8,615	8,648	11,706

Cost Item (Strategic Objective)	Projected Resource Requirement (Kshs, Million)				
	Y1	Y2	Y3	Y4	Y5
the year 2027					
3.To develop sustainable asset management framework for the utilities (WSPs)	194	219	221	221	221
4. To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization	52	52	52	52	52
5. To enhance institutional and human resources capacity	44.7	264.9	252.9	244.9	242.9
<b>Total</b>	<b>6,519</b>	<b>27,574</b>	<b>57,701</b>	<b>43,055</b>	<b>35,585</b>

Table 7.2: Resource Gaps (Kshs, million)

Financial Year	Estimated Financial Requirement	Estimated Allocation	Variance
Y1	6,519	1,081	5,438
Y2	27,574	758	26,816
Y3	57,701	883	56,818
Y4	43,055	Note given	
Y5	35,585	Not given	

## 7.2. Resource Mobilization Strategies

Over the years, the agency has heavily relied on the government budgetary allocation to execute its mandate. This remains unsustainable considering huge budgetary pressures on the National Treasury now. The overall objective of the resource mobilization is to ensure that there is a clear, systematic, predictable and well - coordinated approach to soliciting, acquiring, and utilization, management, reporting,



monitoring, and evaluating resource inflows and for expanding the resource base to ensure sustainable resource availability for implementation of the strategic plan.

The specific objectives of the resource mobilization are to:

- Negotiate for increased government funding by developing well justified concept notes;
- Develop and improve relations and dialogue between the Agency and the Cooperating Development Partners through the Parent Ministry;
- Seek partnership with County Governments for last mile connectivity, distribution of water, reticulation of sewerage systems and governance of the WSPs through the constitution of appropriately resourced board members;
- Seek for Public Private Partnerships to implement some of the bankable projects;
- Seek for infrastructure bonds to finance some of the market-based projects;
- Put in place an institutional framework for resource mobilization by establishing a unit within the organization structure called, and charged with, Resource Mobilization, Strategic Partnerships and Collaborations;
- Modernizing the various equipment used to undertake the water and sanitation works..

The specific approaches include:

- i). To develop and implement a robust Resource Mobilization Strategy which shall include donor and Development Partners profiling, assessing funding opportunities, and predictability of funding;
- ii). To strengthen interpersonal relations with existing donors and partners;
- iii). To put emphasis on producing results and monitoring impact;
- iv). To undertake results-based programming and market - based project design;
- v). To develop an information package and strengthen communication linkages and advocacy at all levels;
- vi). To capitalize on international meetings and events and push for WASH agenda;
- vii). Mobilize PPP/EPC funding to the tune of about Ksh 30 billion annually;
- viii). To expand support by donors and Development Partners to about Kshs 1 billion annually.



Table 7.3: Expected Sources of Finances Annually

Source of Funds	Estimated Amount (Kshs, million)
Exchequer	1,000
Development Partners/ Donors	1,000
PPP/EPC	30,000
Internally generated (Year 4/5)	1,200



The Chairman Hon. John Imoite, Board Members Hon. Petronilla Were and Daniel Achach with the Agency’ Technical Services Chief Manager Eng. George Odedeh during the launch of Vihiga Cluster water supply project on 22<sup>nd</sup> July 2023.

### 7.3. Resource Management

The Agency shall strictly adhere to procurement plans and submit justifiable, results-based budget proposals to the National Treasury and funding requests to donors and development partners. The Agency shall equally ensure strict application of the applicable Public Finance Management Law and guidelines as well as the Development

Partner's/Donor's guidelines for spending and financial reporting. The following measures shall be adopted to eliminate wastage and losses in LVNWWDA operations:

- i). Make every department a revenue centre;
- ii). Proper budgeting and central procurement of items;
- iii). Proper servicing of machines, vehicles and equipment;
- iv). Regular compliance checks and audits;
- v). Strengthening internal controls;
- vi). Robust risk identification and management.



*The Agency Chairman Hon Hohn Imoite launching the St. Augustine Likhuna Girrls water project on 17<sup>th</sup> August 2023*

## **CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK**

This chapter provides information on the monitoring, evaluation and reporting framework for this strategic plan.

### **8.1. Monitoring Framework**

This will involve monitoring the implementation of the planned activities and evaluating their impacts on the desired goals. The monitoring activities will result in identification of any gaps or deficiencies which will then be addressed by management. The Monitoring and Evaluation framework aims at:

- i). Focusing stakeholder attention and direct efforts towards the Agency's vision;
- ii). Informing policy makers about progress towards targets achievement;
- iii). Provide strategic information to decision-makers to make evidence-based decisions.

The M&E will encompass three monitoring types addressing different stages in the results chain, namely:

- i). Progress in physical implementation: This will address whether activities and initiatives have taken place in line with timelines and target set achieved;
- ii). Progress in financial implementation: This will address whether adequate finances have been mobilized and budgetary allocations have been released and spent in line with allocations; and
- iii). Outputs, outcomes and impact monitoring: This will trace whether results are occurring amongst the target population.

