



NORTHERN WATER WORKS DEVELOPMENT AGENCY (NWWDA)

STRATEGIC PLAN 2024 – 2028

*Water is life sanitation is honour
Maji ni uhai usafi ni ustaarabu*

KENYA
VISION **2030**





VISION

Access to safe, sustainable water and sanitation for all



MISSION

To ensure increased access to quality, affordable and sustainable water and sanitation services through adequate infrastructural development in the area of jurisdiction

CORE VALUES



INTEGRITY



EQUITY



CUSTOMER FOCUS



COLLABORATION



CREATIVITY AND INNOVATIVENESS



PROFESSIONALISM

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FOREWORD



A Strategic Plan is a forward Planning tool which is crucial in propelling an institution towards achieving its goals. It involves the determination of institutional strategic objectives and the strategies that will enable the Agency to achieve its mandate and the resources required to be mobilized. The Plan seeks to implement the Bottom-Up Economic Transformation Agenda (BETA) as anchored in the Fourth Medium Term Plan (MTP IV) and Vision 2030, Africa Union (AU) Agenda 2063 and the provisions of the Sustainable Development Goals. All these

Plans emphasize the need for access to safe and affordable water and sanitation in order to improve citizenry health and accelerate development.

The 2024-2028 Strategic Plan is a product of a participatory process and comprehensive feedback from all our stakeholders. This was guided by various guidelines, policies and legislations already existing for the development, operations and management of the Water Sector. The Strategic Plan is a continuation from the previous Plan 2019-2023 which enabled the Agency to achieve great success as enumerated in the Plan. During the previous Plan, the Agency increased water production and sewerage infrastructure through construction of water pans, drilling of boreholes, dams, sewerage system and sanitation facilities. This has transformed the lives of the residents who can access safe water and improved sanitation facilities closer to their homes.

The Strategic Plan 2024-2028 expounds on our mandate and emphasizes commitment to stakeholders. The Plan has identified three key result areas that reflect the Agency's mandate and functions and will be the pillars of this Strategic Plan. The KRAs are: **KRA 1: Water Supply and Sanitation Infrastructure; KRA 2: Financial Resource Mobilization; and KRA 3: Institutional Capacity Development.**

The implementation of this Plan is the responsibility of the Board of Directors, Management, staff and all stakeholders involved in the delivery of Water and Sanitation Services. I therefore call for close collaboration among all stakeholders.

I take this opportunity to thank the Board and the Management of Northern Water Works Development Agency for their commitment and dedication in formulating this Plan. I also thank The National Treasury and Economic Planning, State Department for Economic Planning for the policy guidelines and support in the development of the Plan.

This strategy has financing gaps which may affect the delivery of the Planned outputs and outcomes. In order to address this the Agency will seek to mobilize resources for Public Private Partnership and development partners to bridge the gaps identified for the Plan period.

Finally, I implore our staff, stakeholders, development partners and Kenyans to work closely with us in order to realize Water is life sanitation is honour (*"Maji ni uhai usafi ni ustaarabu"*) as the rallying call in supporting the realization of Kenyans dream of accessing safe water and dignified sanitation for all.



HON. NASRI SAHAL IBRAHIM
CHAIRPERSON, NORTHERN WATER WORKS DEVELOPMENT AGENCY

PREFACE AND ACKNOWLEDGEMENT



Northern Water Works Development Agency (NWWDA) is one of the nine Water Works Development Agencies established by the Government of Kenya under the Water Act, 2016 to develop and manage public water works. It was established through a special issue of Kenya Gazette Notice No. 28 dated 26th April 2019 to be responsible for development of public water works in the Six (6) Counties of Garissa, Wajir, Mandera, Marsabit, Isiolo, and Samburu. The region has approximately 3.5 million people as per the 2019 National census. The Agency is governed by a

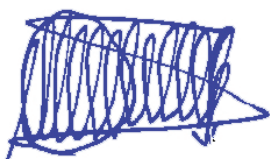
Board of Directors headed by a chairperson, appointed by the Cabinet Secretary, Ministry of Water, Sanitation, and Irrigation (MWSI), while Management is headed by the Chief Executive Officer who is also the secretary to the Board of Directors.

The 2024 – 2028 Strategic Plan is prepared in accordance with the fifth-generation guidelines and is aligned to the national development agenda and the Government's priorities on water and sanitation. The Plan seeks to operationalize the bottom-up economic transformation agenda as anchored in the Fourth Medium Term Plan (MTP) and Vision 2030 blueprint. A departure from the previous Plans, the Strategic Plan puts the citizens at the core of all its activities in articulating the Agency's contributions towards the realization of increased water and sanitation coverage in its area of jurisdiction.

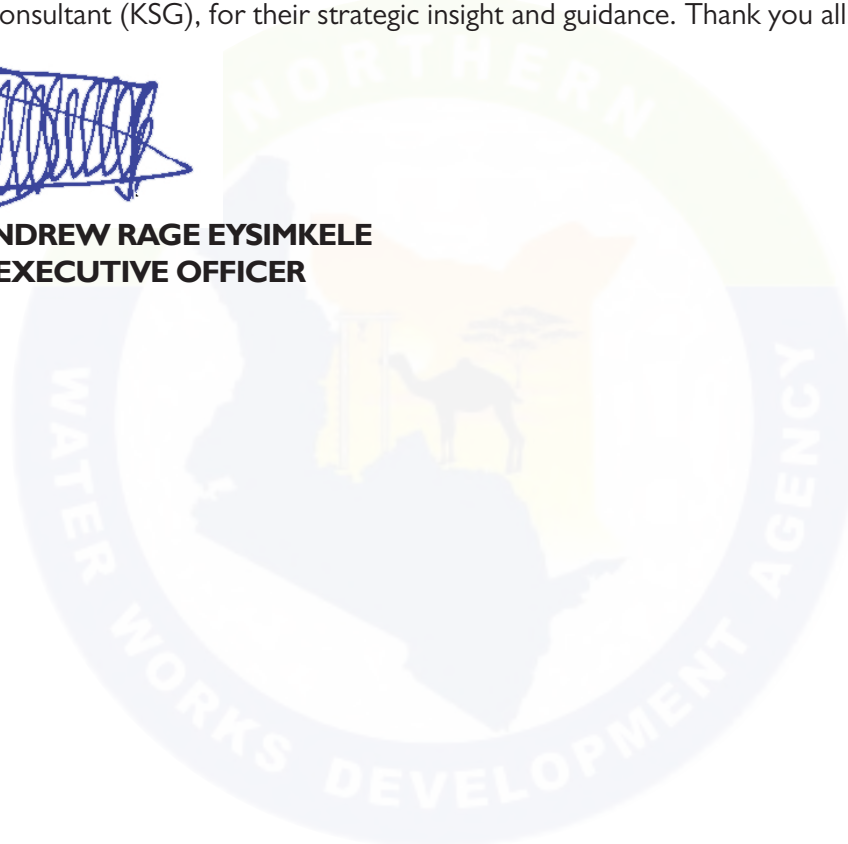
This Strategic Plan has identified three focus areas to facilitate effective realization of our mandate. The three focus areas of the Strategic Plan are namely, Water supply and sanitation Infrastructure, Financial Resource Mobilization, Institutional Capacity Development. The strategic direction and priority area were identified after a detailed end-term review of the previous Strategic Plan as well as situational analysis of the internal and external operating environment of the Agency. The Plan addresses emergent strategic issues which the Agency will focus on over the Plan period as inspired by its vision and mission through tactical and operational strategies and interventions.

The Plan will be implemented through annual work Plans cascaded to departmental and individuals work Plans within the framework of performance contracting. The targets in the annual performance contracts will be negotiated and agreed upon. The Plan will be a key communication tool that forms the basis of engagement with stakeholders while executing the agency's mandate.

On behalf of the management, I would like to thank the Board of Directors for providing strategic direction and guidance during the preparation of this Strategic Plan. May I also thank the management and entire staff for the contribution in the development of this Strategic Plan. I also acknowledge the professional input provided by the Consultant (KSG), for their strategic insight and guidance. Thank you all!



CPA ANDREW RAGE EYSIMKELE
CHIEF EXECUTIVE OFFICER



CONCEPTS AND TERMINOLOGIES

Alternative Dispute Resolution

Means any process used to resolve disputes between parties in civil and criminal proceedings which is outside the usual court based litigation model, and includes processes of mediation, arbitration, judicial settlement, reconciliation and conciliation

Augment sewerage systems

Increasing the existing system by introducing extra capacity

Bulk water service providers

Production of water in bulk by water works development agency or Water Storage Authority to water service providers for retail

Bulk water supply

Production of water in large quantities whether in treated or untreated form to water service providers for retail

Business continuity Plan

A system of prevention and recovery from potential threats to an organization

Climate change financing

Financial resources and instruments that are used to support mitigation and adaptation actions that will address climate change

Dam

Structure built across a stream, a river, or an estuary to retain water.

Desilting

The removal of fine silt and sediment that has collected in a river, pan and dam in order to restore its natural capacity, without widening or deepening of the river, pan and dam.

Dry boreholes

Borehole that does not produce any water or has insufficient quantity that cannot be economically pumped out

Dykes

A thick wall that is built to stop water flooding onto very low-lying land from a river or from the sea

Ground water exploration

The investigation of underground formations to understand the hydrologic cycle to know the groundwater quantity, quality number and type of aquifers in order to use it for various purposes

Last mile water connectivity	The connection of water access from mains or networks to a user's home or community.
Last mile sewer connections	The connection of sewer from mains or networks to a user's home or community.
Low yielding boreholes	Boreholes that cannot meet the required water demand for the homes or farms.
Non-revenue water	Water that has been produced and is "lost" before it reaches the customer or non-accounted water
Onsite-wastewater treatment Plants	Multi-stage systems that collect wastewater generated by a home or business, treated and discharged to the soils rather than collected and transported to a wastewater treatment Plant.
Performance Contracting	A freely negotiated performance agreement between a government, acting as the owner of a public agency and the management of the agency for measuring performance.
Project management cycle	A framework comprising a set of distinct high-level stages required to transform an idea of concept into reality in an orderly and efficient manner.
Quality management System	A formalized system that documents processes, procedures, and responsibilities for ensuring products or services consistently meet customer and regulatory requirements.
Recharge of aquifer	Water that moves from the land surface or unsaturated zone into the saturated zone or aquifer
Resettlement Action Plans	A Plan which specifies the procedures that will follow and the actions it will take to properly resettle and compensate affected people and or communities.
Resilient water and sanitation infrastructure	Ability of water and sanitation infrastructure to absorb disturbance and still retain their basic function and structural capacity.
Reverse osmosis	Water purification process that uses a semi-permeable membrane to separate water molecules from other substances.

Rock catchment structures	A structure that uses a large barren rock surface to collect rainwater.
Rock catchments	A method of harvesting rainwater from stone outcrops, which are giant naturally occurring rocks standing hundreds of feet above the ground.
Roof catchment structures	A conveyance system usually consists of gutters or pipes that deliver rainwater falling on the rooftop to cisterns or other storage vessels.
Sand dams	A reinforced concrete or masonry wall built across a seasonal sandy river to store water to be used when the river dries up.
Sanitation	The systems for taking dirty water and other waste products away from buildings in order to protect people's health.
Sewer services	Service and facilities for collection, treatment and disposal of sewage furnished or available to premises by the sewer system.
Sewerage networks	Network of pipes, pumping stations, and appurtenances that convey sewage from its points of origin to a point of treatment and disposal.
Sewerage systems	Infrastructure that conveys sewage or surface runoff using sewers.
Small dams	Any earth or concrete dam less than 15 meters in height, and with low to moderate hazard potential.
Solarisation	System where solar-powered pumps are used to extract water from wells, rivers, or other water.
Transboundary water courses	A unique international legal instrument and intergovernmental platform which aims to ensure the sustainable use of transboundary water resources by facilitating cooperation.
Wastewater treatment Plants	Provision and maintenance of infrastructure for collection, conveyance, storage, treatment and disposal of wastewater.
Water canal	A human-made waterway that allows water to pass from one body of water to another water body or hinterland storage.

Water catchment area

An area where water is collected by the natural landscape.

Water intakes

A structure built in surface water sources such as rivers, lakes, reservoirs for the withdrawal of water and discharge into conduits of the water supply schemes.

Water pan

A man-made reservoir or small dam designed to capture and store rainwater or runoff for various purposes.

Water scarcity

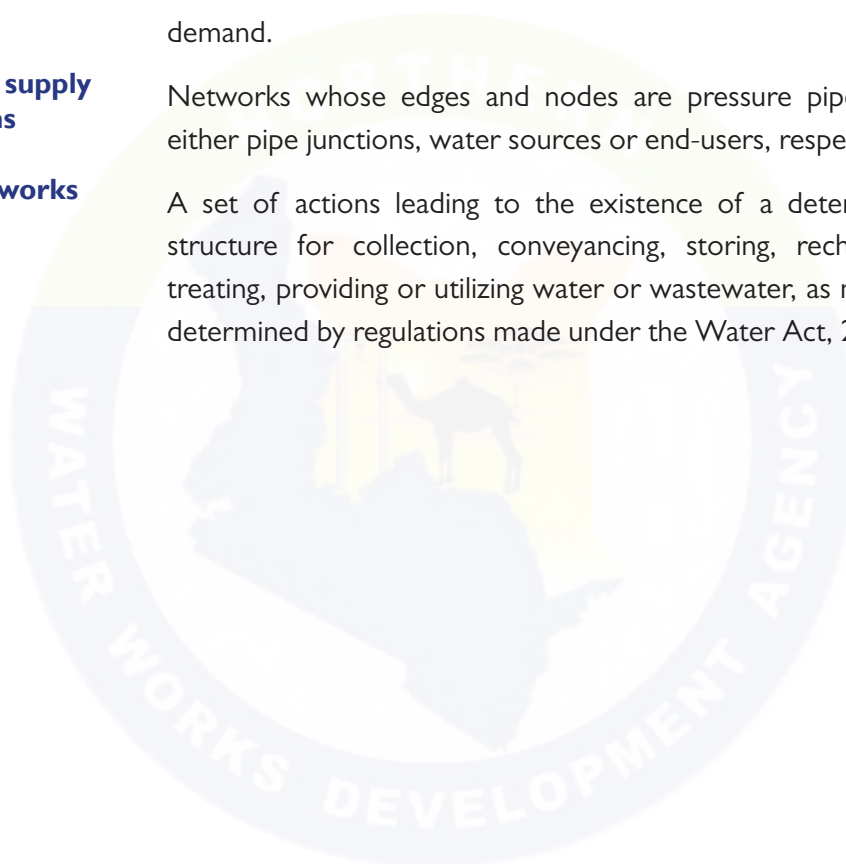
The lack of freshwater resources to meet the standard water demand.

Water supply systems

Networks whose edges and nodes are pressure pipes and either pipe junctions, water sources or end-users, respectively.