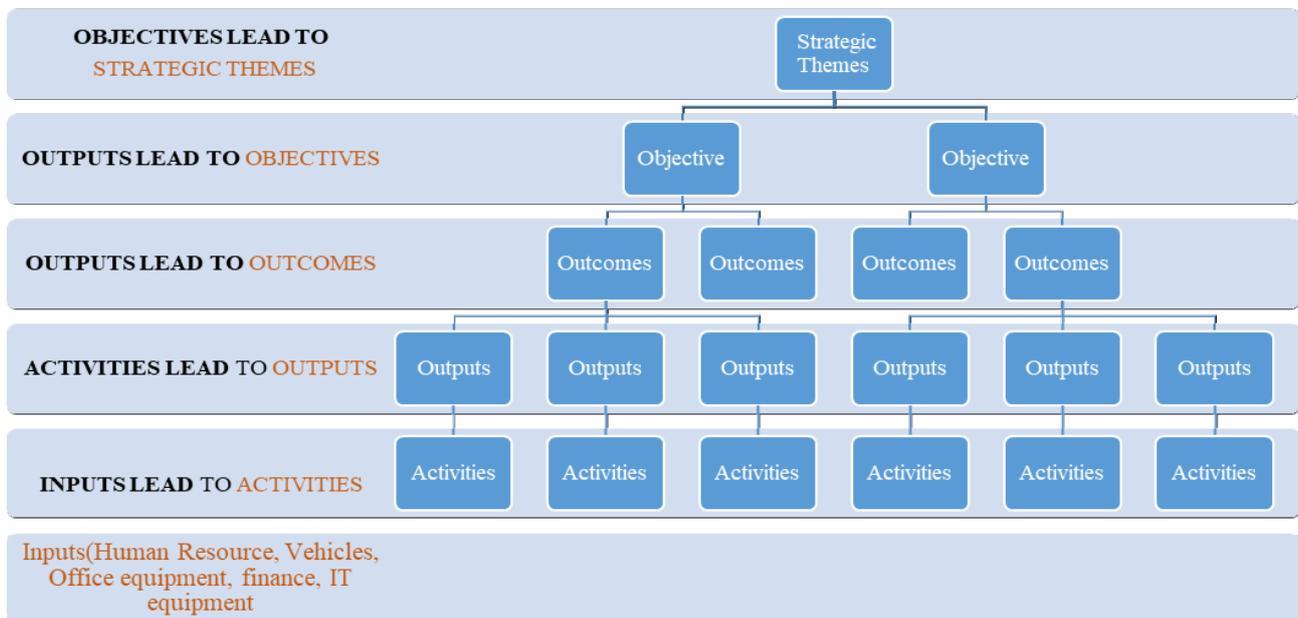


Figure 8.1: The Strategic Plan M&E Log frame

The Agency will monitor and evaluate outputs to ensure that the objectives of the Plan are attained. The following monitoring, evaluation and reporting framework will be adopted to ensure the successful implementation of the Strategic Plan:

- a) The Strategy and Planning Division will coordinate the development, implementation and review of the Strategic Plan and service charters.
  - i. The resource mobilization, stakeholders' coordination, collaboration and partnerships, receiving M&E reports, providing feedback and acting role shall be undertaken by the CEO and Board;
  - ii. Departments and Divisions shall meet monthly to assess the implementation of the Strategic Plan;
  - iii. Divisional heads shall present their progress reports on Key Performance Indicators during the CEO's monthly meetings.
- b) The monitoring, evaluation and reporting of quarterly progress reports shall be presented to the Board. Table 8.2. provides a template for quarterly reporting;
- c) Annual Work Plans shall be developed to guide the annual implementation of the Strategic Plan. The work plans shall highlight the yearly targets and resources available. Table 8.3 provides the template for annual reporting;



d) The Strategic Plan will be reviewed mid-term to identify challenges and take immediate corrective action.

### 8.2. Performance Standards

The implementation of this Strategic shall be based on a number of parameters which include relevance, efficiency, effectiveness, success and sustainability. The plan has identified key performance indicators in terms of outcomes, outputs and activities including assigning responsibilities. Plan implementation will be reviewed mid - term in the financial year 2024/25. The purpose shall be to assess the extent to which the objectives of the Agency are being achieved. This will provide an opportunity to give recommendations for the remaining phase of the Plan. The review will be done by the Management in liaison with external consultants to ensure objectivity. At about six months to the end of the strategic plan, an end-term evaluation shall be undertaken.

### 8.3. Evaluation Framework

The purpose of evaluation is to measure the actual performance against targeted levels and establishing the degree 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 efficiency of the activities proposed in the Strategic Plan. This shall be done in the middle of the planning period.

The following framework shall be used to undertake evaluation of the Strategic Plan:

*Table 8.1: Outcome Performance Matrix*

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Universal access to water	Universal access to water	% coverage	60.9% water coverage		80% water coverage	100% water coverage
Universal access to sanitation facilities	Universal access to sanitation facilities	% coverage	71.95% sanitation services coverage	2023	85% sanitation services coverage	100% sanitation services coverage



Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
<b>All infrastructures modernized and up and running</b>	Modernized and well-functioning infrastructure	Zero down-time	30%	2023	70%	100%
<b>Reduced infrastructure operation cost to 30% of revenue</b>	Minimal costs in running water and sanitation facilities	% costs for running water and sanitation facilities	60%	2022	40%	30%
<b>Low Non-Revenue Water</b>	Reduction in Non-Revenue Water to national average of 5%	% Non-Revenue Water	52%	2023	25%	5%
<b>A well-coordinated water and sanitation sector; a well-resourced Agency</b>	95% stakeholders' engagement and resource channeling	Level of and stakeholders' engagement and resource channeling	73%	2022	85%	95%
<b>Achieve 95% level of stakeholder engagement</b>	95% public participation and stakeholders' engagement	Level of public participation and stakeholders' engagement	73%	2022	85%	95%
<b>Achieve 100% of budgeted funding</b>	100% budgetary requirements funding	Amount of funding gap	20%	2023	80%	100%
<b>Prudent financial management</b>	Zero funds wasted; full funds	Unqualified audit report	Qualified audit report	2020	Unqualified audit report	Unqualified audit report



Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Accountability	Accountability					
Modern ICT and ERP	Modernized ICT and ERP	Number of new computers, server, networks, ERP system	Old computers, server, no ERP system	2023	50% number of new computers, server, networks, ERP system	100% number of new computers, server, networks, ERP
Reviewed Agency policies	Reviewed policy documents	No. reviewed policy documents	Zero policy documents reviewed	2023	50% policy documents reviewed	100% policy documents reviewed
Enhanced performance management	90% score in productivity index	90% score in performance contracts	70%	2023	90% score in performance contracts	90% score in performance contracts
Optimal staffing level		Optimal staffing level; all staff trained	74%	2023	80% vacant establishments filled; 80% staff trained	100% vacant establishments filled; 100% staff trained

### 8.3.1. Mid-Term Evaluation

The Strategic Plan implementation will be reviewed mid - term in the financial year 2024/25 and at the end of the plan period. The review will be carried out to determine the relevance, efficiency, effectiveness, sustainability, and impact of the strategies. The mid-term evaluation shall be conducted as per the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E available in [www.planning.go.ke](http://www.planning.go.ke). This shall be done with the help of a consultant to ensure objectivity.



*Stakeholders following a presentation by the lead consultant, Dr. Salim Didi during the strategic plan 2023-2023 validation workshop.*

### **8.3.2. End-Term Evaluation**

The end term evaluation for the Plan shall be carried out at least six months before the end of the Strategic Plan period. The review shall determine:

- a) The extent to which the activities undertaken achieved the objectives;
- b) The relevance, efficiency, effectiveness, sustainability, and impact of the strategies;
- c) The challenges faced;
- d) The lessons learnt;
- e) Terms of Reference for the subsequent plan.

The end-term evaluation shall be conducted as per the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E available in [www.planning.go.ke](http://www.planning.go.ke). Table 8.4 provides the template for this. This shall be done with a help of a consultant to ensure objectivity.



#### **8.4. Reporting Framework and Feedback Mechanism**

Learning is the process through which information generated from M&E is reflected upon and intentionally used to continuously improve a project’s ability to achieve results. All the departments will be required to submit monthly progress reports on the indicators and initiatives to Planning and Strategy Division by 5<sup>th</sup> of the succeeding month.

At all levels, performance review report shall be produced outlining the performance against the strategic objectives outlined in this Strategic Plan. The reports will be discussed by the Strategy and Performance Committee. The discussion will focus on a review of the findings and the agreed action points. The finalized report will be submitted to the Board.