Waterworks

A set of actions leading to the existence of a determined structure for collection, conveyancing, storing, recharging, treating, providing or utilizing water or wastewater, as may be determined by regulations made under the Water Act, 2016



ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution
AfDB	African Development Bank
ASALs	Arid and Semi-Arid Lands
AutoCAD	Automatic Computer Aided Design
BETA	Bottom-up Economic Transformation Agenda
CEO	Chief Executive Officer
CoK	Constitution of Kenya
CS	Corporate Services
CSandLS	Corporation Secretary and Legal Services
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
EAC	East Africa Community
ERP	Enterprise Resource Planning
ESIA	Environmental Social Impact Assessment
GIS	Geographic Information Systems
GoK	Government of Kenya
GEA	Government Enterprise Architecture
HRandA	Human Resource and Administration
ICT	Information Communication Technology
ID	Infrastructure Development
IGRTC	Inter-Governmental Relations Technical Committee
IPR	Intellectual Property Rights
ISMS	Information Security Management Systems
ISO	International Organization for Standardization
KEBS	Kenya Bureau of Standards
KeNHA	Kenya National Highway Authority
KeRRA	Kenya Rural Roads Authority
KES	Kenya Shillings
KESHP	Kenya Environmental Sanitation and Hygiene Policy
KFS	Kenya Forest Services
KM	Kilometre
KPIs	Key Performance Indicators
KRA	Key Result Areas
KURA	Kenya Urban Roads Authority
LAN	Local Area Network

LAPSSET	Lamu Port-South Sudan-Ethiopia-Transport
LNOB	Leaving No one behind
MDAs	Ministries Departments Agencies
MIS	Management Information Systems
Mn	Million
MOU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
MTP IV	Fourth Medium Term Plan
NACOSTI	National Commission for Science, Technology and Innovation
NEMA	National Environment Management Authority
NLC	National Land Commission
NWMP	National Water Master Plan
NWRS	National Water Resources Strategy
NDMA	National Disaster Management Authority
NRW	Non-Revenue Water
NWSB	Northern Water Service Board
NWWDA	Northern Water Works Development Agency
PAP	Project Affected Persons
PC	Performance Contracting
PCP	Partnerships and Corporate Planning
PESTEL	Political Economic Social Technological Ecological Legal
PFM	Public Finance Management
PPADA	Public Procurement and Asset Disposal
PPP	Public Private Partnership
QAIP	Quality Assurance and Improvement Programmes
QMS	Quality Management Systems
RAP	Resettlement Action Plans
R&D	Research and Development
RMF	Risk Management Framework
SCM	Supply Chain Management
SDGs	Sustainable Developments Goals
TNA	Training Needs Assessment
VOIP	Voice Over Internet Protocol
WASREB	Water Services Regulatory Board
WRA	Water Resource Authority
WRUAs	Water Resource Users Associations

WSPs

Water Service Providers

WSTF

Water Sector Trust Fund



EXECUTIVE SUMMARY

Northern Water Works Development Agency (NWWDA) was established through a special issue of **Kenya Gazette Notice No. 28 dated 26th April, 2019** in accordance with the Water Act of 2016. Under the Water Act, 2016, Northern Water Service Board (NWSB) was transformed into the Northern Water Works Development Agency. NWWDA is one of the nine (9) Water Works Development Agencies in Kenya. Following the expiry of the Agency's Strategic Plan for the Planning period, 2018 – 2023, the Agency embarked on developing its 6th Strategic Plan. This Plan is organized into eight chapters: -

Chapter One describes the centrality of the Strategic Plan in achieving organizational success for the Agency. It also provides the context of Strategic Planning in consideration of international, regional and national development priorities and frameworks. Further, it provides the history of the Agency as well as the methodology employed in developing the Strategic Plan.

Chapter Two presents the Agency's strategic direction for the 2024-2028 Strategic Planning period focusing on the mandate, vision and mission statement, core values, motto and the quality policy statement.

Chapter Three provides the situational analysis focusing on both external and internal environments within which the Agency operates. It also provides an analysis of past performance from the 2019-2023 Strategic Plan as well as a stakeholder analysis.

Chapter Four outlines the strategic issues that the Agency seeks to address during the Planning period, the goals to be realized and the key result areas linked to the attainment of the strategic goals.

Chapter Five presents the strategic objectives and strategies for the 2024 – 2028 Strategic Planning period with a focus on outcome annual projections and strategic choices to be pursued towards achievement of the strategic objectives.

Chapter Six outlines the implementation Plan, coordination framework and risk management framework for operationalizing the Strategic Plan. The implementation Plan consists of the action Plan, annual work Plan, budgeting and performance contracting. The coordination framework provides the institutional framework to

support implementation, staff establishment, skills set and competence development, leadership responsible for execution and systems and procedures required for effective and efficient implementation of the Strategic Plan.

Chapter Seven presents the financial requirements for implementing the Strategic Plan, sources of funds, resource gaps, resource mobilization strategies and resource management.

Chapter Eight provides the monitoring and evaluation framework that will be used during the implementation of the Strategic Plan. The framework is a management tool that is necessary for effective implementation of programs and projects. The relevant annexures (action Plan implementation matrix, and annual work Plan and budget) have been attached to the Strategic Plan.



CHAPTER ONE: INTRODUCTION



Wamba Dam in Samburu County

1.0 Overview

This chapter describes the centrality of the Strategic Plan in achieving organizational success for the Agency. It also provides the context of Strategic Planning in consideration of international, regional and national development priorities and frameworks. Further, it provides the history of NWWDA as well as the methodology of developing the Strategic Plan.

1.1 Strategy as an Imperative for Organizational Success

Strategic Planning is a significant element of the results-based management framework in an organization. It ensures that an organization defines its strategic direction and makes informed and appropriate decisions regarding resource allocation to implement priority programs and projects. This Plan is developed by the Agency in line with the fifth generation Strategic Planning Guidelines (2023-2027) issued by the National Treasury and Economic Planning through the State Department for Economic Planning. The Plan is also aligned to the Public Service Commission's Performance Management Regulations 2021 which stipulate that every public body shall develop and implement a Strategic Plan. This Strategic Plan has taken cognizance of the external and internal environments within which the Agency operates which formed the basis for identifying strategic issues that the Agency will seek to address in order to achieve its mission and realize its vision. This Strategic Plan therefore:

- (a.) Provides strategic direction of the Agency for the period 2024 – 2028;
- (b.) Sets forth the basis upon which the mission, vision, values, and objectives are developed;
- (c.) Defines the means and approach that will be applied for realization of the strategic objectives of the Agency;
- (d.) Provides a framework for resource mobilization and accountability;
- (e.) Provides a framework for prioritization and allocation of resources; and
- (f.) Defines how the Agency will measure progress in meeting its objectives and evaluate the results.

1.2 The Context of Strategic Planning

The Strategic Plan has been developed in consideration of international, regional and national development frameworks and priorities.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the Planet. The Government of Kenya (GoK) is committed to the attainment of the United Nations Sustainable Developments Goals (SDGs) as adopted by the United Nations General Assembly. SDGs address the economic, social and environmental dimensions of development in a comprehensive and integrated manner.

- (a.) **Goal No. 1: No poverty:** It aims to end poverty in all its forms everywhere. The Agency will contribute towards eradication of poverty by drilling and equipping boreholes, constructing dams and water supply systems. This will empower local communities to undertake livestock production and small-scale irrigation schemes which can sustain them.
- (b.) **Goal No. 3: Good health and well-being:** It aims to ensure healthy living and promote well-being for all at all ages. The Agency will ensure increased access to safe, affordable and sustainable water and sanitation services through adequate infrastructural development in the region.
- (c.) **Goal 5: Gender equality:** It aims to achieve gender equality and empower all women and girls. The Agency will mainstream gender in its programs and projects; and ensure compliance with policies and regulations on gender equality.
- (d.) **Goal No. 6: Clean water and sanitation.** It aims to ensure availability and sustainable management of water and sanitation for all by 2030. Universal access to water and sanitation will progressively be achieved during the period of the SDGs. The Agency will develop adequate water and sanitation infrastructure in its area of jurisdiction that will ultimately ensure availability and sustainable management of water and sanitation for all by 2030 as envisaged in SDG Goal No. 6.
- (e.) **Goal No. 9: Industry, innovation and infrastructure:** It aims to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovations. The Agency will endeavour to construct resilient water infrastructure and spur industrialization in its area of jurisdiction.
- (f.) **Goal No. 12: Responsible consumption and production:** It aims to ensure sustainable consumption patterns. The Agency will contribute to this goal by promoting sustainable practices in water and sanitation by ensuring compliance to existing regulatory frameworks as listed in Section 1.2.6 of this Plan.

- (g.) **Goal 13: Climate Action to mitigate effect of Climate Change:** This goal aims to take urgent action to combat climate change and its impact by regulating emissions and promoting developments in renewable energy. The Agency will contribute towards this goal by enhancing Planning and implement drought mitigation measures, sensitizing communities on the need for conservation, collaborating with relevant stakeholders to develop appropriate afforestation programmes and rehabilitating water and sanitation infrastructure. In addition, the Agency will develop funding proposals for climate financing and enhance collaboration with development partners and agencies for funding.

1.2.2 African Union Agenda 2063

The Agenda 2063 is a collective vision and roadmap for social economic transformation of the continent that is anchored on seven aspirations under which twenty goals have been identified. It builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. Water is critical to achieving Agenda 2063 development goals and aspirations. The Agency's role in Africa Agenda 2063 is reflected in aspirations 1 and 2 as follows:

Aspiration 1: Goal 9 envisions that Africa shall eradicate poverty in one generation and build shared prosperity through social and economic transformation. The Agency will contribute towards eradication of poverty by drilling and equipping boreholes, constructing dams and water supply systems. This will empower local communities to undertake livestock production and small-scale irrigation schemes, which can sustain them.

Aspiration 1: Goal 11 envisions that by 2063, African countries will be amongst the best performers in global quality of life measures. This will be attained through strategies of inclusive growth, job creation, increasing agricultural production; investments in science, technology, research and innovation; gender equality, youth empowerment and the provision of basic services including health, nutrition, education, shelter, water and sanitation. The Agency will ensure increased access to safe, affordable and sustainable water and sanitation services through adequate infrastructural development in the region to improve quality of life.

Aspiration 1: Goal 17 envisions that Africa will participate in global efforts for climate change mitigation that support and broaden the policy space for sustainable development on the continent. Africa shall continue to speak with one voice and unity of purpose in advancing its position and interests on climate change. The Agency will contribute towards this goal by enhancing Planning and implement drought mitigation

measures, sensitizing communities on the need for conservation, collaborating with relevant stakeholders to develop appropriate afforestation programmes and rehabilitating water and sanitation infrastructure. In addition, the Agency will develop funding proposals for climate financing and enhance collaboration with development partners and agencies for funding.

Aspiration 1: Goal 18 envisions that Africa shall have equitable and sustainable use and management of water resources for socio-economic development, regional cooperation and the environment. Water and sanitation are prioritized as basic necessities. The Agency will ensure sustainable use and management of water resources by developing adequate water infrastructure distributed equitably in the area of jurisdiction.

Aspiration 2: Goal 25 aspires that by 2063, the necessary infrastructure will be in place to support Africa's accelerated integration and growth, technological transformation, trade and development. This will include high-speed railway networks, roads, shipping lines, sea and air transport, as well as well-developed ICT and the digital economy. A Pan-African High Speed Train Network will connect all the major cities/capitals of the continent, with adjacent highways and pipelines for gas, oil, water, as well as ICT Broadband cables and other infrastructure. This will be a catalyst for manufacturing, skills development, technology, research and development, integration and intra-African trade, investments and tourism. The Agency will equitably develop modern and resilient water and sanitation infrastructure to spur growth in its jurisdiction.

1.2.3 East Africa Community (EAC) Vision 2050

The rationale for EAC Vision 2050 is to provide a catalyst for the region to enhance transformation, growth and development to propel the community to a higher income cohort and subsequently achieve an upper middle-income status.

The vision is anchored on six (6) pillars namely; Infrastructure Development; Agriculture, Food Security and Rural Development; Industrialization; Natural Resources and Environment Management; Tourism, Trade and Services Development; and Human Capital Development. The Agency will play a role towards the Socio-Economic Indicator of Vision 2050 through:

Sub indicator – Access to safe water: to increase water coverage from 72% to 92.9% by the year 2050. The Agency will contribute towards the achievement of this indicator by drilling and equipping boreholes, constructing pans, dams and water supply to increase access to safe water in the region.

Sub indicator – Access to improved sanitation: to increase sanitation coverage from 40% to 90% by the year 2050. The Agency will contribute towards the achievement of this indicator by developing sanitation infrastructure aimed at increasing access to improved sanitation.

Sub Indicator – Ratio of Engineers to total population: to increase the ratio of engineers to total population from the current 1:5500 to 1:1500 by 2050. This is one of the sub indicators under Human Capital Development pillar. The Agency will contribute towards the achievement of this indicator by increasing the ratio of technical staff to support staff from the current 30 per cent to 70 per cent by 2028.

1.2.4 Constitution of Kenya, 2010

Constitution of Kenya (CoK) Articles 43 (1) (d) entrenches water as a constitutional right by establishing a right to “clean and safe water and in adequate quantities” as well as the right to “accessible, adequate and reasonable standards of sanitation”. The Constitution under Articles 6, 21, 62, 67, 174, 175, 176, 184, 191, 203, 204 and 207 further places an obligation on the government to take steps to progressively realize this right. The Agency will ensure this right is progressively achieved by rehabilitating and maintaining the existing water and sanitation infrastructure, drilling and equipping boreholes, constructing dams and water supply system which are equitably distributed.

1.2.5 Kenya Vision 2030, Bottom-up Economic Transformation Agenda (BETA) and Fourth Medium Term Plan (MTP IV 2023-2027)

Kenya Vision 2030 is the long-term development blueprint for the country and is motivated by a collective aspiration for a better society by the year 2030. It aims to transform Kenya into, “a newly-industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment. Vision 2030 is based on three pillars namely economic, social and political, that are critical in achieving the desired transformation by 2030 and is implemented through successive five-year Medium-Term Plans.

MTP IV focuses on implementation of strategic interventions aimed at driving Kenya’s economy towards a sustainable growth path. The Plan has adopted the theme “Bottom-up Economic Transformation Agenda for Inclusive Growth” and is anchored on the Kenya Kwanza’s government five core pillars that are expected to have the highest impact at the bottom of the economy. These are: Agricultural Transformation and Inclusive Growth; transforming the Micro, Small and Medium Enterprise (MSMEs), Economy; Housing and Settlement; Healthcare; and Digital

Superhighway and Creative Economy. The MTP IV will implement the Kenya Kwanza Bottom-Up Economic Transformation Agenda (BETA) that will drive the economic turnaround and inclusive growth agenda for Kenya.

1.2.6 Role of the Agency in implementation of the Kenya Vision 2030, BETA and MTP IV

The Agency will contribute to the following specific programmes to enhance water and sanitation in the area of jurisdiction:

- (a.) **Construction of small dams and water pans:** The project focuses on ensuring Kenya is drought resilient by enhancing availability of adequate and safe water storage for multi-purpose use. It entails the construction of 1,000 water pans and 200 small dams in Arid and Semi-Arid Lands (ASALs). The Agency will contribute to this programme by constructing 346 water pans and 30 small dams.
- (b.) **Water harvesting for irrigation and domestic use:** The project aims at providing reliable safe and clean water through water harvesting for domestic use and recharge of ground water in 23 ASAL counties, five (5) big towns, 100 small towns and 300 schools. It entails supporting 1,150 water harvesting projects for irrigation to provide 517.5 million cubic metres of water in ASALs. In addition, it entails the construction of 200 small dams and water pans, and drilling of boreholes. Under this programme, the Agency will undertake ground water activities in two (2) major towns and thirty (30) in small towns. In addition, one (1) major dam for urban water supply and two (2) for rural water supply.
- (c.) **Affordable housing:** The project entails the construction of 200,000 affordable housing units annually. Out of these, 60,000 units will be financed through Government support while 140,000 units will be financed through the National Housing Development Fund. Further, the project seeks to increase the number of low-cost mortgages from 30,000 to one (1) million. The Agency will contribute to this programme through provision of water and sewer services for the affordable houses that will be constructed.
- (d.) **Markets development:** The project entails the construction and completion of six (6) metropolitan area markets; 187 Economic Stimulus Package markets across 45 counties, which need to be completed; 47 county-level markets; 100 municipal-level retail markets; and 100,000 containerized hawkers' stalls (5% of the 100,000 stalls will be allocated to persons with disabilities). Towards this end, the Agency will provide water and sewer services for the markets that will be constructed.

- (e.) **Drought resilience:** The project entails the construction of 3,000 water pans to supply 298,282,500 cubic metres of water in ASALs under climate financing. On **Construction of flood mitigation structures**, the project aims to mitigate loss of life (human and livestock) and property due to floods, destruction of infrastructure, disruption of the communication networks and loss to the economy emanating from the effects of floods. The project entails the construction of 70 km of flood control structures, 20 check dams and maintenance of 15 flood control infrastructures in flood prone areas. The Agency will construct 346 water pans as a drought resilience measure and construct Rahole Canal as a flood control measure from Tana River to hinterland.
- (f.) **Construction of climate proof underground water reservoirs in ASALs:** The project targets to construct 300 underground water reservoirs which are climate proof in ASALs, each with a capacity of one (1) million cubic metres to store water for three (3) seasons to mitigate water resource conflicts during prolonged drought periods. The Agency will carry out feasibility study, design and construct one (1) underground water reservoir of one (1) million cubic metres.
- (g.) **Completion of ongoing/stalled domestic water projects:** This involves completion of 700 ongoing/stalled projects. The Agency will fast track completion of six (6) ongoing projects.
- (h.) **Sanitation/sewerage for urban centres:** The project entails the construction of additional 40 sanitation projects in various urban areas and medium-sized towns across the country to increase the urban sewerage coverage from 32 per cent to 40 per cent. This will be achieved through the rehabilitation of sewerage schemes, provision of basic sanitation facilities in schools, expansion, and development of new wastewater treatment Plants with an additional capacity of 123,000 cubic metres per day, last mile sewer connections and onsite-wastewater treatment Plants of 1,000 cubic metres per day for medium size urban areas. The Agency will undertake construction and rehabilitation of six (6) sewerage systems.
- (i.) **Rural water and sanitation (water 10,000 programme):** The programme targets to implement the rural water and sanitation component of the National Water and Sanitation Investment and Financing Plan through a constituency water development initiative. It covers all 290 constituencies targeting rural households and it entails drilling, rehabilitation and Solarization of 4,452 boreholes, 4,398 public institution projects, 4,787 roof catchment structures, desilting of 1,514 pans/dams, protection of 1,188 springs/water catchment areas, 628 sand dams/Djabias/

rock catchment structures and 2,115 water supply/pipeline extension projects.

The Agency will drill and rehabilitate four hundred (400) boreholes, out of which, one hundred (100) will be solarized and six (6) will be powered by wind energy. Fifteen thousand (15,000) meters of roof catchment gutters will be installed and connected to 250 water tanks of 5M3 in public institutions. The Agency will also desilt two hundred and eighty (280) water pans and Plant 100,000 tree seedlings to protect springs/water catchment areas. In addition, fifteen (15) water supply production facilities will be developed and expanded. One hundred (100) sanitation facilities will be developed next to the various water points and public institutions.

(j.) **Provision of water and sanitation to under-served and unserved areas:**

The programme seeks to ensure that under-served and unserved areas in the country have adequate access to water and sanitation services to improve health care. The sector will finance 150 rural and urban water and sanitation projects in low-income areas in collaboration with county governments. The projects are aimed at “Leaving No one behind (LNOB)” by improving access to an additional 1,400,000 people with water services and 600,000 people with sanitation services. The Agency will undertake thirty (30) rural and urban water and sanitation projects in low-income areas in collaboration with County Governments.

1.2.7 Sector Policies and Laws

The following sector laws and policies are relevant for the delivery of the Agency’s mandate:

(a.) **Water Act, 2016**

This Act provides for the regulation, management and development of water resources and water and sewerage services in line with the Constitution. The Water Act, 2016 together with its ensuing regulations provides the legislative framework of operationalising Articles 21 and 43 of the Constitution on government taking steps towards realising the right to water and sanitation services for its citizens. These rights to water and sanitation, will be realised through development of the required infrastructure by the two levels of government. In line with this, the Water Act, 2016 has provided for establishment of Agencies under the National Government for developing these infrastructures.

NWWDA is one of the nine (9) Agencies covering the entire country. It draws its mandate from Section 68 of the Water Act, 2016. According to its mandate, NWWDA shall continue undertaking development, maintenance and management of the national public water and sanitation works within its area of jurisdiction. The other functions of the Agency envisaged in this section of the law include providing reserve capacity as a Water Services Provider (WSP) of last resort, technical support and capacity development of the stakeholders at the county level. The law also requires that NWWDA 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 going to meet liabilities attendant to the project's loans

(b.) National Water Policy, 2021

The overall goal of the Policy is to guide the achievement of sustainable management, development, and use of water resources in the country. The overall objective of the Policy is to provide a framework that is dynamic, innovative, and effective for re-engineering the water sector. NWWDA is contributing towards its implementation by ensuring a resilient, equitable and environmentally sound water management system that meets the present and future needs of our nation, safeguards ecosystem, promotes economic growth, and enhances the overall well-being and quality of life for our citizen.

(c.) The Kenya Environmental Sanitation and Hygiene Policy 2016-2030 (KESHP)

This Policy envisions a clean, healthy and economically prosperous Kenya free from sanitation and hygiene related diseases and seeks to ensure universal access to improved sanitation, clean and healthy environment by 2030. The policy commits the Government of the Republic of Kenya at both National and County levels to pursuing a robust strategy that will not only enable all Kenyans to enjoy their right to highest attainable standards of sanitation but also to a clean and healthy environment as guaranteed by the Constitution of Kenya, 2010. NWWDA will develop strategies devoted to ensuring universal access to sewerage services and provision of clean water to its citizens.

(d.) National Water Resources Strategy (NWRS) 2021-2025

The National Water and Sanitation Strategy 2022-2025 formulated as per Water Act, 2016 Section 64(I) envisages promotion of progressive realisation 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 prioritise progressive

and equitable realisation 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 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 NWWDA in the next five-year period, will go a long way towards realisation of the objectives and aspirations envisaged by the NWRS.

(e.) County Governments Act, 2012

The Act gives effect to the provisions of devolution under Chapter 11 of the Constitution of Kenya, 2010 (CoK, 2010). Under the CoK, 2010, Kenya has two levels of governments namely, County and National Governments. These governments have their organs and agencies that form part of the government machinery. Besides the powers set out under Part 2 of the Fourth Schedule, the County Governments Act enumerates the powers, functions and processes of County Governments more specifically. Provision of water is one of the devolved functions and a responsibility of the County Government even as WSPs are constituted by the County Governments. The Agency works closely with WSPs and County Governments in carrying out its mandate on development and management of public water works. The Agency develops, manages and operates the water infrastructure until the responsibility for the operation and management of the waterworks is handed over to the County Government joint committee.

(f.) The Inter-Governmental Relations Act No. 2 of 2012

The Act provides a framework for consultation and cooperation between the National and County Governments and amongst County Governments. It establishes mechanisms for the resolution of inter-governmental disputes pursuant to Articles 6 and 189 of the CoK, 2010, and for connected purposes. NWWDA will adhere to the framework as far as water services and sanitation are concerned towards the county government.

(g.) Physical and Land Use Planning Act No 13 of 2019 and its Regulations

This Law provides for the principles, procedures and standards for the preparation and implementation of physical and land use development Plans at the national, county, urban, rural and cities level; and the administration and management of physical and land use Planning in Kenya, amongst other things. The Agency will strive to adhere to these regulations.

(h.) Water Services Regulations, 2021

Water services regulations 2021 serves as a legal framework that supports the implementation of the water act 2016 with special focus to the provision of water services. It provides guidance on the management and financing of water services at the national and county government level. The agency will be compelled to adhere to these regulations as bulk water service providers.

(i.) Environmental Management Coordination Act, 2015

Environmental Management and Co-ordination is an act of Parliament to provide for the establishment of an appropriate legal and institutional framework for the management of the environment and for the matters connected therewith and incidental thereto. The Act provides for the establishment of the National Environment Council, the National Environment Management Authority, the National Environment Trust Fund, the Environment Restoration Fund, the National Environment Action Plan Committee, the Standards and Enforcement Review Committee and the National Environment Tribunal, and to regulate various matters relating to the institutions established and various matters relating to protection of the environment including environmental impact assessment, environmental audit and monitoring of the environment. The Agency will adhere to the Act by developing strategies devoted to ensuring universal access to improved sanitation, clean and healthy environment.

(j.) The Land Registration Act No 3 of 2012

An Act of Parliament that was enacted to revise, consolidate and rationalize the registration of titles to land, to give effect to the principles and objects of devolved government in land registration, and for connected purposes. The Agency will adhere to this Act during land acquisition and its utilization.

(k.) Climate Change Act No. 11 of 2016

This Act of Parliament provides a regulatory framework for enhanced response to climate change and measures to achieve low carbon climate development. The Act provides for incorporating climate change adaptation and mitigation in all sectors, including water. This includes implementation of the National Climate Change Action Plan. The Act establishes the Climate Change Fund, which is a financing mechanism for priority climate change actions and interventions. The Agency will enhance Planning and implement drought mitigation measures, sensitize communities on the need for conservation, collaborate with relevant stakeholders to develop appropriate afforestation programmes and rehabilitate water and sanitation infrastructure. The Agency will also develop funding proposals for climate financing and enhance collaboration with development partners and agencies for funding.

(l.) The Community Land Act, 2016

The Act of Parliament gives effect to Article 63 (5) of the Constitution. It provides for the recognition, protection, and registration of community land rights; the management and administration of community land; and the role of county governments in relation to unregistered community land. Article 35 states that natural resources found in community land shall be used and managed sustainably and productively; For the benefit of the whole community including future generations; with transparency and accountability; and based on equitable sharing of accruing benefits. The Agency will adhere to the provisions of the Act.

(m.) National Water Master Plan (NWMP) 2030

In line with the 2021 National Water Policy and Vision 2030, the NWMP provides a framework for managing water resources consistent with Kenya's socio-economic development activities.

Its overall objectives are:

- (i.) To assess and evaluate the availability and vulnerability of the country's water resources up to around 2050 taking into consideration climate change;
- (ii.) To formulate objectives for sustainable water resources development and management in Kenya's six catchment areas;
- (iii.) To formulate an action Plan for WRA's regional offices up to the year 2022 to strengthen their water resources management capability, and
- (iv.) To strengthen the capacity of water resources development and management through transfer of technology to implementation projects.

It is comprised of three sub-Plans for water supply development, water resources development, and environment management:

The **water supply development Plan** has the following objectives:

- (i.) Increase coverage of improved water supply to 100% for both urban and rural areas;
- (ii.) Increase coverage of piped water supply by registered WSPs to 100% for urban population;
- (iii.) Increase unit water supply amount to suitable national standard level (60 L/ person/day); and
- (iv.) Decrease non-revenue **water rate to 20% for efficient water use.**

The **water resources development Plan** has the following objective: To meet all the water demands projected for the target year 2030 including domestic, industrial, irrigation, livestock, wildlife, inland fisheries, and hydropower.

The **environmental management Plan** has the following objective: To minimize the negative impact of the water resource development activities on the natural environment.

The Agency will improve access to water from 22% to 32% and 34% to 44% in rural and urban areas respectively. In addition, the Agency undertakes to minimize the negative impact of the water resource development activities on the natural environment through actions as provided in section 1.2.6(k).

(n.) National Water Services Strategy, 2020–2025

The strategy provides a framework for the implementation of government policies with respect to water supply, sewerage, and basic sanitation in rural and urban settings. It guides institutions, service providers, development partners, and other stakeholders on how sector goals shall be achieved. The set target for Kenya is to reach 100% access at an affordable cost for all by 2030. The Agency will contribute to this strategy by improving access to water in urban areas from 34% to 44% and 22% to 32% in rural areas. In addition, the Agency targets to improve access to sanitation from 8% to 13% in urban areas and 29.1% to 34.1% in rural areas.

(o.) Water Services Regulatory Board (WASREB) Guidelines, 2008

WASREB has established a monitoring requirement that include water quality parameters as well as testing frequencies based on population served. All water supplies must comply with drinking water quality standards established by the Kenya Bureau of Standards (KEBS). The Agency will ensure that the water and sewerage systems constructed meet WASREB and KEBS standards.

(p.) Other Regional and International Obligations and Conventions

The Agency is cognizant of the regional and international obligations to which Kenya is committed. This Plan has thus considered the various regional, international obligations and conventions which are embedded in its operations. These are summarized in table 1.1.

Table 1.1: Regional and International Obligations and Conventions

Convention	Obligation	Role of NWWDA
Article 11(1) of the International Covenant on Economic, Social and Cultural Rights.	Access to safe drinking water and sanitation are internationally recognized human rights, derived from the right to an adequate standard of living.	The Agency will adhere to these obligation.
Convention on protection and use of Transboundary water courses and international lakes.	The water course state shall in their respective territories utilise an international water course in an equitable manner taking care of other state current and future needs.	The Agency will adhere to these obligation (Daua River and Merti aquifer which are international transboundary water resource).

1.3 History of NWWDA

Northern Water Works Development Agency (NWWDA) was established through a special issue of **Kenya Gazette Notice No. 28 dated 26th April, 2019** in accordance with the Water Act of 2016. Under the Water Act, 2016, Northern Water Service Board (NWSB) was transformed into the Northern Water Works Development Agency. NWWDA is one of the nine (9) Water Works Development Agencies in Kenya.

Northern Water Works Development Agency covers an area of 244,809 Km² (about 42% of Kenya land mass) with a population of approximately 3.5 million people and approximately 70% of livestock population in Kenya. The Agency is responsible for the development, maintenance and management of water and sewerage infrastructure in six Counties namely Garissa, Wajir, Mandera, Marsabit, Isiolo, and Samburu. The area of jurisdiction in relation to Kenya's landmass is shown in Figure 1.

People with access to water in NWWDA area stands at 22% while those with access to sewerage sanitation services stand at 8% (Connected). Currently, the Agency has a bulk water production capacity of 33,000 m³/day and a wastewater treatment capacity of 9,400m³/day.

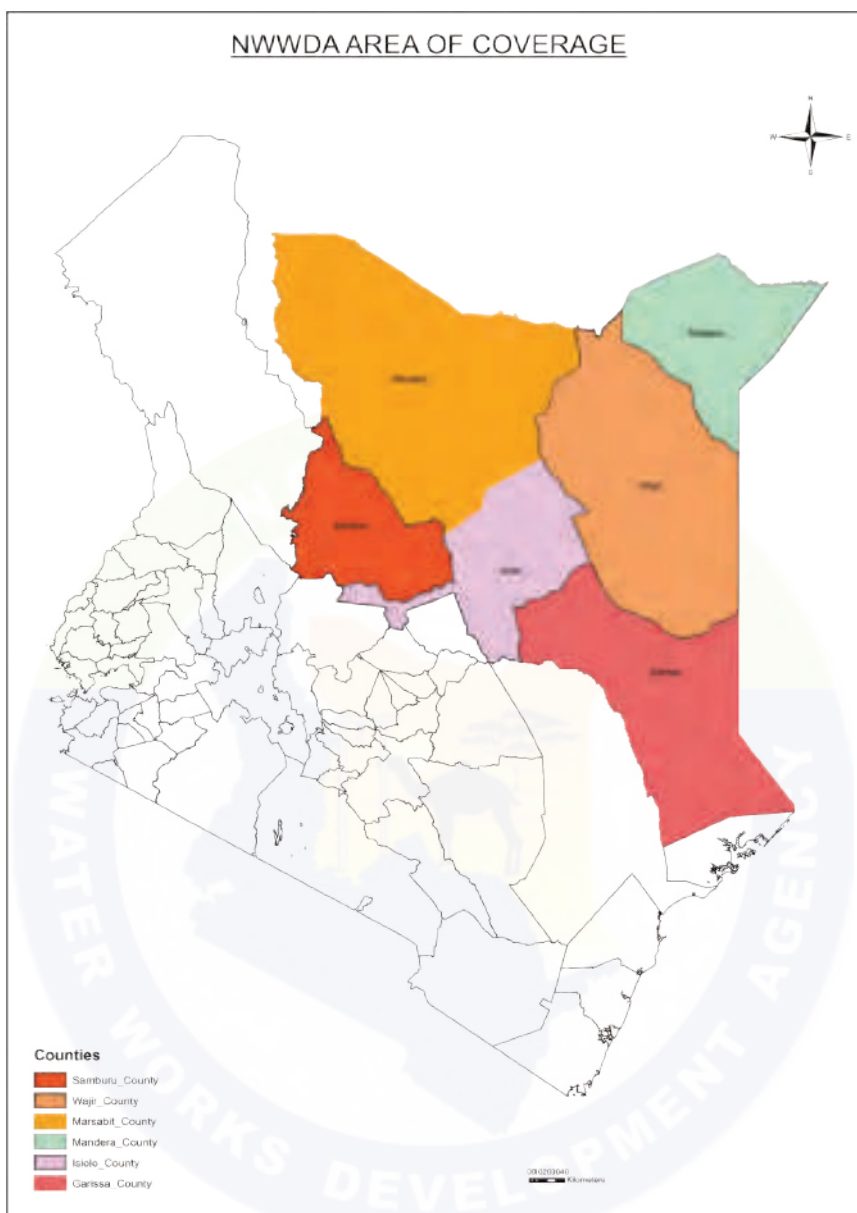


Figure 1: NWWDA area of coverage

1.4 Methodology of Developing the Strategic Plan

The framework for development of the Strategic Plan has been guided by the Revised Guidelines for Preparation of the Fifth Generation Strategic Plans (2023-2027) as issued by the State Department for Economic Planning under the National Treasury and Economic Planning, dated June 2023. The approach and methodology adopted has, therefore, conformed and complied with the guidelines.

In addition, an evidence-based participatory approach was adopted in development of this Strategic Plan. This approach ensured the ideas included in the Strategic Plan were generated from the key stakeholders of the Agency to ensure ownership as well as support for effective implementation.

Views were collected and collated from the Board of Directors, Management, Staff, and external stakeholders. The Agency's performance on the Key Performance Indicators (KPIs) were evaluated for the period of the ending Strategic Plan, and this informed development of the new strategic model for the Agency.



CHAPTER TWO: STRATEGIC DIRECTION



Isiolo Town Water Treatment Plant in Isiolo County

2.0 Overview

This Chapter presents the strategic direction for the Agency for the 2024-2028 Strategic Planning period focusing on the mandate, vision and mission statement, core values, motto and the quality statement.