The learning shall guide an adaptive project design and implementation. There shall be held quarterly cycles of action and reflection, to check-in on plans and progress, draw out evidence and lessons from experience and agree on the most significant changes for the succeeding quarter.



*The Agency Chairman Hon. John Imoite together with Board members during a tour of Kiptogot-Kilongolo UHC project*

**Table 8.2: Quarterly Progress Reporting Template**

*(Specify name of MDAC, Constitutional Commission, and Independent Office)*  
**QUARTERLY PROGRESS REPORT**  
**QUARTER ENDING .....**

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year .....			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

**Table 8.3: Annual Progress Reporting Template**

*(Specify name of MDAC, Constitutional Commission, and Independent Office)*  
**ANNUAL PROGRESS REPORT**  
**YEAR ENDING .....**

Expected Output	Output Indicator	Achievement for Year .....			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B - C)	Target (D)	Actual (E)	Variance (E - D)		

**Table 8.4: Evaluation Reporting Template**

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										

## Annex 1: Table 6.1 - Strategic Plan Implementation Matrix

Strategic Theme 1: Increase water coverage													
Strategic Objective 1: To develop and rehabilitate low investment and high impact water infrastructure so as to increase coverage levels from 60.9% to 100%													
Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs (million))					
								Y1	Y2	Y3	Y4	Y5	
Increased water coverage	1. Develop new sustainable water sources, designed with last mile connectivity component, to increase production by at least 106,000m <sup>3</sup> /day by the year 2027.	Conduct feasibility studies, designs, and construction of:	Resources; consultant	Design reports	3 yrs	+ 110,000 m <sup>3</sup> /day	CMTS	50	650	100	-	-	
								Kakamega – Bungoma Bulk water supply with a capacity of 110,000m <sup>3</sup> /day	0	0	-	-	
								Busia water supply based on Mt Elgon gravity scheme, with a capacity of 38,000m <sup>3</sup> /day	50	320	-	300	-
								Port Victoria - Sisenye - Ruambwa water supply with a capacity of 20,300 m <sup>3</sup> /day	20	-	250	-	25
								Keben dam water supply with a capacity of 20,000m <sup>3</sup> /day	10	-	400	-	34
								Tinderet water supply with a capacity of 6,000m <sup>3</sup> /day	20	-	250	-	25
								Aldai –Kobujoi Water Supply project	20	-	250	-	25
								Sosiot Teldet Water supply with a capacity of 12,500m <sup>3</sup> /day	50	200	100	100	-
								Bukura, Butere Khwisero water supply with a capacity of 9,300 m <sup>3</sup> /day	10	-	200	100	20
								Kitale town water supply with a capacity of 25,000 m <sup>3</sup> /day	50	200	100	200	-

**Strategic Theme 1: Increase water coverage**
**Strategic Objective 1: To develop and rehabilitate low investment and high impact water infrastructure so as to increase coverage levels from 60.9% to 100%**

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs (million))						
								Y1	Y2	Y3	Y4	Y5		
		Kabiyet-Kaiboi water supply with a capacity of 15,300m <sup>3</sup> /day	Resources; consultant	Reviewed design and tender documentation	3 yrs	+ 15,300 m <sup>3</sup> /day	CMTS	50	200	0	100	200	0	-
		Sio Port water supply a capacity of 5,000m <sup>3</sup> /day	Resources; consultant	Tender documentation and award	3 yrs	+ 5,000 m <sup>3</sup> /day	CMTS	20	-	50	-	-	-	50
		<b>Construction of water supply projects for</b>												
		Malaba town water supply with a capacity of 6,000m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+ 6000 m <sup>3</sup> /day	CMTS	-	-	100	100	100	0	10
		Port Victoria - Sisenye-Ruambwa water supply with a capacity of 20,300 m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+ 20,300 m <sup>3</sup> /day	CMTS	-	-	300	450	75	0	0
		Malava town water supply with a capacity of 6,700 m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+ 6,700 m <sup>3</sup> /day	CMTS	-	460	460	460	460	-	-
		Moi's bridge/ Matunda water supply with a capacity of 3,600m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+ 3,600 m <sup>3</sup> /day	CMTS	-	380	380	380	380	-	-
		Kitale town water supply with a capacity of 25,000 m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+ 25,000 m <sup>3</sup> /day	CMTS	-	200	200	200	200	0	-
		Kabiyet Kaiboi water supply with a capacity of 15,000m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+ 15,000 m <sup>3</sup> /day	CMTS	-	505	673	505	505	-	-
		Sosiot Teldet Water supply	Resources,	Tender	3 yrs	+ 12,500	CMTS	-	-	100	100	100	0	84

**Strategic Theme 1: Increase water coverage**
**Strategic Objective 1: To develop and rehabilitate low investment and high impact water infrastructure so as to increase coverage levels from 60.9% to 100%**

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs (million))							
								Y1	Y2	Y3	Y4	Y5			
		with a capacity of 12,500m <sup>3</sup> /day	contractor	documentation and award		m <sup>3</sup> /day									
		Bukura, butere khwisero supply with a capacity of 9,300 m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+ 9,300 m <sup>3</sup> /day	CMTS	-	500	100	0	217	-		
		Keben dam water supply with a capacity of 20,000m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+ 20,000 m <sup>3</sup> /day	CMTS	-	100	100	0	100	100	0	85
		Kapsabet and Nandi Hills Towns water supply with a capacity of 10,000 m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+10,000 m <sup>3</sup> /day	CMTS	300	100	100	0	-	-		
		Nabuyole Dam water supply with a capacity of 30,000 m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+30,000 m <sup>3</sup> /day	CMTS	-	300	200	0	900	-		
		Angololo Dam water supply with a capacity of 31,600 m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+31,600 m <sup>3</sup> /day	CMTS	-	-	500	0	500	0	14	46
		Nzoia 42 (A) Dam water supply with a capacity of 30,000 m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+30,000 m <sup>3</sup> /day	CMTS	-	200	200	0	233	-		
		Sio Sango Dam water supply with a capacity of 38,000 m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+38,000 m <sup>3</sup> /day	CMTS	-	200	200	0	156	-		
		Kipkurere Dam water supply with a capacity of 25,000 m <sup>3</sup> /day	Resources, contractor	Tender documentation and award	3 yrs	+25,000 m <sup>3</sup> /day	CMTS	-	-	800	0	500	0	30	00
		Chepyuk-Kibabii water supply with a capacity of	Resources, contractor	Tender documentation	3 yrs	+ 7,000 m <sup>3</sup> /day	CMTS	-							

Strategic Theme 1: Increase water coverage														
Strategic Objective 1: To develop and rehabilitate low investment and high impact water infrastructure so as to increase coverage levels from 60.9% to 100%														
Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs)						
								Y1	Y2	Y3	Y4	Y5		
		7,000 m <sup>3</sup> /day		and award										
		Develop 1330 small water projects	Resources, contractor	Tender documentation and award	5 yrs	1,026,724 Users connected	CMTS	3047	3047	3047	3047	3047	3047	3047
	2. Rehabilitate of 10 No. existing water supply schemes for major towns to increase supply by at least 5,573m <sup>3</sup> /day by the year 2027	Undertake assessment of 12 No. schemes to determine the rehabilitation needs	Resources, contractor	Rehabilitation needs assessment report	1 yr	12 schemes rehabilitated	CMTS	-	6	-	-	-	-	-
		Completion of Nanmwela pipeline water supply with a capacity of 5,000 m <sup>3</sup> /day	Resources, contractor	Rehabilitated system	1 yr	+ 5,000 m <sup>3</sup> /day	CMTS	-	-	15	-	-	-	-
		Rehabilitation of Asega Dam with a capacity of 5,000 m <sup>3</sup> /day	Resources, contractor	Rehabilitated system	3 yrs	+ 5,000 m <sup>3</sup> /day	CMTS	-	25	30	-	-	-	-
		Rehabilitation of Kipkaren Lunakhandanda upstream community water supply with a capacity of 5,000 m <sup>3</sup> /day	Resources, contractor	Rehabilitated system	3 yrs	+ 5,000 m <sup>3</sup> /day	CMTS	-	15	15	-	-	-	-
		Rehabilitation and expansion of Busia - Mundika water supply with a capacity of 5,000 m <sup>3</sup> /day	Resources, contractor	Rehabilitated system	3 yrs	+ 5,000 m <sup>3</sup> /day	CMTS	-	-	300	300	-	-	-
		Rehabilitation of Kapolet water supply with a capacity of 5,000 m <sup>3</sup> /day	Resources, contractor	Rehabilitated system	3 yrs	+ 5,000 m <sup>3</sup> /day	CMTS	-	-	50	50	-	-	-
		Rehabilitation of Kapsabet-Nandi water supply with a capacity of 5,000 m <sup>3</sup> /day	Resources, contractor	Rehabilitated system	3 yrs	+ 5,000 m <sup>3</sup> /day	CMTS	-	-	50	50	-	-	-
		Rehabilitation of Mumius water supply with a capacity of 5,000 m <sup>3</sup> /day	Resources, contractor	Rehabilitated system	3 yrs	+ 5,000 m <sup>3</sup> /day	CMTS	-	-	50	50	-	-	-
		Rehabilitation of Tindinyo water supply with a capacity	Resources,	Rehabilitated	3 yrs	+ 5,000	CMTS	-	-	50	50	-	-	-

### Strategic Theme 1: Increase water coverage

Strategic Objective 1: To develop and rehabilitate low investment and high impact water infrastructure so as to increase coverage levels from 60.9% to 100%

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs (million))																		
								Y1	Y2	Y3	Y4	Y5														
3. Design and develop last mile connectivity to existing water infrastructure	of 5,000 m <sup>3</sup> /day	Rehabilitation of Matisi water supply with a capacity of 5,000 m <sup>3</sup> /day	contractor	system	3 yrs	m <sup>3</sup> /day																				
		Rehabilitation of Sosiani water supply with a capacity of 5,000 m <sup>3</sup> /day	Resources, contractor	Rehabilitated system	3 yrs	+ 5,000 m <sup>3</sup> /day	CMTS	-	-	50	50	-														
		Mumias last mile connectivity	Resources, contractor	Rehabilitated system	3 yrs	+ 5,000 m <sup>3</sup> /day	CMTS	-	-	50	50	-														
	Last mile connectivity for Vihiga cluster water project	Resources, contractor	Tender documentation and award	2 yrs	+2.6 million users connected	CMTS	-	60	60	-	-	-	-	-	-											
																Resources, contractor	2 yrs	+500000 No. connected users	CMTS	-	300	-	-	-	300	
																Resources, contractor	2 yrs	Last mile connectivity done	CMTS	-	300	-	-	-	300	
	4. Develop and implement environmental commitment plan and social safeguard tools for water projects	Develop and implement water catchment restoration and protection plan	Resources	Water catchment restoration and protection plan	Year 1	Improved social safeguard	MR	1	-	-	-	-	-	-	-	-										
																	Resources	Year 1	Improved social safeguard	MR	1	-	-	-	-	-
																	Resources; MoU with KFS	Disaster preparedness and response plan	Year 1	Improved social safeguard	MR	1	-	-	-	-
	Obtain suitable tree varieties from Kenya Forest Service	Resources; MoU with KFS	Number of suitable tree variety;	Continuous	Improved water sources	CMTS	10	10	10	10	10	10	10	10	10	10										
Resources; MoU with KFS																	Continuous	Improved water sources	CMTS	10	10	10	10	10	10	
Resources; MoU with KFS																	Disaster preparedness and response plan	Continuous	Improved water sources	CMTS	10	10	10	10	10	10

Strategic Theme 1: Increase water coverage												
Strategic Objective 1: To develop and rehabilitate low investment and high impact water infrastructure so as to increase coverage levels from 60.9% to 100%												
Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs (million))				
								Y1	Y2	Y3	Y4	Y5
		Planting trees in water catchment areas and around schemes	Resources	20 million No. of suitable tree variety; Improve carbon sink	Continuous	20 million No. trees planted;	CMTS	10	10	10	10	10
		Use modern technologies in water systems	Resources	Self-backwashing filter units; solarized projects/schemes, wind power plants; gravity systems	Annually	5 No. self-backwashing filter units; 100 No. solarized projects/schemes; 3 No wind power plants; 2 No. gravity systems	CMTS	50	50	50	50	50
		Undertake more research and innovation	Resources; MoU with learning institutions and corporates	Innovative designs	Continuous	Green products	CMTS	10	10	10	10	10

## Strategic Theme 2: Increase sanitation and sewerage coverage

Strategic Objective 2: To develop and rehabilitate sanitation systems so as to increase coverage from 71.95% to 100% by the year 2027