2.1 Mandate and Functions

The Agency is responsible for the development, maintenance and management of water and sewerage infrastructure in six Counties namely Garissa, Wajir, Mandera, Marsabit, Isiolo and Samburu.

The powers and functions of NWWDA as provided for in the Water Act, 2016 under Section 68 shall be to:

- (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 waterworks 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, 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 as may be requested; and
- (e.) Provide technical support to the Cabinet Secretary in the discharge of his or her functions under the Constitution and this Act.

2.2 Vision Statement

Access to safe, sustainable water and sanitation for all.

2.3 Mission Statement

To ensure increased access to quality, affordable and sustainable water and sanitation services through adequate infrastructural development in the area of jurisdiction.

2.4 Strategic Goals

During the Strategic Planning period, the Agency seeks to achieve the following strategic goals in respect of the various strategic issues identified in 4.1:

- (a.) Increase water and sanitation coverage;
- (b.) Improve financial sustainability; and
- (c.) Enhance institutional effectiveness, efficiency and sustainability.

2.5 Core Values

Our core values are the shared beliefs that will guide and define expected standards of behaviour and culture. The pursuit of our vision and mission will be guided by the following core values:

(a.) Integrity

We are committed to promoting transparency and accountability in our work. We will be impartial, honest, fair, ethical and objective in all the Agency's activities and decision making.

(b.) Equity

The Agency is committed to ensuring that water and sanitation infrastructure projects are fairly allocated according to need, value to economy and efficient usage, mindful of the marginalized and vulnerable groups across the area of its jurisdiction.

(c.) Customer focus

We shall be responsive to the needs of our customers and focus on achieving desired outcomes by ensuring that all decisions are focused on the end result.

(d.) Collaboration

We commit to build, support and encourage collaboration and cohesiveness across teams and with all our stakeholders in order to achieve our mission.

(e.) Creativity and innovativeness

We commit to foster an enabling environment that encourages science, technology, innovation, creativity, continuous learning and improvement for efficient and effective service delivery.

(f.) Professionalism

We will maintain high standards of professional ethics while discharging our responsibilities and commit to deliver quality reliable services.

2.6 Motto

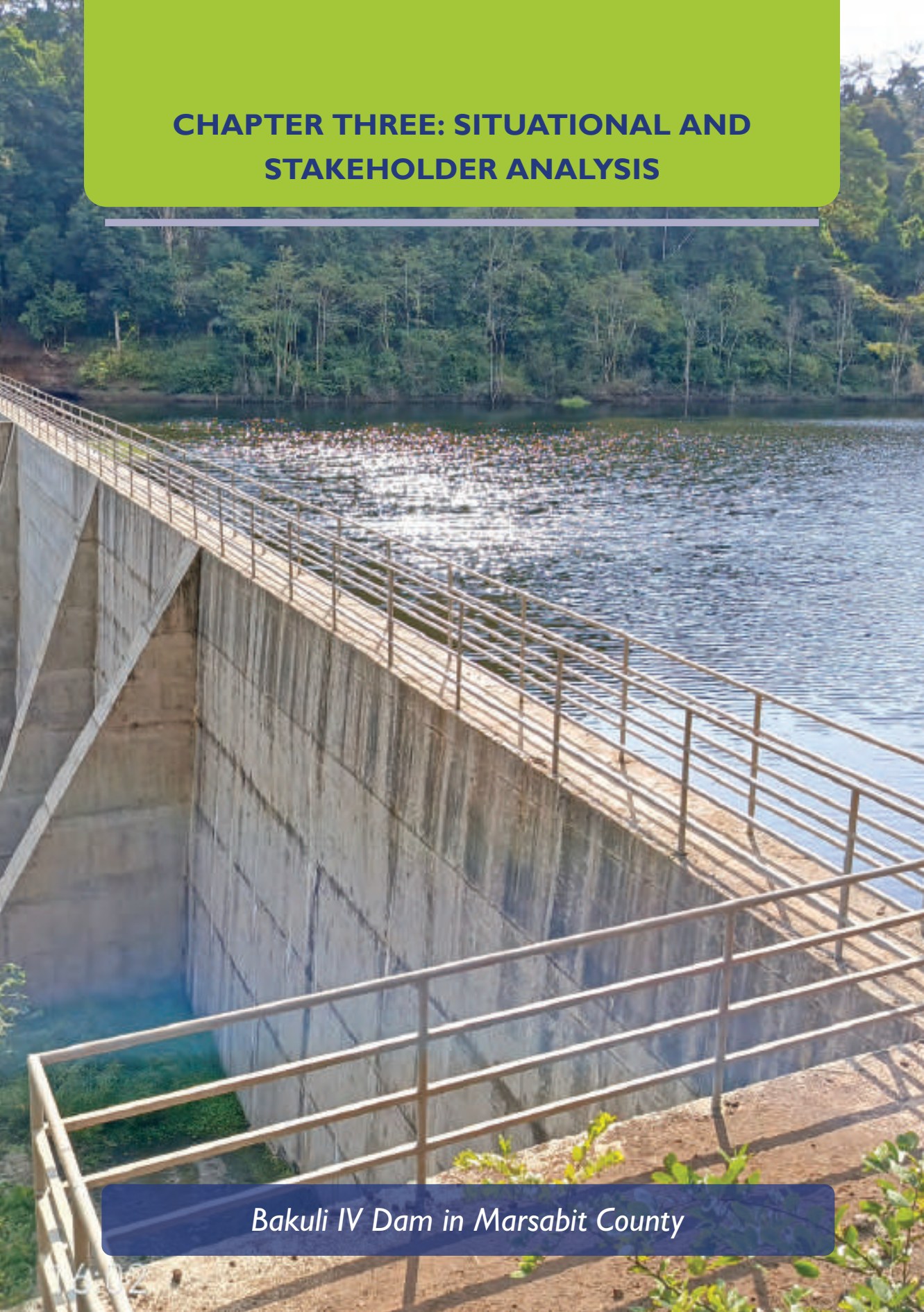
"Water is life, sanitation is honour."

"Maji ni uhai, usafi ni ustaarabu."

2.7 Quality Policy Statement

The Northern Water Works Development Agency is committed to provide quality climate resilient water and sanitation infrastructure to the communities under its jurisdiction. We aim to continually maintain and improve the efficiency and effectiveness of our quality management system that meets the applicable regulatory framework and standards.





CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

Bakuli IV Dam in Marsabit County

3.0 Overview

This Chapter provides the situation analysis focusing on both the external and internal environment within which NWWDA operates. It also provides analysis of past performance from the 2019-2023 Strategic Plan as well as a stakeholder analysis.

3.1 Situational Analysis

3.1.1 External Environment

An analysis of NWWDA's external environment was undertaken to appreciate the implications of developments in the external environment as manifested in opportunities and/or threats.

3.1.1.1 Macro-environment

An analysis of the major external factors which have both direct and indirect impacts on the Agency's decision making and performance was undertaken using PESTEL. Table 3.1 provides the PESTEL factors identified, their strategic implications and strategic responses:

Table 3.1: Macro Environment Analysis

Category	Factor	Strategic Implication	Strategic Response
Opportunities			
Political	Political good will	Accelerated project implementation and completion.	- Involve all stakeholders in project management cycle - Equitable distribution of resources.
		Support for the achievement of the Agency's mandate.	- Collaboration through IGRTC. - Collaborate with County Governments in project management cycle.
		Improved resource mobilization.	Seek more funding from GoK and Development partners.
	Presidential directives	Support for the achievement of the Agency's mandate.	- Embrace Public Private Partnership (PPP) model. - Comply with presidential directives.

Category	Factor	Strategic Implication	Strategic Response
	Support from local leaders.	- Accelerated project implementation and completion. - Stable political environment.	Engage local leaders in project management cycle.
	Changes in Government	- Shift in government policies and priorities in support of the Agency's mandate. - Change in governance structure	- Align with new government policies and priorities. - Collaborate with County Governments in project management cycle. - Collaboration through IGRTC.
THREATS			
Political	Lack of political goodwill	Delay in project implementation	Engage political leaders for projects buy-in
	Political interference	- Skewed projects distribution - Delays project implementation - Compromises safety and security of project team	- Involve all stakeholders in project management cycle - Equitable distribution of resources - Engage security agencies during project implementation
	Changes in National Government regime	- Shift in government policies and priorities that disadvantages the Agency - Reduction in the Agency's area of jurisdiction	Align policies with the new government policies and priorities
	Changes in County Government regime	Delays in project implementation	Collaboration through IGRTC
	Changes in regional and international frameworks	Delays or stoppage of project implementation	Engage relevant Government Agencies

Category	Factor	Strategic Implication	Strategic Response
OPPORTUNITIES			
Economic	Economic growth	- Increased government investment in water sector. - Improved access to water and sanitation services	- Develop modern water and sanitation infrastructure. - Comply with loan repayment conditions
	Availability of adequate land	Ease of project implementation	- Implement RAP. - Develop water and sanitation infrastructure.
	Economically empowered urban population	- Improved water and sanitation services - Sustainable water and sanitation projects	- Increase investments in water and sanitation services. - Strengthen operation and maintenance of water and sanitation infrastructure.
	Availability of funds from donors	Developed water and sanitation infrastructure	- Develop project proposals for funding. - Partner with other stakeholders in development of water and sanitation infrastructure.
	Ongoing LAPSSET project	- Enhanced accessibility to the Agency's area of jurisdiction. - Lowered cost of implementing projects.	Enhance water and sanitation projects along the LAPSSET corridor and its environs.
	International exchange rate	Reduced cost of debt repayments.	Factor in exchange rate during project Planning.
	Climate change financing	Increased potential for funding.	Develop funding proposals for climate financing.

Category	Factor	Strategic Implication	Strategic Response
THREATS			
Economic	Budget cuts	Delays in project implementation	Timely Planning and implementation of projects
	Exchange rate fluctuations	- Increased cost of projects - Increased cost of debt repayments	Complete projects in time to avoid price escalations
	High Inflation rates	- Increased cost of projects - Delays in project implementation	Variation in project costs
	High Poverty levels	- Minimal community contribution in project implementation - Inability to pay for water affecting sustainability of projects - Vandalism of water infrastructure through theft of components	- Create community awareness on ownership of projects - Develop pro-poor programmes - Advocate for community policing to protect water and sanitation infrastructures
	Scarcity of construction materials	High cost of construction	Allocate sufficient resources
	Default in debt servicing	Shrinkage in investments especially in water	- Collaboration through IGRTC - Enforce deeds of transfer for projects
OPPORTUNITIES			
Social	High population growth	Increased demand for water resources	Continuously improve water and sanitation infrastructure
	Community goodwill	Enhanced implementation of projects	Timely implementation of projects

Category	Factor	Strategic Implication	Strategic Response
	Good will from civil society and Faith based organizations	Support in project implementation	Involve stakeholders in project management cycle
THREATS			
Social	Clan dynamics	- Delays in project implementation - Destruction of projects	- Engage security agencies during project implementation - Engage local leaders and undertake community sensitization
	Insecurity	- Loss of funding - Delays in project implementation - Destruction of water and sanitation infrastructure	Engage security agencies during project implementation
	High population growth	Overstretched water and sanitation systems	Plan for expansion of water and sanitation systems
	UnPlanned Settlements	Inability to provide water and sanitation services	Collaborate with County Governments in Planning
	Low literacy levels in the area of jurisdiction	Difficulty in sensitizing the community on the need to pay for water services	- Sensitize the community in collaboration with relevant stakeholders - Partner with local media to disseminate information in local languages
OPPORTUNITIES			
Technological	Abundant solar and wind energy	- Low cost of operations - Clean energy which contributes to climate change adaptation	Use of solar and wind energy

Category	Factor	Strategic Implication	Strategic Response
	Available technologies in ground water exploration	Reduced failure rates	Adopt technologies as appropriate
THREATS			
Technological	Rapid changes in technological developments	- High cost of investment in new technologies - Risk of technological obsolescence	- Solicit for funds to invest in new technologies - Adapt to latest technology - Collaboration with NACOSTI and training institutions on technology transfer
	Poor road and Communication infrastructure	High cost of services delivery	- Liaise with relevant stakeholder - Procure off road vehicles
	Available technologies in ground water exploration	Over exploitation of ground water resources	- Harness water for ground recharge - Diversify sources of water
	Cyber security risks	Risk of data loss/theft	Strengthen cyber security and risk management
OPPORTUNITIES			
Ecological	Availability of perennial sources of water	Inter basin water transfer	- Sustainably maximize the use of available sources of water - Recharge of aquifer
	Availability of adequate surface run off during heavy rains	- Abundant amount of water - Recharges water table	Harness rain water harvesting and storage

Category	Factor	Strategic Implication	Strategic Response
	Climate change	Facilitates additional fund-ing	Develop funding propos-als for climate financing
THREATS			
Ecological	Climate change	- Loss of livelihoods - Depletion of water source - Desertification - Destruction of water and sanitation infrastructure due to flooding	- Enhance Planning and implement drought miti-gation measures - Sensitize communities on the need for conservation - Enhance collaboration with development part-ners and agencies for funding - Collaborate with relevant stakeholders to develop appropriate afforestation programmes - Rehabilitate water and sanitation infrastructure
	Inadequate water sources	High cost of water pro- vision	Provide sufficient funds
OPPORTUNITIES			
Legal	Legal and regulatory changes	- Enhanced service delivery - Guides on water and san- itation	Comply with changes in legal and regulatory frameworks
THREATS			
Legal	Legal and regulatory changes	Increased compliance cost	Comply with changes in legal and regulatory frameworks
	Litigation	- Delays project completion - High litigation cost	- Adhere to contractual obligations - Adopt Alternative Dis- pute Resolution (ADR) mechanism

3.1.2 Summary of Opportunities and Threats

Based on the analysis of the external environment, a summary of opportunities and threats is provided in Table 3.2.

Table 3.2: Summary of opportunities and threats

Factor	Opportunities	Threats
Political	- Political good will. - Presidential directives. - Support from local leaders. - Changes in Government	- Political interference. - Changes in National Government regime. - Changes in County Government regime. - Changes in regional and international frameworks
Economic	- Economic growth. - Availability of adequate land. - Economically empowered urban population. - Availability of funds from donors. - Ongoing LAPSET project. - International exchange rate. - Climate change financing	- Budget cuts. - Exchange rate fluctuations. - High Inflation rates. - High Poverty levels. - Scarcity of construction materials. - Default in debt servicing
Social	- High population growth. - Community goodwill. - Good will from civil society and Faith based organizations	- Clan dynamics. - Insecurity. - High population growth. - UnPlanned Settlements. - Low literacy levels in the area of jurisdiction
Technological	- Abundant solar and wind energy. - Available technologies in ground water exploration	- Rapid changes in technological developments. - Poor road and communication infrastructure. - Available technologies in ground water exploration. - Cyber security risks

Factor	Opportunities	Threats
Ecological	• Availability of perennial sources of water. • Availability of adequate surface run off during heavy rains. • Climate change	• Climate change. • Inadequate water sources
Legal	• Legal and regulatory changes	• Legal and regulatory changes • Litigation

3.1.3 Internal Environment

Internal factors that could impact the Agency's success were analysed. These factors focused on examining the governance and administrative structures, internal business processes and resources capabilities.

3.1.3.1 Governance and Administrative Structures

Governance and administrative structures focused on examining governance structures, internal policies, structures, decision making arrangements and reporting relationships. An analysis of Governance and Administrative Structures is provided in Table 3.3.

Table 3.3: Governance and administrative structures analysis

Category	Factor	Strategic Implication	Strategic Response
STRENGTHS			
Governance and Administrative Structures	Mandate derived from the Constitution of Kenya, 2010 and Water Act, 2016	• Legally established and recognized institution in the water sector	• Implement mandate
	Fully constituted Board with diverse skills	• Provides strategic direction, Policy Formulation and oversight • Enhances credibility	• Enhance capacity of the Board • Enhance stakeholder engagement • Promote good corporate governance

Category	Factor	Strategic Implication	Strategic Response
	Supportive Management	- Advances mission and purpose of the Agency - Improves productivity - Provides guidance on the day to day operations - Maintains Integrity of the Agency	- Timely implementation of Board decisions - Continuously build capacity of management - Recognize and reward for performance
	Approved Human Resource Instruments	- Facilitates governance and decision making - Improves performance and productivity	- Implement Human Resource Instruments - Continuously review the human resource instruments
	Existence of internal policies and guidelines	Efficient execution of mandate	Develop, Implement and review the policies and guidelines
	Effective communication	- Facilitates timely decision making - Improves productivity - Enhances collaborations and teamwork - Fosters good relationship and feedback	- Enhance teamwork - Strengthen internal communication - Promote organizational culture that supports strategy
WEAKNESSES			
Governance and Administrative Structures	Inadequate staff against the approved establishment	Low performance and productivity	Acquire the necessary approvals for funding
	Inadequate policies	Inconsistencies in decision making	Develop, implement and review policies

3.1.3.2 Internal Business Processes

Internal business processes examine the Agency's systems, processes, and standard operating procedures to identify areas of strengths and weaknesses. Table 3.4 provides the factors identified and their implication on strategy.