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs)																
								Y1	Y2	Y3	Y4	Y5												
<b>Increased sanitation &amp; sewerage coverage</b>	5. Develop new sanitation systems, including decentralized and onsite ones, to increase wastewater treatment capacity by 37,566m <sup>3</sup> by the year 2027.	Design decentralized sewerage systems	Resources, contractor	Report on decentralized sewerage systems	Immediately	30 No. designs of decentralized sewerage systems	CMTS	10	-	-	-	-	-											
								Construct sewerage system with a capacity of 9,500m <sup>3</sup> /day	Resources, contractor	Construct Mumbias sewerage system	3yrs	+ 9500m <sup>3</sup> /day	CMTS	-	572	572	57	1144						
														Construct sewerage system with a capacity of 2,232m <sup>3</sup> /day	Resources, contractor	Construct Nambale sewerage system	3yrs	+ 2232m <sup>3</sup> /day	CMTS	-	-	469	46	625
																				Construct Kimili town sewerage system with a capacity of 5,000m <sup>3</sup> /day	Resources, contractor	Construct dKimili town sewerage system	3yrs	+ 5000 m <sup>3</sup> /day
								Construct Bungoma Kibabii sewerage system with a capacity of 5,000m <sup>3</sup> /day	Resources, contractor	Construct d Bungoma Kibabii sewerage system	3yrs	+ 5,000 m <sup>3</sup> /day	CMTS	-	-	606	60	808						
														Construct Vihiga (Luanda, Maseno, Chavakali, Mbale, Kainosi and Jeptulu) sewerage system with a capacity of 51,500m <sup>3</sup> /day	Resources, contractor	Constructe d Vihiga sewerage system	3yrs	+ 51,500 m <sup>3</sup> /day	CMTS	-	-	1818	18	2424

**Strategic Theme 2: Increase sanitation and sewerage coverage**

**Strategic Objective 2: To develop and rehabilitate sanitation systems so as to increase coverage from 71.95% to 100% by the year 2027**

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs)				
								Y1	Y2	Y3	Y4	Y5
		Construct sewerage system with a capacity of 6,900m <sup>3</sup> /day	Resources, contractor	Construct Kitale sewerage system	3yrs	+ 6900 m <sup>3</sup> /day	CMTS	-	-	2046	20	2728
								-	99	99	13	-
		Kakamega sewerage project capacity of 5,000m <sup>3</sup> /day	Resources, contractor	Construct Kakamega sewerage system	3yrs	+ 5,000 m <sup>3</sup> /day	CMTS	-	99	99	13	-
								-	-	-	-	-
		Construct ablution blocks	Resources, contractor	Construct ablution blocks	Periodically	100 No. ablution blocks	CMTS	66	66	66	66	66
								-	-	-	-	-
6. Rehabilitate of 2 No. existing wastewater treatment plants to increase treatment capacity by 10,000m <sup>3</sup> /day by the year 2027	Rehabilitation and expansion of Kapsabet sewerage system to a capacity of 11,800m <sup>3</sup> /day	Resources, contractor	Rehabilitated Kapsabet sewerage system	3 yrs	+ 11,800m <sup>3</sup> /day	CMTS	-	-	1155	11	1540	
							-	-	-	-	-	
Expansion of Busia Towns sewerage systems to a capacity of 9,000m <sup>3</sup> /day	Resources, contractor	Expanded Busia Towns sewerage systems	3 yrs	+ 9,000 m <sup>3</sup> /day	CMTS	-	-	1155	11	1540		
						-	-	-	-	-		
7. Develop and implement environmental commitment plan and social safeguard tools for sanitation projects	Plant trees around sewer systems	Resources	5 million No. of suitable tree variety	Continuous	5 million No. trees planted	CMTS	3	3	3	3	3	
							-	-	-	-	-	
	Use modern technologies in sewerage systems	Resources, contractor	Solarized projects/sc hemes, wind power	Annually	9 No. solarized projects/s chemes; 2	CMTS	20	20	20	20	20	
							-	-	-	-	-	

### Strategic Theme 2: Increase sanitation and sewerage coverage

**Strategic Objective 2: To develop and rehabilitate sanitation systems so as to increase coverage from 71.95% to 100% by the year 2027**

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs)						
								Y1	Y2	Y3	Y4	Y5		
				plants		No. wind power plants								

### Strategic Theme 3: Sustainable Management and Maintenance of Water, Sanitation and Sewerage Infrastructure

**Strategic Objective 3: To develop sustainable asset management framework for the utilities (WSPs)**

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs)									
								Y1	Y2	Y3	Y4	Y5					
Sustainable management and maintenance of water, sanitation and sewerage infrastructure	8. Develop robust deeds of Transfer with maintenance schedules	Review the Deed of Transfer with emphasis on O&M and sign as addenda with WSPs	Resource persons	Deed of Transfer with emphasis on O&M	Continuously	Well maintained infrastructure	CM TS	-	-	-	-	-					
								Resource persons; budgetary resources	Monitoring report	Continuously	Well maintained infrastructure	CM TS	2	2	3	3	3
								Schedule and undertake regular preventive maintenance	Maintenance report	Continuously	Well maintained infrastructure	CM TS	50	100	100	10	10
9. Develop and implement a project/	Draft the Infrastructure Performance Plan and sign as addenda to	Resource persons	Infrastructure Performance	Immediately	Well maintained	CM TS	-	-	-	-	-						

Strategic Theme 3: Sustainable Management and Maintenance of Water, Sanitation and Sewerage Infrastructure

Strategic Objective 3: To develop sustainable asset management framework for the utilities (WSPs)

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Act or	Expected Budget (Kshs (million))						
								Y1	Y2	Y3	Y4	Y5		
	infrastructure performance plan for WSPs	existing Deed of Transfer with WSPs		e Plan		infrastructure								
			Monitor compliance	Resource persons	Infrastructure Performance Report	Continuously	Well maintained infrastructure	CM TS	2	2	3	3	3	
			Open a joint escrow bank account with WSPs for repayment of loan on projects	Account opening forms; signatories	Escrow bank account		Timely repayment of loans	CM F& RM	-	-	-	-	-	
10.	Promote innovations and adoption of appropriate technologies in water supply and sanitation to lower OPEX	Use self-backwashing filter units, solar power, wind power, hydropower and gravity systems	Resources, contractor	Lower OPEX	Continuously	50% reduction in OPEX	CM TS	100	100	100	100	100	100	
			Resources	Compliance Standards / Processes	Continuous	Recertifications	MR	10	5	5	5	5		
11.	Enhance ISO compliance	Improve QMS and EMS performance	Resources	Compliance Standards / Processes	Continuous	Recertifications	MR	10	5	5	5	5		
			Resources	Compliance Standards / Processes	Continuous	Certification	MR	30	10	10	10	10		

**Strategic Theme 4: Resource Mobilization and Stakeholders' Partnerships**

**Strategic Objective 4: To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization**

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs)				
								Y1	Y2	Y3	Y4	Y5
Increased collaboration, partnerships, effective stakeholder coordination for more resources	12. Provide technical services and capacity building to strengthen leadership and governance systems of WSPs for sustainability, and efficient effective delivery of services	Undertake periodic capacity building of WSPs	Resource persons	Well governed WSPs	Continuously	Self-sustaining WSPs	CS	5	5	5	5	5
			Resource persons	Well governed WSPs	Continuously	Self-sustaining WSPs	CS	3	3	3	3	
		Enforce Deed of Transfer	Resource persons	Well governed WSPs	Continuously	Self-sustaining WSPs	CS	1	1	1	1	1
	13. Demonstrate leadership in the boards of WSPs and Water Management Committees through a member of the Agency nominated to sit in such Boards and Committees	Participate fully in all Board meetings and any other activities of WSPs	Seconded staff to Board of WSPs	Well governed WSPs	Continuously	Self-sustaining WSPs	CS	1	1	1	1	1
			Resource persons	Well-coordinated WASH sector in the region (WWG)	Continuously	No. of WASH Committee meetings per county	CS	1	1	1	1	1
	14. Establish coordination structure for the water and sanitation sector players	Lead and drive the Agenda in the County Based WASH Committees or Working Group (WWG)	Resources	MoU	Continuously	Harmonised workplan	CS	-	-	-	-	-
			Undertake joint programming with County Governments									

**Strategic Theme 4: Resource Mobilization and Stakeholders' Partnerships**

**Strategic Objective 4: To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization**

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs)					
								Y1	Y2	Y3	Y4	Y5	
15. Establish and sustain strong and viable strategic partnerships and collaborations		including on community projects	Restructure the unit called Resource Mobilization to become Resource Mobilization, Strategic Partnerships and Collaborations	Resource persons	Institutionalized partnerships and collaborations initiatives	Immediately	2 No. of staff	BoDs	-	-	-	-	-
									-	-	-	-	-
									-	-	-	-	-
16. Enhance resource mobilization with focus on diverse funding sources of at least Kshs 34 billion annually		Hold continuous round table engagements with partners/donors and Regional (County) Economic Blocks	Lobby with the parent Ministry and National Treasury on G.o.K budgetary allocation	Resource persons	Amount of funds mobilized	Continuously	Ksh 1 billion annually	CMF &RM	2	2	2	2	2
									2	2	2	2	2
									2	2	2	2	2

**Strategic Theme 4: Resource Mobilization and Stakeholders' Partnerships**

**Strategic Objective 4: To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization**

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs)						
								r (million))						
								Y1	Y2	Y3	Y4	Y5		
				partners; amount of funds mobilized		partners; Ksh 1 billion								
		Develop bankable proposals for PPP/EPC funding	Resource persons	Number of projects funded	Continuously	5 No. PPP/EPC projects costing Ksh 20 billion	CMF &RM	2	2	2	2	2	2	
		Design market – based water and sanitation projects	Resource persons	Number of projects funded	Continuously	5 No. market – based projects costing Ksh 10 billion	CMF &RM	2	2	2	2	2	2	
		Develop resource mobilization strategy	Resource persons	Resource Mobilization Strategy	Immediately	Resource Mobilization Strategy developed	CEO	0.5	-	-	-	-	-	
		Develop bulk water supply projects of at least 55,000m <sup>3</sup> per day (sold at ksh 60/m <sup>3</sup> )	Resources; contractor	Number of bulk water supply projects	Immediately	2 No. bulk water supply projects earning Ksh 1.2 billion in revenue	CMTS	-	-	-	4	4	4	

Strategic Theme 4: Resource Mobilization and Stakeholders' Partnerships												
Strategic Objective 4: To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization												
Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Accountability	Expected Budget (Kshs)				
								Y1	Y2	Y3	Y4	Y5
	17. Procure to pay and enhance efficiency in the utilization of financial resources	Comply with PFM and PPDA Acts	Resources; auditors	Unqualified audit reports	Continuously	85% value for money score in projects	CMF &RM	1	1	1	1	1
								annually				
								Strengthen internal controls	Resources; auditors	Audit reports	Continuously	Audit reports with zero finding on FM issues
		Participate in project appraisals	Resource persons	Project appraisal reports	Continuously	85% value for money score in projects	CMF &RM	1	1	1	1	1

### Strategic Theme 5: Strengthening Institutional Capacity

#### Strategic Objective 5: To enhance institutional and human resources capacity

Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Accountability	Expected Budget (Kshs)				
								Y1	Y2	Y3	Y4	Y5
Good corpor	18. Strengthen corporate governance	Undertake induction and trainings	Resources	Training reports	Annually	Good governance	CEO	5	8	8	8	8

Strategic Theme 5: Strengthening Institutional Capacity														
Strategic Objective 5: To enhance institutional and human resources capacity														
Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs)						
								Y1	Y2	Y3	Y4	Y5		
ate govern ance and perform ance manag ement		Undertake evaluation	Board	Resources	Evaluation reports	Annually	Good governance	CEO	1	1	1	1	1	
		Implement the M&E system	M&E	Resources	M&E system	Continuously	Good governance	PS	2	2	2	2	2	
		Train management on corporate governance	Resources	Resources	Training reports	Biannually	Good governance	CEO	-	-	1.5	-	1.5	
		Review organization structure, salary and HR instruments	Resources	Resources	New organization structure, salary structure; reviewed HR Instruments	Immediately	Zero staff turnover; 90% score in employee satisfaction	MHR	2	-	-	-	-	
		Develop and implement staff capacity building programmes	Resources	Resources	Training reports	Continuously	2 No. training per staff per year	MHR	20	20	20	20	20	
	19. Attract and retain competent staff	Construct /expand office block/space; Insure assets (office buildings and equipment)	Resources	Resources	New office block design; New office block	Immediately	Good work environment	CMC	-	200	200	200	200	200
			Resources	Resources	ERP system	Immediately	Enhanced ICT infrastructure	Manager ICT	-	10	-	-	-	
			Resources	Resources	Enhanced offsite	Immediately	Enhanced ICT	Manager	2.4	2.4	2.4	2.4	2.4	
		20. Enhance the integration of ICT use in service delivery	Acquire and implement a new ERP	Resources	Resources	ERP system	Immediately	Enhanced ICT infrastructure	Manager ICT	-	10	-	-	-
			Enhance offsite computing solutions	Resources	Resources	Enhanced offsite	Immediately	Enhanced ICT	Manager	2.4	2.4	2.4	2.4	2.4

Strategic Theme 5: Strengthening Institutional Capacity														
Strategic Objective 5: To enhance institutional and human resources capacity														
Key Result Area	Strategies	Core Activity	Input	Output	Time Frame	KPI	Actor	Expected Budget (Kshs)						
								Y1	Y2	Y3	Y4	Y5		
				storage		infrastructure	ICT							
		Acquire additional computing devices and replace the old ones	Resources	50 No. of computing devices acquired	Annually	Enhanced ICT infrastructure	Manager ICT	-	3.5	5		3.5		
		Enhance LAN	Resources	Upgraded LAN	Immediately	Enhanced ICT infrastructure	Manager ICT	0.3	-	5		-		-
	21. Strengthen corporate visibility	Undertake proactive media monitoring and management	Resources	Media monitoring report	Continuously	Good corporate image	MCC	3	3	3		3		3
		Undertake rebranding	Resources	No. branded materials	Immediately	New corporate image	MCC	2	-	-		-		-
	22. Improve work environment	Modernize equipment and working tools	Resources	Working tools; customer satisfaction survey	Immediately	90% score in employee satisfaction	CMC S	5	5	5		5		5
	23. Review and update various organization policies	Hire consultants	Resources	Reviewed organization policies	Immediately		CMC S	4	-	-		-		-
	24. Develop and implement a business continuity and disaster recovery plan	Hire consultants	Resources	Business continuity and disaster recovery plan	Year 1	Secure ICT system	Manager ICT	-	10	-		-		-