Table 3.4: Internal business processes analysis

Category	Factor	Strategic Implication	Strategic Response
STRENGTHS			
Internal business Processes	Quality management System	Standardized methods of implementation of activities	Improve the quality management system
	Internal controls and procedures	Enhances governance and minimizes risk	Continuously enhance internal controls
	Management Information Systems (MIS)	- Enhances efficiency in the Agency's operations - Facilitates remote working	- Enhance use of MIS - Enhance staff ICT skills
WEAKNESSES			
Internal business Processes	Expired ISO certification	- Reduces customer confidence - Limited internal processes control	Acquire ISO 9001:2015
	Low uptake of Management Information Systems	Reduces efficiency in the Agency's operations	- Enhance use of MIS - Enhance staff ICT skills
	Inadequate ICT facilities and equipment	Reduces performance and productivity	Improve ICT facilities and equipment

3.1.3.3 Resources and Capabilities

Resources and capabilities analysed the tangible, intangible and organizational capabilities to identify potential strengths and weaknesses. The factors analysed are enumerated in Table 3.5.

Table 3.5: Resources and capabilities analysis

Category	Factor	Strategic Implication	Strategic Response
STRENGTHS			
Resources and Capabilities	Office equipment and accessories	Improved performance and productivity	Improve and maintain office equipment and accessories
	Competent and skilled staff	Improved service delivery and productivity	- Succession Planning and management - Recognize and reward staff - Enhance capacity building
	Conducive work environment	Improved service delivery and productivity	Improve work environment
	Sub-regional office	Improves project supervision	Mobilize fund for additional staff
	Land, motor vehicles and water equipment	Improved service delivery	- Improve and maintain motor vehicles and water equipment - Enhance asset management
WEAKNESSES			
Resources and Capabilities	Inadequate financial resources	- Increased cost of project implementation - Low investments in water and sanitation infrastructure	Diversify sources of funding
	Inadequate staffing levels	Reduces performance and productivity	Mobilize funds for additional staff
	Inadequate office space	Low productivity	Provide adequate office space

3.1.4 Summary of Strengths and Weaknesses

Based on analysis of the internal environment a summary of strengths and weaknesses is provided in Table 3.6.

Table 3.6: Summary of strengths and weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative structures	• Mandate derived from the Constitution of Kenya, 2010 and Water Act, 2016 • Fully constituted Board with diverse skills • Supportive Management • Approved Human Resource Instruments • Existence of internal policies and guidelines • Effective communication	• Inadequate staff against the approved establishment • Inadequate policies
Internal business Processes	• Quality management System • Internal controls and procedures • Management Information Systems (MIS)	• Expired ISO certification • Low uptake of Management Information Systems • Inadequate ICT facilities and equipment
Resources and capabilities	• Office equipment and accessories • Competent and skilled staff • Conducive work environment • Sub-regional office • Land, motor vehicles and water equipment	• Inadequate financial resources • Inadequate staffing levels • Inadequate office space

3.1.5 Analysis of 2019– 2023 Strategic Plan Performance

During the implementation of 2019-2023 Strategic Plan, the NWWDA realised several milestones based on the Key Result Areas upon which it was premised. The overall end-term achievement of the Strategic Plan 2019-2023 is (56.93%). The key achievements based on each Key Result Areas are presented in Table 3.7.

3.1.5.1 Key Achievements

Table 3.7: Achievement per Key Result Area

S/No.	Theme	Level of Implementation
1.	Water and Sanitation Coverage	38
2.	Research and Development	56.1
3.	Institutional capacity development	76.7
	Overall End-term Achievement	56.93

A summary of the achievements for each of the Key Result Areas at outcome and output levels is presented below:

(a.) Key Result Areas I: Water and Sanitation Coverage

The average score for this key result area was assessed at 38%

On water coverage, the Agency had set to increase access to safe water in rural areas from 19.3% to 59.3%. In the period under review, access to safe water in rural areas increased from 19.3% to 22%. This was achieved through construction of 19 water supplies, drilling and equipping 40 boreholes, construction of nine (9) water pans of 50,000^{m³}, seventy-two (72) water pans of 20,000^{m³} - 40,000^{m³}, and three (3) Pans of 100,000^{m³}- 200,000^{m³}. In addition, thirteen (13) boreholes were rehabilitated, two (2) dams constructed at Forolle and Wamba. Further, 215 Million was allocated to mitigate drought.

In the Urban areas, the Agency targeted to increase access to safe water from 32.2% to 52.2%. During the Plan period 2019-2023, access to safe water in the urban areas increased from 32.2% to 34%. The Agency actualized this through construction of three (3) water supply networks in Mandera, Marsabit and Maralal whose completion rates stand at 70%, 97% and 2% respectively. Two (2) last mile connectivity was undertaken in Isiolo and Garissa Towns. Construction of Yamo storage dam was also undertaken.

On sanitation coverage, the Agency had set to increase access to sanitation services in urban areas from 6.89% to 26.9%. During the period under review, access to sanitation services in urban areas increased from 6.9% to 8%. To achieve this, the Agency constructed two (2) sewerage networks in Mandera and Marsabit which are 73% and 88% completed respectively. Sewer system for Loyangalani was designed while the Maralal design was reviewed. Last mile connectivity was undertaken in Isiolo Sewer lines

In the rural areas, the Agency targeted to increase access to sanitation services from 27.1% to 57.1%. Access to sanitation services increased from 27.1% to 29.1% during the 2019-2023 Plan period. Ten (10) Sanitation facilities were constructed in all water facilities in the rural areas.

The Agency also targeted to enhance sustainability of water and sanitation infrastructure. During the period under review, the Agency has enhanced sustainability of water and sanitation infrastructure through installation of 50 solar power units. Further, the Agency sensitized WSPs on non-revenue water reduction strategies.

(b.) Key Result Areas 2: Research and Development**The average score for this key result area was assessed at 56.1 %**

The Agency targeted to improve efficiency in project implementation by promoting research, development and adoption of appropriate technology. During the 2019-2023 Planning period, the Agency build institutional capacity on research and Information management, developed two (2) research proposals, initiated partnerships in research programs with National Disaster Management Authority (NDMA) and adopted solarisation of boreholes.

(c.) Key Result Areas 3: Institutional Capacity Development**The average score for this key result area was assessed at 76.7%**

On Institutional Capacity Development, the Agency targeted to enhance the Agency's financial ability to discharge its mandate through enhanced funding from development partners and exchequer funding. During the period under review, the Agency mobilized 5.7Billion from development partners against the targeted 43.0B and received 6.757Billion from GoK against the targeted 4.235Billion. Total amount mobilized was 12.457 against the targeted 47.235B representing 26.4%. To achieve this, a resource mobilization strategy was developed; two partnership agreements were signed with AfDB and World Bank. To manage resources prudently, the Agency adhered to the Public Financial Management Act, 2015 (PFM) and the Public Procurement and Asset Disposal Act, 2015 (PPADA)

To strengthen governance and corporate affairs, the Agency improved the corruption perception score from 2.7 to 2.0, built capacity of Board and management on good corporate governance, implemented Mwongozo Code of Conduct, reviewed and implemented Governance Manuals. To manage organizational risk, the Agency's risk management framework was developed and approved. In order to enhance stakeholder collaboration and partnerships a draft stakeholder engagement framework was developed and implemented 65%. To improve customer satisfaction, the customer service charter was reviewed and implemented. In addition, three (3) customer satisfaction surveys were undertaken with customer satisfaction index at 76.5%, 78.5% and 80% respectively for the periods 2019/20, 2020/21 and 2021/22 respectively. The survey recommendations were implemented 60%.

The Agency sought to attract, develop and retain highly skilled and motivated staff. To this end, the Agency reviewed the human resource instruments, improved human resource capacity by hiring an additional twelve (12) staff against the targeted 17. The employee satisfaction index has increased from 75% to 80% in (2019/20) and to 82%

in 2020/21 respectively. The Agency was able to align the organization structure with strategy and staff establishment reviewed from 55 to 89. Training Needs Assessment (TNA) was undertaken, and recommendations implemented with 80% of staff trained.

To improve work environment, 65% of the previous recommendations of work environment survey were implemented. Further, 30% of recommendations of office space requirements evaluation, 30% of employee satisfaction survey recommendations as well as 100% of safety audit recommendations were implemented. To strengthen performance management system, Performance management framework was developed and implemented.

To enhance operational efficiency, the Agency's Automation index has improved from 41% to 54%. To achieve this, the Agency's ICT Policy was reviewed and approved. An ICT needs assessment was carried out, ICT infrastructure was provided that included six (6) ICT systems. 80% of staff were trained on ICT systems. The Agency also partially complied with five (5) GoK ICT standards out of the nine (9) targeted. These are: Data Centre Standard 2023, End-User Computing Devices Standard 2023, ICT Networks Standard 2023, Information Security Standard 2023 and Systems and Applications Standard 2023.

3.1.5.2 Challenges faced

Several factors hindered the achievement of Planned activities during implementation of the 2019-2023 Strategic Plan. Table 3.8 outlines key challenges faced and proposed mitigation measures that have been incorporated in the 2024-2028 Planning period.

Table 3.8: Challenges faced

S/No.	Challenge	Mitigation Measures
I.	Inadequate water resources	- Harvest rainwater through rock catchments, sand dams, water pans and dams. - Encourage rainwater harvesting and storage through use of roof catchments in institutions - Enhance sustainable access and management of groundwater by utilizing available ground water research findings in the water sector - Harness water from rivers through construction of water canals, dykes and water intakes. - Explore emerging technologies in water harvesting and storage facilities

2.	High number of dry /low yielding boreholes / wells in Wajir, Marsabit and Isiolo	- Enhance sustainable access and management of groundwater by utilizing available ground water research findings in the water sector. - Procure modern technology-based exploration kits - Conduct hydrological surveys using modern technology - Mitigate climate change effects through tree Planting, equipping of boreholes with solar and wind system - Leverage climate change financing
3.	Water quality	Use of modern technology in water treatment
4.	High cost of water and sanitation infrastructure	- Use of appropriate technology such as solar and wind energy - Undertake projects in phases - Seek support from development partners
5.	Poor road and telecommunication infrastructure within the Agency's area of jurisdiction	- Strengthen sub-regional office and enhance collaboration with the County Governments - Collaborate with relevant partners - Procure satellite phones - Procure off road vehicles
6.	Insecurity due to terrorism and clan conflicts in the area	- Collaborate with relevant stakeholders on security issues - Include security funding in project proposals - Engage in public participation before commencement of projects
7.	Inadequate funding and delayed disbursement of funds from ministry and donors	- Diversify sources of funding - Undertake projects in phases - Timely release of funds by the government and donor partners.
8.	Inability of the Agency to service loans due to poor operation, maintenance and management of water and sanitation infrastructure by Water Service Providers	Pursue modalities of loan repayment through the intervention of Inter-Governmental Relations Technical Committee (IGRTC).

9.	High Non-Revenue Water due to dilapidated water and sewerage infrastructure	- Planned Investment in the water and sewerage infrastructure. - Enhance operation and maintenance of water and sewerage infrastructure. - Build capacity of WSPs
10.	Vandalism of the completed projects due to clan conflict	- Sensitization and community awareness on the importance of the projects - Take legal action against vandals - Engage local leadership and elders for awareness on security and safety measures
11.	Delays in acquisition of land for development of water projects	- Secure adequate funding for the wayleaves and resettlements - Liaise with the relevant Agencies and the County Governments to Plan urban centres
12.	Transboundary water conflict such as River Daua in Mandera	Government to government engagement
13.	Inadequate staffing levels	Enhance staff establishment
14.	Prolonged drought	Construct adequate boreholes and dams
15.	Delay in processing of tax exemptions for some donor funded projects	Liaise with relevant government institutions to hasten tax exemptions

3.1.5.3 Lessons Learnt

During implementation of the 2019-2023 Strategic Plan, the following key lessons upon which future successes will be built on have been identified below:

- (a.) Priority in the water systems has been higher in the past than the sanitation systems contributing to low sanitation level. Additionally, funding for sanitation services has been low in the past. The Agency will adhere to government policy of constructing water and sanitation systems simultaneously or immediately after constructing water supply system;
- (b.) Inter community conflicts hinder efficient implementation of projects and sharing of water resources. There is need for more participation and involvement of stakeholders in development activities and upscaling of water for peace projects;

- (c.) Insecurity in the region deters participation, involvement and investment of stakeholders. The Agency will liaise with the relevant government security agencies during Planning and execution of projects;
- (d.) Inadequate budgetary allocation impedes implementation of the Planned activities, projects and programmes. There is need to strengthen resource mobilization and prudently manage resources;
- (e.) Inability to service current loans undermines the credit worthiness of the Agency due to poor operation, maintenance and management of water and sanitation infrastructure by Water Service Providers. The Agency will engage IGRTC through the parent ministry to resolve loan repayment issues;
- (f.) Non-implementation of Resettlement Action Plans (RAP) delays project implementation and cost overruns. There is need to prioritize completion of RAP prior to the project implementation;
- (g.) Aligning performance contracting with the Strategic Plan aids full implementation, hence the need to ensure alignment;
- (h.) The Agency's area of jurisdiction faces acute shortage of water yet there is loss of flood water. The Agency will thus prioritise rainwater harvesting through strategic dams;
- (i.) Annual and midterm review of the Strategic Plan is key in tracking of its implementation. The Agency will undertake review as required during the 2024 -2028 Strategic Planning period;
- (j.) Automation of business processes enhances operational efficiencies and ensures business continuity. The Agency will enhance ICT infrastructure, enhance management information systems and develop a business continuity Plan; and
- (k.) Familiarity with the Strategic Plan aids its implementation, thus the need for continuous sensitization and cascading among all staff.

3.2 Stakeholder Analysis

The Strategic Plan recognizes the role of the Agency's stakeholders and their varied expectations. Stakeholders entail; those who must implement the Strategic Plan, those who benefit from its implementation and those who could significantly help or hinder its implementation.

A summary of the key stakeholders of NWWDA is provided in Table 3.9.