## Annex 2: Table 6.2 – Year One Workplan

**Strategic Theme 1: Increase water coverage**

**Contractee: Chief Executive Officer**

**Start Date: 1<sup>st</sup> July 2023**

**End Date: 30<sup>th</sup> June 2024**

**Strategic Objective 1: To develop and rehabilitate low investment and high impact water infrastructure to increase coverage levels from 60.9% to 100%**

Key Result Area	Strategies	Core Activity	Unit of Measure	Target for the Contract Period	Responsible Person	Q1	Q2	Q3	Q4	Budget (Mill)	Remarks
						J A S O N D J F M A M J	u g e p t v c n b r r a M J	1	1		
Increased water coverage	1. Develop sustainable water sources, designed with last mile connectivity component, to increase production by at least 106,000m <sup>3</sup> /day by the year 2027.	Conduct feasibility study for Kakamega – Bungoma Bulk water supply with a capacity of 110,000m <sup>3</sup> /day	No. report	1 No. Detailed feasibility study	CMTS		1			50	
		Conduct feasibility study for Busia water supply based on Mt Elgon gravity scheme, with a capacity of 38,000m <sup>3</sup> /day	No. report	1 No. Detailed feasibility study	CMTS		1			50	
		Conduct feasibility study for Port Victoria - Sisenye - Ruambwa water supply with a capacity of 20,300 m <sup>3</sup> /day	No. report	1 No. Detailed feasibility study	CMTS		1			10	
		Conduct feasibility study for Kebedam water supply with a capacity of 20,000m <sup>3</sup> /day	No. report	1 No. Detailed feasibility study	CMTS		1			20	
		Conduct feasibility study for Tinderet water supply	No. report	1 No. Detailed feasibility study	CMTS		1			20	

**Strategic Theme 1: Increase water coverage**

**Contractee: Chief Executive Officer**

**Start Date: 1<sup>st</sup> July 2023**

**End Date: 30<sup>th</sup> June 2024**

**Strategic Objective 1: To develop and rehabilitate low investment and high impact water infrastructure to increase coverage levels from 60.9% to 100%**

Key Result Area	Strategies	Core Activity	Unit of Measure	Target for the Contract Period	Responsible Person	Quarterly Progress				Budget (Mill)	Remarks	
						Q1	Q2	Q3	Q4			
		with a capacity of 6,000m <sup>3</sup> /day		study								
		Conduct detailed feasibility study for Aldai -Kobujoi Water Supply project	No. report	1 No. Detailed feasibility study	CMTS		1				20	
		Conduct detailed feasibility study for Sosiot Teldet Water supply with a capacity of 12,500m <sup>3</sup> /day	No. report	1 No. Detailed feasibility study	CMTS				1		50	
		Conduct detailed feasibility study for Bukura, Butere Khwisero water supply with a capacity of 9,300 m <sup>3</sup> /day	No. report	1 No. Detailed feasibility study	CMTS						10	
		Conduct detailed feasibility study for Kitale town water supply with a capacity of 25,000 m <sup>3</sup> /day	No. report	1 No. Detailed feasibility study	CMTS			1			50	
		Conduct detailed feasibility study for Kabyet-Kaiboi water supply with a capacity of 15,300m <sup>3</sup> /day	No. report	1 No. Detailed feasibility study	CMTS			1			50	
		Conduct detailed feasibility study for	No. report	1 No. Detailed	CMTS			1			20	

**Strategic Theme 1: Increase water coverage**

**Contractee: Chief Executive Officer**

**Start Date: 1<sup>st</sup> July 2023**

**End Date: 30<sup>th</sup> June 2024**

**Strategic Objective 1: To develop and rehabilitate low investment and high impact water infrastructure to increase coverage levels from 60.9% to 100%**

Key Result Area	Strategies	Core Activity	Unit of Measure	Target for the Contract Period	Responsible Person	Q1		Q2		Q3		Q4		Budget (Mill)	Remarks	
						J	A	O	N	J	F	A	M			
		Sio Port water supply a capacity of 5,000m <sup>3</sup> /day		feasibility study												
		Construct Kapsabet and Nandi Hills Towns water supply with a capacity of 10,000 m <sup>3</sup> /day	No. report	1 No. Detailed feasibility study	CMTS							1		3000		
		Develop 266 small water projects	No.	266	CMTS			2	2	2	2	2	2	2	3047	
	4. Develop and implement environmental commitment plan and social safeguard tools for water projects	Develop and implement water restoration and protection plan	No. report	1	MR				1					1		
		Develop and implement disaster preparedness and response plan	No. report	1	MR									1		
		Obtain suitable tree varieties from Kenya Forest Service	No. seedlings	1 million	CMTS			1	1	1	1	1	1	1	10	
		Planting trees in water catchment areas and around schemes	No. seedlings	1 million	CMTS			1	1	1	1	1	1	1	10	

**Strategic Theme 1: Increase water coverage**

**Contractee: Chief Executive Officer**

**Start Date: 1<sup>st</sup> July 2023**

**End Date: 30<sup>th</sup> June 2024**

**Strategic Objective 1: To develop and rehabilitate low investment and high impact water infrastructure to increase coverage levels from 60.9% to 100%**

Key Result Area	Strategies	Core Activity	Unit of Measure	Target for the Contract Period	Responsible Person	Q1				Q2				Q3				Q4				Budget (Mill)	Remarks			
						J	A	S	O	J	A	S	O	J	A	S	O	J	A	S	O					
		Use modern technologies in water systems	No. technologies	4	CMTS			1								1				1				1	50	
		Undertake research and innovation	No. publications and innovations	4	CMTS			1								1				1				1	10	

**Strategic Theme 2: Increase sanitation and sewerage coverage**

**Contractee: Chief Executive Officer**

**Start Date: 1<sup>st</sup> July 2023**

**End Date: 30<sup>th</sup> June 2024**

**Strategic Objective 2: To develop and rehabilitate sanitation systems so as to increase coverage from 71.95% to 100% by the year 2027**

Key Result Area	Strategies	Core Activity	Unit of Measure	Target for the Contract Period	Responsible Person	Q1				Q2				Q3				Q4				Budget (Mill)	Remarks			
						J	A	S	O	J	A	S	O	J	A	S	O	J	A	S	O					
		5. Develop new sanitation systems, including decentralized and onsite ones, to increase wastewater treatment capacity by 37,566m3 by the year	No. report	1 No. Detailed designs	CMTS											1									10	
		Design decentralized sewerage systems	No. report	Detailed designs	CMTS																				66	
		Construct abluition blocks	No.	20	CMTS																				66	