Table 3.9: Stakeholder Analysis

S/No.	Name of Stakeholder	Role of Stakeholder	Expectations of the Stakeholder	Expectations of NWWDA
1.	Ministry of Water, Sanitation and Irrigation	Policy Formulation and oversight	- Align water and sanitation programs to national agenda. - Timely implementation of water and sanitation programs. - Agency performance reports - Compliance with policies, legal and regulatory framework. - Provide technical advice to the Ministry	- Sector regulation. - Timely release of funds and feed back. - Coordination with other Ministries Departments Agencies (MDAs). - Sector regulation. - Timely release of funds and feed back. - Coordination with other Ministries Departments Agencies (MDAs). - Formulation of policies. - Provide technical support in prioritization of investments
2.	The National Treasury and Economic Planning	Resource mobilization, financial management and compliance	- Prudent financial management. - Quarterly financial reporting. - Compliance with governing laws and regulations	- Facilitate adequate and timely funding. - Timely processing of tax exemptions. - Guarantee capital loans
3.	State Department of Lands and Physical Planning	Land registration and physical Planning	Timely submission of request for wayleaves and compensations	- Gazettement of wayleaves. - Timely issuance of land titles

S/No.	Name of Stakeholder	Role of Stakeholder	Expectations of the Stakeholder	Expectations of NWWDA
4.	State Department of Interior and Coordination	Coordination and provision of internal security	- Report conflict prone project areas. - Liaise with the security apparatus on the proposed projects	- Timely provision of security for water infrastructure. - Prompt response to reported security concerns
5.	Parliament of Kenya	Enactment of laws and oversight	- Prudent utilization of allocated resources. - Compliance with laws	- Allocation of adequate resources. - Enactment of favourable sector laws
6.	Judiciary	Administer justice in line with the Constitution and other laws	Compliance with laws and court orders	Timely administration of justice
7.	Water Resource Authority (WRA)	Ensure proper management and use of water resources in Kenya	Compliance with regulations on extraction of water	Timely issuance of permits for water extraction
8.	Water Sector Trust Fund (WSTF)	Provision of financial assistance in water and sanitation services	Development of proposals for funding	Timely processing of requested funds
9.	Water Services Regulatory Board (WASREB)	Protect the interest and rights of consumers in the provision of water services	Collaboration in development of water and sewerage infrastructure	- Provision of governance manuals. - Publish annual water sector performance report
10.	Other Water Works Development Agencies	Development of water and sanitation infrastructure	- Sharing relevant information. - Collaboration in project implementation	- Sharing relevant information. - Collaboration in project implementation

S/No.	Name of Stakeholder	Role of Stakeholder	Expectations of the Stakeholder	Expectations of NWWDA
11.	National Land Commission (NLC)	Manage public land on behalf of National and County Government	- Present requisitions for allocation of project land. - Provide budget for land acquisition	Acquire land on behalf of the Agency
12.	Road Agencies (KeNHA, KURA, KeRRA)	Development and management of Road networks	Timely application for road crossing wayleaves	Timely approval for road crossing wayleaves
13.	Kenya Forest Services (KFS)	Conserve, protect and manage all the public forests	- Timely application for wayleaves. - Compliance with licensing conditions	Approval for wayleave permits
14.	National Environment Management Authority	Ensure sustainable management of the environment	Submission of ESIA reports	Timely approval of ESIA reports and licensing
15.	Office of the Auditor General	To audit and report on the use and management of public resources	- Effective follow up on recommendations of parliamentary oversight committee. - Provide accurate and timely information. - Implementation of the Public Sector Accounting Guidelines	- Timely audit of Agency's financial statements. - Continuous feedback on performance

S/No.	Name of Stakeholder	Role of Stakeholder	Expectations of the Stakeholder	Expectations of NWWDA
16.	Training and Research Institutions	Conducting research and development (RandD) to create new technologies, products and services.	- Funding to support training and research activities. - Collaborations and partnerships on opportunities that foster knowledge exchange and technology transfer. - Recognition and protection of Intellectual Property Rights (IPR)	- Evidence-based research that informs policy decisions.. - Continuous professional development on emerging issues. - Collaboration and consultation on policy development and implementation
17.	Professional bodies	Advancement of knowledge, practice of professions through developing, supporting, regulation and promoting professional standards	- Compliance with professional standards. - Provide opportunities for professional development	- Certification and licensing. - Improve standards of technical expertise and professional management in the sector
18.	Financial Institutions	Provision of funds for programs and projects	Timely loan repayment	Timely approval and disbursement of loans
19.	Ministry of Public Service Performance and Delivery Management	Oversees performance of Government, Ministries and Agencies in service delivery	Compliance with Public Service Commission (Performance Management Regulations 2021)	- Feedback and Guidance. - Monitoring and Evaluation

S/No.	Name of Stakeholder	Role of Stakeholder	Expectations of the Stakeholder	Expectations of NWWDA
20.	Water Service Providers (WSPs)	Provision of water to the consumer	- Development of water and sanitation infrastructure. - Capacity building and technical support. - Coordination and collaborations in water and sanitation services. - Planning for the improvement of water and sanitation services	- Participation and collaboration. - Utility data provision. - Implementation of non-revenue water reduction strategies. - Maintaining water and sanitation services infrastructure and paying back loans
21.	Private sector	Provision of services	- Accurate information about water and sanitation, and its potential and opportunities. - Enabling environment and incentives for business	- Funding for water and sanitation infrastructure. - Compliance with laws, regulations and best business practices. - Participation and cooperation
22.	Development Partners	Provision of funds for programs and projects	- Prudent management of resources. - Transparency, accountability and good governance. - Effective project implementation. - Provide progress reports. - Fulfilment of loan conditions. - Timely loan repayment	- Better participation and cooperation. - Funding for water and sanitation projects. - Timely clearance of project reviews and requests. - Timely approval and disbursement of loans

S/No.	Name of Stakeholder	Role of Stakeholder	Expectations of the Stakeholder	Expectations of NWWDA
23.	County Governments	Provide devolved services	- Provision of quality water and sanitation infrastructure. - Collaborations. - Effective sector coordination. - Frequent consultations and engagements in Agency's projects. - Support in submission of relevant report. - Proper operation and management of utilities. - County Policy Formulation and development of master Plans to facilitate service delivery in the county.	- Enhanced participation and cooperation. - Maintain and operate water and sanitation infrastructure. - Effective participation in implementation of the Agency's projects.. - Collaboration and partnership in water projects.. - Proper operation and management of utilities.. - Support in submission of relevant reports
24.	Contractors, Suppliers and Consultants	Development of outputs and provision of goods and services	- Timely payments for goods supplied and services rendered.. - A transparent, accountable and fair procurement process. - Affirmative action on 30% access to government procurement opportunities for youth, women and Persons With special needs	- Effective, efficient and timely delivery of goods and services. - High standards of technical works, materials supplied and services rendered. - Competitive and fair pricing. - Comply with Labour laws

S/No.	Name of Stakeholder	Role of Stakeholder	Expectations of the Stakeholder	Expectations of NWWDA
25.	Citizens	Utilize the Agency's products and services Provide checks and balances	- Efficient and effective service delivery. - Improved access to water and sanitation services. - Consultations, involvement and participation. - Information, education, and communication on water and sanitation issues. - Participation in CSR	- Ownership and sustainability of projects. - Enabling environment and partnership. - Regular feedback on services. - Compliance with laws, regulations and procedures
26.	Civil Society Organizations	Civil society organizations (CSOs) can play an important role in enhancing transparency and good governance in developing countries by contributing to increased public debate on issues surrounding the formulation and implementation of government budgets as well as in supporting greater transparency of public revenues	- Mainstream cross cutting issues in programmes and activities. - Rights Based Approach to activities. - Empowerment of beneficiaries. - Inclusivity of special and marginalized groups. - Timely and accurate information	Enhanced participation and cooperation

S/No.	Name of Stakeholder	Role of Stakeholder	Expectations of the Stakeholder	Expectations of NWWDA
27.	Media	Dissemination of information	- Provide accurate and timely information.. - Collaborations and partnerships. - Support for media sustainability through fair and transparent advertisement business opportunities	- Fair and responsible reporting. - To provide a platform for communicating NWWDA initiatives, policies and achievements
28.	Board of Directors	Provides strategic direction, Policy Formulation and oversight	- Commitment to the Agency's Mandate. - Good governance, transparency and accountability. - Compliance with relevant policy, legal and regulatory framework	- Good corporate governance. - Financial resource mobilisation. - Policy approval. - Adequate human resource capacity
29.	Employees	Implement the Agency's mandate	- Competitive remuneration. - Conducive work environment. - Career progression, growth and development. - Job security and sustainability of the Agency	- Efficient service delivery. - Commitment to the Agency's Mandate. - Prudent management of resources. - Compliance with relevant policy, legal and regulatory framework

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS



Garissa Water Supply Storage Tanks in Garissa County

4.0 Overview

This Chapter outlines the strategic issues that the Agency seeks to address during the Plan period, the goals to be realised and the key result areas linked to the attainment of the strategic goals.

4.1 Strategic Issues

Strategic Issue I: Water and Sanitation Coverage

Water and sanitation coverage in the Agency's area of jurisdiction is low. Access to safe water in rural and urban areas currently stands at 22% and 34% respectively while access to sanitation services stands at 29.10% in rural areas and 8% in urban areas. The low water and sanitation coverage is attributed to the following factors:

(a.) Low investment in water and sanitation sector

Development of water and sanitation infrastructure requires heavy capital investment. The funding from the government and development partners fall short of the requirements resulting in a backlog of investments in water services, water storage and sewerage infrastructural development. The Agency's area of jurisdiction is sparsely populated, which further increases the cost of taking water to where the population is. In addition, the population is sparse and the people's way of life is nomadic, which makes it difficult to construct permanent toilets.

(b.) Water scarcity

Kenya is a water scarce country as per capita freshwater endowment is about 527^{m3} against UN standard of above 1000m³ for countries which are not under water stress. During drought periods the country experiences tight Water Balance due to a high-Water Demand / Resource Ratio resulting in water stress. The Agency's area of jurisdiction is characterized by low yielding and dry boreholes with no flowing rivers or water bodies.

(c.) Inadequate water harvesting and storage infrastructure

Water harvesting and storage technologies are key water and sanitation related interventions with the potential to contribute to rapid improvements in provision of water for domestic use, livestock and fodder.

(d.) Poverty

The proportion of population living below the overall poverty line in the six counties that constitute the Agency's area of jurisdiction is approximately 65.42%. The high levels of poverty have both direct and indirect relationship on the status of the environment and natural resources as the poor are largely victims and causes of

natural resource depletion, and environmental degradation due to their dependence on natural resources. In addition, there are large income disparities between regions in the country. This is a challenge, which undermines sustainability of user charges or the contribution of the community among the poor.

(e.) Insecurity

Lack of necessary water infrastructure, for both transportation and supply in the Agency's area of jurisdiction as a result of insecurity due to terrorism and clan conflicts contribute to lack of a reliable source of water, of appropriate quality and quantity to meet the needs of the local human population and environment, which in turn affects the physical and economic level of the region.

(f.) Poor road infrastructure

The Agency's area of jurisdiction is characterized by rough and difficult terrain with poor road and communication infrastructure which negatively affect operational efficiencies. This hampers access of the population to water supply.

(g.) Low Literacy levels

High levels of illiteracy limit the ability of the population to obtain and understand essential information on water and sanitation.

(h.) Climate change

Effects of climate change and associated extreme weather events threaten sustainable development and impacts negatively on water and sanitation. Flooding and droughts affect water supply and general livelihoods of the people.

(i.) Low adoption of technologies in water and sanitation

Research and technology is a key driver in enhancing water and sanitation coverage. Adoption of technologies in water and sanitation is low due to the high cost of technology. Decline in investment in water and sanitation research has been an obstacle towards newer research findings meant to address emerging challenges in water and sanitation.

Strategic Issue 2: Financial Sustainability

Inadequate financial resources hamper the ability of the Agency to deliver on its mandate. Development and maintenance of water and sanitation infrastructure is capital intensive and funding remains the biggest hurdle. The inadequate financial resources are further compounded by low exchequer funding, high poverty levels in the area with the communities being unable to pay for the services. In addition, terrorism and inter-clan conflicts deters donors who shun away from the area.

Strategic Issue 3: Institutional efficiency and sustainability

The Agency's ability to efficiently and effectively implement its mandate has been hampered by low staffing levels, inadequate office space and low funding, which makes it difficult to attract and retain staff. The Agency's area of jurisdiction is a hardship area with insecurity being a concern. This further makes it difficult to attract and retain staff.

4.2 Strategic Goals

The Agency has identified strategic goals, which are the desired outcomes that it seeks to realise as a result of addressing the strategic issues. The following strategic goals have been identified arising from the strategic issues identified in 4.1 above:

- (a.) Increase water and sanitation coverage;
- (b.) Improve financial sustainability; and
- (c.) Enhance institutional effectiveness, efficiency and sustainability.

4.3 Key Result Areas (KRAs)

The strategic framework for the 2024-2028 Plan is aligned to its mandate and functions. The framework outlines Four KRAs to focus on in the next five years. The KRAs are:

- (a.) Water supply and sanitation Infrastructure;
- (b.) Financial Resource Mobilization; and
- (c.) Institutional Capacity Development

KRA I: Water Supply and Sanitation Infrastructure

The overall goal of the Agency during the 2024-2028 Strategic Planning period is to increase water and sanitation coverage in the area of jurisdiction. To realize this, the Agency targets to improve access to safe water in the rural and urban areas. This will be achieved through drilling and equipping of boreholes, construction of water pans and dams, development of water supplies, rehabilitation of water supplies and extension of water supply distribution networks. In addition, the Agency will develop and expand water supply production facilities as well as develop and operationalize bulk water supply in the urban areas. To improve access to sanitation services, the Agency will develop sanitation facilities and sewerage systems. Further, the Agency will rehabilitate and augment sewerage systems and extend sewer networks. Upscaling the adoption of innovative technologies in water and sanitation will be key during the Planned period.

KRA 2: Financial Resource Mobilization

Financial sustainability is key in ensuring increased access to quality, affordable and sustainable water and sanitation services in the Agency's area of jurisdiction. This will be achieved through adequate infrastructural development in water and sanitation. The Agency recognizes that development of water and sanitation infrastructure is capital intensive and requires heavy investments. Financial resource mobilization is critical in raising additional financial resources for implementation of activities, programmes and projects. To improve its financial base in the 2024-2028 Planning period, the Agency will explore diverse sources of funding and promote prudent utilization of resources to improve financial sustainability.

KRA 3: Institutional Capacity Development

Continuous improvement of the Agency's systems, structures, processes and human capital plays an important role in not only improving performance and productivity but also enhancing institutional effectiveness, efficiency and sustainability. Cognizant of the need to adapt, develop and consistently improve over time, the Agency will continually invest in institutional capacity development by developing and strengthening its systems, structures, processes and human resource capacity to support implementation of the Strategic Plan and improve service delivery.

A summary of Strategic Issues, Goals and KRAs are provided in Table 4.1.

Table 4.1: Strategic Issues, Goals and KRAs

S/No.	Strategic Issues	Goals	KRAs
1.	Water and sanitation coverage	Increase water and sanitation coverage	Water supply and sanitation Infrastructure
2.	Financial sustainability	Improve financial sustainability	Financial Resource Mobilization
3.	Institutional efficiency and sustainability	Enhance institutional effectiveness, efficiency and sustainability	Institutional Capacity Development

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES



Solarization of borehole in Eldas Wajir County

5.0 Overview

This chapter presents the strategic objectives and strategies for the 2024 – 2028 Strategic Planning period with a focus on the outcomes annual projections and strategic choices to be pursued towards achievement of the strategic objectives.

5.1 Strategic Objectives

Strategic objectives have been formulated in order to address the Key Result Areas. Table 5.1 provides the strategic objectives for each of the KRAs.



Table 5.1: Outcomes Annual Projections

No	Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline	Projections				
					Value	Year 1	Year 2	Year 3	Year 4	Year 5
I.	Water supply and sanitation Infrastructure	To improve access to safe water in rural areas	Improved access to safe water in rural areas	% of additional population with access to safe water in rural areas	22%	24	26	28	30	32
		To improve access to safe water in urban areas	Improved access to safe water in urban areas.	% of additional population with access to safe water in urban areas	34%	36	38	40	42	44
		To improve access to sanitation services in rural areas	Improved access to sanitation services in rural areas	% of additional population with access to sanitation in rural areas	29.10%	30.10	31.10	32.10	33.10	34.10
		To improve access to sanitation services in urban areas	Improved access to sanitation services in urban areas	% of additional population with access to sanitation in urban areas	8%	9	10	11	12	13
		To upscale the adoption of innovative technologies	Improved adoption of innovative technologies	No. of research undertaken	2	-	1	2	-	-
				No. of innovative technologies adopted	1	-	1	-	-	-

No	Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline Value	Projections				
						Year 1	Year 2	Year 3	Year 4	Year 5
2.		To improve environmental conservation and sustainability	Improved environmental conservation and sustainability	No. of trees Planted	250,000	50,000	50,000	50,000	50,000	50,000
				No. of solar systems installed	16	20	20	20	20	20
				No. of wind energy systems installed	-	1	2	1	1	1
	Financial Resource Mobilization	To increase funding base	Enhanced funding	Amount received from GoK	6.757B	3000	3000	3000	3000	3000
				Amount raised from development partners	5.7B	6000	6000	6000	6000	6000
				Investments mobilized for Bute Dam (KES)	-	-	3500	-	-	-
				Investments mobilized for Rahole Canal (KES)	-	-	-	1000	-	-
				Investments mobilized for Kubi Qallo Rockfill Dam(KES)	-	-	-	7000	-	-
				Investments mobilized for Badasa Dam (KES)	-	-	3000	-	-	-

No	Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline	Projections				
					Value	Year 1	Year 2	Year 3	Year 4	Year 5
				Investments mobilized under climate financing (KES)	-	-	-	2000	2000	-
				Level of compliance with financial and procurement laws, regulations, policies and circulars	100%	100	100	100	100	100
				% of absorption of GoK funds	100%	100	100	100	100	100
3.	Institutional Capacity Development	To strengthen the Agency's institutional capacity	Enhanced institutional capacity	Board Performance Score (%)	89.4	100	100	100	100	100
				Level of Compliance with governance and legal audit (%)	-	100	100	100	100	100
				Performance Contract Composite Score	2.92	2.82	2.72	2.62	2.52	2.40
				No. of additional staff	38	10	12	14	15	-
				Employee satisfaction index (%)	82%	83	84	85	86	87

No	Key Result Area	Strategic Objective	Outcome	Outcome Indicator	Baseline	Projections				
						Year 1	Year 2	Year 3	Year 4	Year 5
4.				Customer satisfaction index (%)	Value	81	82	83	84	85
				Automation index (%)	54%	57	59	62	64	65
				ISO Certification	ISO 9001:2008	-	-	ISO 9001:2015	ISO 9001:2015	ISO 9001:2015
				Corruption perception index	2	1.95	1.90	1.85	1.83	1.80

5.2 Strategic Choices

In order to achieve the strategic objectives identified in Table 5.2, the following strategies were formulated:

Table 5.2: Strategic Objectives and Strategies

No	Key Result Area	Strategic objective	Strategies
1.	Water supply and sanitation Infrastructure	1.1 To improve access to safe water in rural areas	1.1.1 Increase the quantity of water in rural areas
		1.2 To improve access to safe water in urban areas	1.1.2 Increase the quantity of water in urban areas
			1.1.3 Reduction of Non-Revenue Water
		1.3 To improve access to sanitation services in rural areas	1.1.4 Enhance sanitation facilities in the rural areas
		1.4 To improve access to sanitation services in urban areas	1.1.5 Enhance sanitation facilities in the urban areas
		1.5. To upscale the adoption of innovative technologies	1.1.6 Promote adoption of innovative technologies
		1.6.To improve environmental conservation and sustainability	1.1.7 Mitigate climate change effects
2.	Financial Resource Mobilization	2.1. To increase funding base	2.1.1 Enhance financial resource mobilization
			2.1.2 Promote prudent utilization of finances

3.	Institutional Capacity Development	3.1. To strengthen the Agency's institutional capacity	3.1.1 Strengthen corporate governance, risk and control
			3.1.2 Improve corporate image and communication
			3.1.3 Enhance governance of the IAF in line with legislative/government laws and procedures
			3.1.4 Provision of effective audit assurance and advisory services
			3.1.5 Enhance human resource capacity
			3.1.6 Enhance work environment
			3.1.7 Enhance asset management
			3.1.8 Enhance corporate Planning and performance management
			3.1.9 Leverage ICT in all business processes
			3.1.10 Strengthen cybersecurity and risk management

5.3 Strategic Assumptions

Successful execution of the Agency's Strategic Plan 2024-2028 is dependent on the ability to identify strategic initiatives, mobilize resources and tie action and results to milestones. This Strategic Plan assumes that:

- (a) The legal and regulatory frameworks will remain stable;
- (b) There will be no major disruptions in the external and internal environments;
- (c) There will be goodwill from stakeholders and partners in implementation of the Plan;
- (d) The requisite human and financial resources will be available to propel implementation of the Strategic Plan; and
- (e) Appropriate business continuity management will be put in place to respond to potential threats that may derail Plan implementation.

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK



*Garissa Water Treatment Works Intake at River Tana in
Garissa County*

6.0 Overview

This Chapter outlines the implementation Plan, coordination framework and risk management framework for operationalizing the Strategic Plan. The implementation Plan consists of the action Plan, annual work Plan and budgeting and performance contracting. The coordination framework provides the institutional framework to support implementation, staff establishment, skills set and competence development, leadership responsible for execution and systems and procedures required for effective and efficient implementation of the Strategic Plan.

6.1 Implementation Plan

An implementation Plan that describes how the Strategic Plan will be operationalized has been developed. The implementation Plan consists of the action Plan, annual work Plan and performance contracting.

6.1.1 Action Plan

The action Plan provides the operational framework that creates a shared understanding among the implementers to allow for effective implementation of the Strategic Plan. The implementation matrix is provided as **Appendix I** and consists of: Strategic Issues, Strategic Goals, Key Result Areas, Strategic Objectives, Strategies, Key Activities, Expected Outputs, Output Indicators, Targets, Budget and Responsibility.

6.1.2 Annual Work Plan and Budget

Annual work Plan is an action Plan for each year of the Strategic Plan that contains the core activities to be undertaken from each strategic objective during a given financial year and the corresponding budget for the activities to be undertaken. The Annual Work Plan enables monitoring of the Plan objectives. An annual work Plan has been developed from the action Plan implementation matrix for the financial year 2023/2024 and is provided as **Appendix II**.

6.1.3 Performance Contracting

Performance Contracts (PC) are derived from the annual work Plans and provide the basis upon which the Agency's annual performance contracts are signed between the Board of Directors and the Ministry. The PC is cascaded to all levels of Management for implementation.

6.2 Coordination Framework

Appropriate coordination mechanisms have been developed to ensure effective collaboration with all relevant stakeholders towards achieving the Agency's mandate. The coordination framework shall comprise Institutional Framework, Staff Establishment, Skills Set, Competence Development, Leadership, Systems and Procedures as explained in the subsequent sub-sections.

6.2.1 Institutional Framework

The Agency has developed an organization structure that seeks to maximize efficiency and effectiveness in meeting the strategic objectives, facilitate enhanced working relationships among various Departments. The Agency has developed policies, rules and regulations to support implementation of the strategic initiatives. The Agency will continually develop and review policies to ensure alignment with the Strategic Plan. The Organizational Structure comprises of the Board, the Office of the CEO, six (6) departments and two (2) stand-alone divisions as follows:

(a.) **The Board**

The Management of Northern Water Works Development Agency is vested in the Board of Directors who provide policy and oversight.

(b.) **Office of the Chief Executive Officer**

The Chief Executive Officer is the Accounting Officer of the Agency and is responsible for execution of the Agency's strategy and goals.

(c.) **Infrastructure Research, Planning and Design Department**

The Department is responsible for Planning, developing, operating and maintaining water and sanitation infrastructure. It is also responsible for Planning and Research of Water and Sanitation Infrastructure, design of water and sanitation Infrastructure Safety, Environment and Social Safeguards of Water and Sanitation Infrastructure.

(d.) **Infrastructure Development Department**

The Department is responsible for Planning, developing, operating and maintaining water and sanitation infrastructure. It is also responsible for construction of water and sanitation Infrastructure.

(e.) **Asset Management, Liaison and Utilities Department**

The Department is responsible for Asset Management, liaison with stakeholders and coordinating the provision of water and sanitation services.

(f.) Corporate Services Department

The Department is responsible for providing leadership and coordination in finance and accounts, Human Resource and Administration, Information and Communications Technology Divisions. It ensures prudent management of financial resources and the reporting thereof within the existing legal framework. It also ensures the Agency has Human Resource Capacity that is adequately developed to enable it deliver on the overall mandate of the Agency, develop and implement effective administrative policies, procedures and processes. It also manages the ICT infrastructure of the Agency.

(g.) Corporation Secretary and Legal Services Department

The Department is responsible for providing both Agency's Secretariat Board services as per Clause 1.21 of Mwongozo Code of Governance for State Corporations and Legal Services to the institution.

(h.) Internal Audit Department

The Department is responsible for providing assurance on the Agency's internal control systems, risk management framework and the governance structure.

(i.) Partnerships and Corporate Planning Division

The Division is responsible for ensuring that the Board adopts and implements effective strategies for Policy Formulation, Research, Quality Assurance, Coordination of Risks Management and Performance Management. It coordinates the development of Strategic Plans, policies development and research. It is also responsible for advising management on all policies and strategies relating to partnership development and resource mobilization.

(j.) Supply Chain Management Division

The Division is created pursuant to the provisions of the Public Procurement and Asset Disposal Act 2015 and is responsible for procurement of goods, works and services, inventory management and disposal.

A diagrammatic representation of the Agency's organizational structure is presented in **Appendix III**.

6.2.2 Staff Establishment, Skills Set and Competence Development

The Agency has an approved staff establishment of 89 staff. However, only 38 positions are filled representing 43 per cent of the approved establishment. During the Plan period, the Agency seeks to grow its staff complement from 38 to 89 as

projected in the implementation matrix. Table 6.1 illustrates the staff establishment which indicates the approved establishment, optimal staffing levels, the in-post and the variances across all cadres.

Table 6.1: Staff Establishment

S/No	Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
1.	Chief Executive Officer	1	1	1	0
2.	Engineers	29	29	10	19
3.	Legal Officers	2	2	1	1
4.	Hydrogeologists	2	2	1	1
5.	Surveyors	1	1	0	1
6.	Environment Officers	2	2	0	2
7.	Sociologists	1	1	1	0
8.	Water Quality Officers	1	1	1	0
9.	Partnerships and Corporate Planning Officers	5	5	0	5
10.	Corporate Communications Officers	2	2	0	2
11.	Customer Care Assistants	2	2	0	2
12.	Finance and Accounts Officers	6	6	4	2
13.	Human Resource Officers	2	2	1	1
14.	Administration Officers	2	2	2	0
15.	ICT Officers	3	3	1	2
16.	Supply Chain Management Officers	4	4	3	1
17.	Internal Auditors	3	3	2	1
18.	Records Management Officers	1	1	1	0
19.	Office Administrators	7	7	3	4
20.	Drivers	11	11	4	7
21.	Office Assistants	2	2	2	0
Total		89	89	38	51

The Agency's staff have the requisite skills and competencies across the various cadres. During the Plan period, the Agency will strengthen the human resource capacity by bridging the identified skills and competency gaps. Table 6.2 identifies the skills set, skills gap and competence development in the various cadres.

Table 6.2: Skills Set and Competence Development

S/No.	Cadre	Skills set	Skills Gap	Competence Development
1.	Chief Executive Officer	(i.) Leadership (ii.) Strategic thinking (iii.) Analytical (iv.) Communication (v.) Report writing (vi.) Mentoring and Coaching (vii.) Interpersonal and negotiation	(i.) Leadership Programme for National Transformation	(i.) Leadership Programme for National Transformation (ii.) Continuous Professional Development (CPD)
2.	Engineers	(i.) Analytical (ii.) Leadership (iii.) Communication (iv.) Report writing (v.) Negotiation (vi.) Problem-solving (vii.) Interpersonal (viii.) Mentoring and coaching (ix.) Project Management	(i.) Leadership (ii.) Interpersonal (iii.) Project Management (iv.) Report writing (v.) Mentoring and Coaching	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Computer Aided Design (v.) Project Management (vi.) Report writing course (vii.) Mentorship and Coaching Programme (viii.) Proposal writing

S/No.	Cadre	Skills set	Skills Gap	Competence Development
3.	Legal Officers	(i.) Analytical (ii.) Communication (iii.) Strategic thinking (iv.) Creativity and innovativeness (v.) Interpersonal (vi.) Negotiation	(i.) Negotiation (ii.) Report writing (iii.) Information Analysis and Research (iv.) Legal Drafting (v.) Risk Management (vi.) Board Paper and minute writing	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Report writing course (iv.) Continuous Professional Development (CPD) (v.) Certified Secretaries (vi.) Legal Drafting (vii.) Risk Management (viii.) Board Paper and minute writing
4.	Hydrogeologists	(i.) Mentoring and Coaching (ii.) Stakeholder engagement (iii.) Analytical (iv.) Innovative (v.) Interpersonal (vi.) Report writing (vii.) Communication	(i.) Leadership (ii.) Interpersonal (iii.) Project Management (iv.) Report writing (v.) Mentoring and Coaching	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing course (v.) Geographic Information Systems (GIS) (vi.) Project Management (vii.) Mentorship and Coaching Programme (viii.) Proposal writing

S/No.	Cadre	Skills set	Skills Gap	Competence Development
5.	Surveyors	(i.) Mentoring and Coaching (ii.) Stakeholder engagement (iii.) Analytical (iv.) Innovative (v.) Interpersonal (vi.) Report writing (vii.) Communication	(i.) Innovative (ii.) Leadership (iii.) Interpersonal (iv.) Project Management (v.) Report writing (vi.) Mentoring and Coaching	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing course (v.) Geographic Information Systems (GIS) (vi.) Project Management (vii.) Mentorship and Coaching Programme (viii.) Proposal writing
6.	Environment Officers	(i.) Analytical (ii.) Conflict resolution (iii.) Communication (iv.) Reporting writing (v.) Leadership (vi.) Coaching and mentorship (vii.) Interpersonal (viii.) Negotiation	(i.) Leadership (ii.) Interpersonal (iii.) Project Management (iv.) Report writing (v.) Mentoring and Coaching (vi.) Conflict resolution (vii.) Negotiation	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing course (v.) Conflict resolution (vi.) Negotiation

S/No.	Cadre	Skills set	Skills Gap	Competence Development
7.	Sociologists	(i.) Leadership (ii.) Analytical skills (iii.) Conflict resolution (iv.) Stakeholder engagement (v.) Communication (vi.) Reporting writing (vii.) Coaching and mentorship (viii.) Interpersonal (ix.) Negotiation	(i.) Leadership (ii.) Interpersonal (iii.) Project Management (iv.) Report writing (v.) Mentoring and Coaching (vi.) Conflict resolution (vii.) Negotiation	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing course (v.) Conflict resolution (vi.) Negotiation
8.	Water Quality Officers	(i.) Coaching and mentorship (ii.) Stakeholder (iii.) Analytical (iv.) Innovative (v.) Interpersonal (vi.) Communication	(i.) Leadership (ii.) Interpersonal (iii.) Report writing (iv.) Mentoring and Coaching	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing course (v.) Mentorship and Coaching Programme

S/No.	Cadre	Skills set	Skills Gap	Competence Development
9.	Partnerships and Corporate Planning Officers	(i.) Analytical (ii.) Strategic thinking (iii.) Presentation (iv.) Communication (v.) Report writing (vi.) Managerial (vii.) Mentoring and coaching (viii.) Interpersonal (ix.) Negotiation	(i.) Monitoring and Evaluation (ii.) Leadership (iii.) Interpersonal (iv.) Mentorship and Coaching (v.) Negotiation (vi.) Presentation (vii.) Research (viii.) Report writing (ix.) Project Management Information Systems (PMIS)	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing course (v.) Project Management Information Systems (PMIS) (vi.) Mentorship and Coaching Programme (vii.) Proposal writing (viii.) Negotiation (ix.) Presentation (x.) Research
10.	Corporate Communications Officers	(i.) Strategic thinker (ii.) Leadership (iii.) Problem solving and decision making (iv.) Communication (v.) Creativity and Innovativeness (vi.) Negotiation (vii.) Coaching and Mentorship	(i.) Public Speaking (ii.) Presentation (iii.) Negotiation (iv.) Creativity and Innovativeness (v.) Interpersonal (vi.) Coaching and Mentorship (vii.) Report writing (viii.) Protocol and etiquette	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing (v.) Public Speaking (vi.) Presentation (vii.) Negotiation (viii.) Creativity and Innovativeness (ix.) Interpersonal (x.) Coaching and Mentorship (xi.) Protocol and etiquette

S/No.	Cadre	Skills set	Skills Gap	Competence Development
11.	Customer Care Assistants	(i.) Strategic thinker (ii.) Problem solving and decision making (iii.) Communication (iv.) Creativity and Innovativeness (v.) Negotiation	(i.) Public relations (ii.) Customer care (iii.) Negotiation (iv.) Protocol and etiquette	(i.) Public Relations and Customer Care
12.	Finance and Accounts Officers	(i.) Analytical (i.) Communication (ii.) Strategic thinking (iii.) Innovative (iv.) Interpersonal (v.) Resource Mobilization (vi.) Negotiation (vii.) Report writing (viii.) Documentation	(i.) Financial report writing (ii.) Resource Mobilization (iii.) Interpersonal (iv.) Analytical (v.) Negotiation (vi.) Internal controls (vii.) Mentorship and coaching (viii.) Financial Management (ix.) Budget Management	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Financial report writing (v.) Resource Mobilization (vi.) Interpersonal (vii.) Analytical (viii.) Negotiation (ix.) Internal controls (x.) Mentorship and coaching (xi.) Budget Management
13.	Human Resource Officers	(i.) Interpersonal (ii.) Leadership (iii.) Strategic thinking (iv.) Analytical (v.) Communication (vi.) Report writing (vii.) Presentation (viii.) Mentoring and coaching	(i.) Mentorship and coaching (ii.) Report writing (iii.) Interpersonal (iv.) Analytical (v.) Counselling (vi.) Negotiation (vii.) Emotional Intelligence	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing (v.) Interpersonal (vi.) Analytical (vii.) Negotiation (viii.) Mentorship and coaching (ix.) Emotional Intelligence

S/No.	Cadre	Skills set	Skills Gap	Competence Development
14.	Administration Officers	(i.) Interpersonal (ii.) Leadership (iii.) Strategic thinking (iv.) Analytical (v.) Communication (vi.) Report writing (vii.) Presentation (viii.) Mentoring and coaching	(i.) Mentorship and coaching (ii.) Report writing (iii.) Interpersonal (iv.) Logistics management (v.) Presentation (vi.) Protocol and Etiquette (vii.) Disaster Management	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing (v.) Interpersonal (vi.) Logistics management (vii.) Mentorship and coaching (viii.) Presentation (ix.) Protocol and Etiquette (x.) Disaster Management
15.	ICT Officers	(i.) Interpersonal (ii.) Leadership (iii.) Strategic thinking (iv.) Analytical (v.) Communication (vi.) Report writing (vii.) Presentation (viii.) Mentoring and coaching	(i.) Mentorship and coaching (ii.) Report writing (iii.) Interpersonal (iv.) Analytical (v.) Presentation (vi.) Cyber security (vii.) Project management (viii.) ICT Infrastructure management	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing (v.) Interpersonal (vi.) Analytical (vii.) Mentorship and coaching (viii.) Presentation (ix.) Cyber security (x.) Project management (xi.) ICT Infrastructure management