**Strategic Theme 3: Sustainable Management and Maintenance of Water, Sanitation and Sewerage Infrastructure**

**Contractee: Chief Executive Officer**

**Start Date: 1<sup>st</sup> July 2023**

**End Date: 30<sup>th</sup> June 2024**

**Strategic Objective 3: To develop sustainable asset management framework for the utilities (WSPs)**

Key Result Area	Strategies	Core Activity	Unit of Measure	Target for the Contract Period	Responsible Person	Quarterly Progress				Budget (Mtl)	Remarks	
						Q1	Q2	Q3	Q4			
						J A S O N D	J F M A M J					
						u n g	u n g					
	10. Promote innovations and adoption of appropriate technologies in water supply and sanitation to lower OPEX	Use self-backwashing filter units, solar power, wind power, hydropower and gravity systems	3 No. solar power projects and wind power projects	3 WSPs	CM/TS		1	1	1	1	100	
	11. Enhance compliance	ISO Improve QMS and EMS performance	2. new certifications	2	MR		1				10	
		Introduce Information Management System, Health and Safety Management System & Risk Management certification	3. certifications	3	MR			1	1	1	30	

**Strategic Theme 4: Resource Mobilization and Stakeholders' Partnerships**

**Contractee: Chief Executive Officer**

**Start Date: 1<sup>st</sup> July 2023**

**End Date: 30<sup>th</sup> June 2024**

**Strategic Objective 4: To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization**

Key Result Area	Strategies	Core Activity	Unit of Measure	Target for the Contract Period	Responsible Person	Quarterly Progress				Budget (Mill)	Remarks			
						Q1	Q2	Q3	Q4					
						J A S O N D	J F M A M J							
						u u p t v c n	a e b r r a m j							
Increased collaboration, partnerships, effective stakeholder coordination for more resources	12. Provide technical services and capacity building to strengthen leadership and governance systems of WSPs for sustainability, and efficient and effective delivery of services	Undertake periodic capacity building of WSPs	No. report	5	CEO	1	1	1	1	1	5			
	13. Demonstrate leadership in the boards of WSPs and Water Management Committees through a member of the Agency nominated to sit in such Boards and Committees	Participate fully in all Board meetings and any other activities of WSPs	No. board meetings attended	All board meetings	CEO						1			
	14. Establish coordination structure for the water and sanitation sector players	Lead and drive the Agenda in the County Based WASH Committees or Working Group (WWG)	No. meetings	6 (one per county)	CEO		1	1	1	1	1	1		
	15. Establish and sustain strong and viable strategic partnerships and	Restructure the unit called Resource Mobilization to become Resource	No. staff	2	BODs		1				1	-		

**Strategic Theme 4: Resource Mobilization and Stakeholders' Partnerships**

**Contractee: Chief Executive Officer**

**Start Date: 1<sup>st</sup> July 2023**

**End Date: 30<sup>th</sup> June 2024**

**Strategic Objective 4: To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization**

Key Result Area	Strategies	Core Activity	Unit of Measure	Target for the Contract Period	Responsible Person	Quarterly Progress				Budget (Mill)	Remarks			
						Q1	Q2	Q3	Q4					
						J A S O N D	J F M A M J							
						u n p e t v c n	b e a r r p a u n							
collaborations	Mobilization, Strategic Partnerships and Collaborations	Map partners nationally and identify areas of mutual interest for collaborations with each	No. partners	15	CMF& RM			1				3		
								5						
16. Enhance resource mobilization with focus on diverse funding sources of at least Kshs 34 billion annually	Lobby with the parent Ministry and National Treasury on G.o.K budgetary allocation	Develop and sign memorandum of understanding (MOU) with each partner	No. MoUs	15				5				5		
								1	1	1	1	1	20	
Leverage and deepen financing from current development partners	Lobby with the parent Ministry and National Treasury on G.o.K budgetary allocation	Hold continuous round table engagements with partners/donors and Regional (County) Economic Blocks	Ksh	1 billion	CMF& RM							1	2	
Develop bankable			No. of	5 No.	CMF&							5	2	

**Strategic Theme 4: Resource Mobilization and Stakeholders' Partnerships**

**Contractee: Chief Executive Officer**

**Start Date: 1<sup>st</sup> July 2023**

**End Date: 30<sup>th</sup> June 2024**

**Strategic Objective 4: To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization**

Key Result Area	Strategies	Core Activity	Unit of Measure	Target for the Contract Period	Responsible Person	Quarterly Progress				Budget (Mill)	Remarks	
						Q1	Q2	Q3	Q4			
		proposals for PPP/EPC funding	proposals	PPP/EPC projects costing Ksh 20 billion	RM	1						
		Design market based water and sanitation projects	No. of projects proposals	5	CMF& RM			5		2		
	17. Procure to pay and enhance efficiency in the utilization of financial resources	Comply with PFM and PPDA Acts	Audit report	Unqualified audit reports	CMF& RM					1		
		Strengthen internal controls	Audit report	Unqualified audit reports	CMF& RM; CMIA					1		
		Participate in project appraisals	No.	15 No. projects	CMF& RM					1	1	

**Strategic Theme 4: Resource Mobilization and Stakeholders' Partnerships**

**Contractee: Chief Executive Officer**

**Start Date: 1<sup>st</sup> July 2023**

**End Date: 30<sup>th</sup> June 2024**

**Strategic Objective 4: To develop an effective coordination framework for the sector and strengthen partnerships and collaboration for adequate resource mobilization**

Key Result Area	Strategies	Core Activity	Unit of Measure	Target for the Contract Period	Responsible Person	Quarterly Progress				Budget (Mill)	Remarks									
						Q1	Q2	Q3	Q4											
18. Strengthen corporate governance	Undertake induction and trainings	Board	No. BODs trainings	5	CEO	J	S	O	D	J	F	M	A	M	J	1	5			
						A	U	N	E	A	E	A	A							
						U	P	V	C	B	R	R								
19. Attract and retain competent staff	Review organization structure, salary and HR instruments	Develop and implement staff capacity building programmes	No. policies	5	CEO					2			3			2				
20. Enhance integration of ICT use in service delivery	Enhance the computing solutions	Enhance offsite cloud		65	CEO															
21. Strengthen corporate visibility	Undertake proactive media monitoring and management	Undertake rebranding	No. media highlights	20	MCC															
22. Improve work environment	Modernize equipment and working tools	Hire consultants	No. computers	1	CMCS															
23. Review and update various organization policies	Hire consultants		No. computers	1	CMF&RM															



*The Board of Directors, a section of the senior management and the consulting team at a strategic plan validation meeting*