S/No.	Cadre	Skills set	Skills Gap	Competence Development
16.	Supply Chain Management Officers	(i.) Analytical (ii.) Communication (iii.) Strategic thinking (iv.) Innovativeness (v.) Interpersonal (vi.) Resource mobilization (vii.) Negotiation	(i.) Mentorship and coaching (ii.) Report writing (iii.) Interpersonal (iv.) Analytical (v.) Presentation (vi.) Project and contract management (vii.) Negotiation	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Report writing (v.) Interpersonal (vi.) Analytical (vii.) Mentorship and coaching (viii.) Presentation (ix.) Project and contract management (x.) Negotiation
17.	Internal Auditors	(i.) Communication (ii.) Report writing (iii.) Analytical and numerical (iv.) Organization (v.) Inter personal (vi.) Mentoring and coaching (vii.) Leadership skills (viii.) Interpersonal (ix.) Negotiation	(i.) Audit report writing (ii.) Risk Management (iii.) Interpersonal (iv.) Analytical (v.) Mentorship and coaching (vi.) Audit Management (vii.) Board Paper and minute writing	(i.) Leadership Programme (ii.) Supervisory Management Course (iii.) Continuous Professional Development (CPD) (iv.) Audit report writing (v.) Risk Management (vi.) Interpersonal (vii.) Analytical (viii.) Mentorship and coaching (ix.) Audit Management (x.) Board Paper and minute writing

S/No.	Cadre	Skills set	Skills Gap	Competence Development
18.	Records Management Officers	(i.) Strategic thinking (ii.) Communication (iii.) Creativity and Innovativeness (iv.) Negotiation (v.) Integrity and Professionalism (vi.) Coaching and Mentorship	(i.) Report writing (ii.) Interpersonal (iii.) Analytical (iv.) Presentation (v.) Mentorship and coaching (vi.) Documentation (vii.) Records Management (viii.) Organization	(i.) Supervisory Management Course (ii.) Continuous Professional Development (CPD) (iii.) Report writing (iv.) Documentation (v.) Records Management (vi.) Organization (vii.) Interpersonal (viii.) Analytical (ix.) Mentorship and coaching (x.) Presentation
19.	Office Administrators	(i.) Strategic thinker (ii.) Problem solving and decision making (iii.) Team management (iv.) Communication (v.) Creativity and Innovativeness (vi.) Negotiation (vii.) Coaching and Mentorship	(i.) Public relations (ii.) Customer care (iii.) Negotiation (iv.) Protocol and etiquette (v.) Organization (vi.) Presentation (vii.) Report writing (viii.) Communication (ix.) Mentorship and coaching (x.) Interpersonal	(i.) Secretarial Management Course (ii.) Supervisory Management Course (iii.) Public Relations and Customer Care (iv.) Negotiation (v.) Protocol and etiquette (vi.) Organization (vii.) Presentation (viii.) Report writing (ix.) Communication (x.) Mentorship and coaching

S/No.	Cadre	Skills set	Skills Gap	Competence Development
20.	Drivers	(i.) Communication (ii.) Creativity and Innovativeness (iii.) Integrity and Professionalism (iv.) Coaching and Mentorship (v.) Resilience	(i.) Defensive Driving (ii.) Public relations (iii.) Customer care (iv.) Protocol and etiquette (v.) Report writing (vi.) Communication (vii.) First Aid	(i.) Defensive Driving (ii.) Public Relations and Customer Care (iii.) Protocol and etiquette (iv.) Report writing (v.) Communication (vi.) First Aid
21.	Office Assistants	(i.) Communication (ii.) Creativity and Innovativeness (iii.) Integrity and Professionalism (iv.) Coaching and Mentorship (v.) Resilience	(i.) Public relations (ii.) Customer care (iii.) Protocol and etiquette (iv.) Organization (v.) Report writing (vi.) Communication	(i.) Public Relations and Customer Care (ii.) Protocol and etiquette (iii.) Organization (iv.) Report writing (v.) Communication

6.2.3 Leadership

Effective leadership is essential for execution of the Strategic Plan. The Board of Directors will spearhead implementation of this Strategic Plan and will provide strategic leadership, be responsible for Policy Formulation and play an oversight role in the implementation, monitoring and evaluation. The CEO will ensure the overall coordination, implementation, monitoring, and evaluation of the Strategic Plan. Partnerships and Corporate Planning Division will be responsible for coordinating implementation, monitoring, evaluation and reporting of the Strategic Plan as prescribed. The day-to-day operationalization of the Strategic Plan is the responsibility of heads of departments and divisions who will ensure that the Planned activities are implemented. Each employee will be responsible for achievement of the targets assigned to the respective areas.

To enhance responsibility and accountability in implementation of the Strategic Plan, strategic theme teams aligned with the respective KRAs have been identified as indicated in Table 6.3. The teams will be responsible for providing leadership and coordinating implementation of Planned activities in the respective KRAs. Specifically, the team leaders will be expected to:

- (a.) Communicate the activities, expected outputs and outcomes in their respective KRAs to ensure clarity of vision and purpose;
- (b.) Assign roles and responsibilities to different players;
- (c.) Utilize resources as identified in the Plan;
- (d.) Ensure annual departmental and individual work Plans are aligned to the corporate Plan and budget;
- (e.) Put in place an appropriate monitoring, evaluation and reporting framework;
- (f.) Coordinate meetings to evaluate progress; and
- (g.) Provide relevant reports to management on the Plan implementation status.

Table 6.3: Strategic theme teams

KRA	Strategic Theme Team
KRA1: Water supply and sanitation Infrastructure	- Infrastructure Development– Team Leader - Infrastructure Research, Planning and Design - Corporate Services - Asset Management, Liaison and Utilities - Supply Chain Management
KRA 2: Financial Resource Mobilization	- Partnerships and Corporate Planning – Team Leader - Corporate Services - Infrastructure Development - Infrastructure Research, Planning and Design - Supply Chain Management
KRA 3: Institutional Capacity Development	- Corporate Services – Team Leader - Corporation Secretary and Legal Services - Supply Chain Management - Internal Audit

6.2.4 Systems and Procedures

The Agency will focus on acquisition, utilisation and maintenance of technologies and enhance the existing systems and procedures that support development of water and sanitation infrastructure. During the Plan period, the Agency will among other initiatives procure modern technology-based exploration kit, implement relevant Management Information Systems, develop, implement and maintain a quality management system which conforms to ISO 9001:2015 international standards.

Northern Water Works Development has implemented digitalization initiatives to enhance efficiency and optimize resource utilization across multiple business processes. By digitalizing financial management, the Agency has streamlined financial processes, such as budgeting, expense tracking, and financial reporting, resulting in improved accuracy and timeliness of financial information. The digitalization of procurement has automated purchasing workflows, vendor management, and contract administration, enabling streamlined procurement processes, cost savings, and enhanced transparency. Additionally, digitalizing human resource and payroll functions has simplified employee on boarding, leave management, performance evaluation, and payroll processing, leading to increased efficiency and accuracy while reducing administrative costs. Lastly, the digitalization of project management has facilitated efficient project Planning, tracking, and collaboration, enabling better resource allocation, timely completion, and improved project outcomes.

6.3 Risk Management Framework

During the Plan period there are potential risks that may have to be mitigated if the Agency is to achieve its Strategic Objectives. These risks have been identified and suggested mitigation strategies provided. The identified risks will be analysed, assessed, categorized and harmonized with the Enterprise risk Management (ERM) framework. Table 6.4 presents the risks to which the Agency may be exposed to and their mitigation measures.

Table 6.4: Risk Management Framework

S/No.	Risk Category	Risk description	Risk Likelihood Low(L)/ Medium(M) /High(H)	Impact Low(L)/ Medium(M)/ High(H)	Overall Risk level Low(L)/ Medium (M) /High(H)	Mitigation Measure (s)
1.	Financial risks	Inadequate and delayed exchequer funding	H	H	H	- Diversify sources of funding - Sustain and enhance partnerships and collaborations
		Imprudent use of financial resources	L	H	M	- Align workPlans, budget and procurement Plan - Sensitize staff on budgeting process - Comply with PFM Act, PPADA, regulations, policies and circulars

S/No.	Risk Category	Risk description	Risk Likelihood Low(L)/ Medium(M) /High(H)	Impact Low(L)/ Medium(M)/ High(H)	Overall Risk level Low(L)/ Medium (M) /High(H)	Mitigation Measure (s)
		Fraud	L	H	M	Enhance internal controls and governance
		Overstated project costs	L	H	M	- Adhere to design process - Ensure fair competition during procurement
		Delayed payments	H	M	M	- Comply with customer service delivery standards - Adhere to contractual obligations
		Poor financial reporting	L	M	L	Comply with International Public Sector Accounting Standards (IPSAS)
		Loss/damage of financial documents	M	H	M	- Digitize financial documents - Enhance data security and backup
		Fluctuating exchange rates	M	M	M	Factor in fluctuation of exchange rates during project Planning
		Goods, works and services that do not meet specification and standards	M	H	M	- Frequent review of standards and specifications - Standardize respective good, works and services specifications - Comply with PFM Act, PPADA and respective regulations
		Assets not disposed at the right time and at the right value	L	L	L	- Implement disposal policy in line with the PPADA - Constantly monitor surplus, idle and obsolete assets

S/No.	Risk Category	Risk description	Risk Likelihood Low(L)/ Medium(M) /High(H)	Impact Low(L)/ Medium(M)/ High(H)	Overall Risk level Low(L)/ Medium (M) /High(H)	Mitigation Measure (s)
		Inadequate management of inventory	M	M	M	- Implement asset and inventory management system - Regular update of asset register
2.	Technical Risks	Inadequate water sources	H	H	H	Encourage rain water harvesting and storage by use of roof catchments, rock catchment, sand dams, water pans and dams
		Depletion of water sources	L	H	M	- Leverage technology in aquifer recharge - Diversify sources of water - Construct underground water reservoirs
		Inadequate monitoring of ground water abstraction	L	H	M	Allocate adequate funds for monitoring
		Poor operation and maintenance of water and sanitation systems	M	M	M	- Recruitment of technical staff - Implement operations, repair and maintenance schedules
		Low water quality	H	H	H	- Adhere to water and sanitation treatment standards - Continuous quality monitoring and feedback

S/No.	Risk Category	Risk description	Risk Likelihood Low(L)/ Medium(M) /High(H)	Impact Low(L)/ Medium(M)/ High(H)	Overall Risk level Low(L)/ Medium (M) /High(H)	Mitigation Measure (s)
		Lack of wayleaves and sites for water and sanitation infrastructure	L	H	M	- Collaborate with County Governments in preparation of water and sanitation master Plans - Implement RAP and adequately compensate Project Affected Persons (PAP)
		Dry boreholes	M	M	M	- Collaborate with other organizations in sharing of data in ground water - Adopt modern technology in ground water exploration
		Lack of asset ownership documents	M	M	M	Collaborate with Ministry to fast track the transfer of assets ownership
		Unsustainable water supply systems	M	H	M	- Enhance governance/ training of water user management - Liaise with WSPs on performance and sustainability of existing water supply systems - Adopt appropriate technologies
3.	Environmental risks	Climate change effects such as droughts and floods	H	H	H	- Implement drought and flood mitigation Plan - Develop large mega storage dams and underground water reservoir - Climate change adaptation and mitigation measures

S/No.	Risk Category	Risk description	Risk Likelihood Low(L)/ Medium(M) /High(H)	Impact Low(L)/ Medium(M)/ High(H)	Overall Risk level Low(L)/ Medium (M) /High(H)	Mitigation Measure (s)
4.	Security risks	Community Conflicts	M	H	M	• Employ conflict resolution mechanisms • Adopt alternative dispute resolution mechanisms
		Terrorism and Banditry	M	H	M	• Collaborate with security Agencies
5.	Political risks	Political interference	H	M	M	• Adequate stakeholder engagements
		Change of laws, regulations and policies	L	M	M	• Align with new changes
6.	Strategic risks	Failure to meet organizational targets	M	H	M	• Cascade organizational targets to all levels • Align resources to organizational targets
7.	Human Resource risks	Inadequate staffing levels	H	H	H	• Recruit adequate staff • Review terms and conditions of service
		Loss of institutional memory	M	H	M	• Implement knowledge management framework • Implement succession management policy
		Workplace hazard	M	H	M	• Implement Occupational Safety and Health Act (OSHA), 2007
8.	Technological Risks	Low uptake of emerging technologies in water	M	M	M	• Adopt appropriate technologies in water
		Cyber security risk	H	H	H	• Enhance cyber security measures
		Misuse of ICT systems	M	M	M	• Implement policies on data and information systems • End user sensitization • Monitor information systems usage

S/No.	Risk Category	Risk description	Risk Likelihood Low(L)/ Medium(M) /High(H)	Impact Low(L)/ Medium(M)/ High(H)	Overall Risk level Low(L)/ Medium (M) /High(H)	Mitigation Measure (s)
		Non-compliance with ICT Governance regulations	M	M	M	Sensitize Board, Management and staff on IT laws, regulations and policies
9.	Legal risks	Litigation	L	H	M	- Comply with legal and regulatory framework - Adhere to contractual obligations



CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES



Yamo Dam in Samburu county

7.0 Overview

This Chapter presents the financial requirements for implementing the Strategic Plan, sources of funds, resource gaps, resource mobilization strategies and resource management.

7.1 Financial Requirements

The Agency requires adequate financial resources to enable implementation of this Plan. The Key Result Areas identified will be accomplished through activities which shall be allocated resources as required by the Public Finance Management Act (PFM) Act, 2012. The Agency will require a total of KES. **63,758.7 Million** to implement this Strategic Plan. The financial resource requirements for each KRA is summarized in Table 7.1.

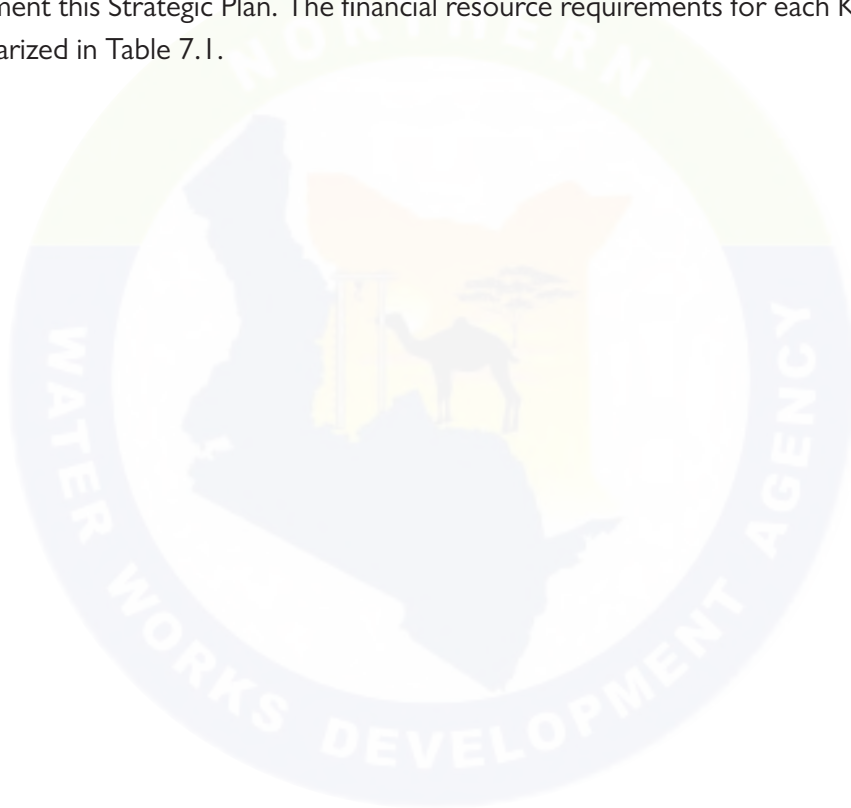


Table 7.1: Financial Requirements for Implementing the Strategic Plan

Strategic Objective		Projected Resource Requirements (KES. Mn)					
		2024/25	2025/26	2026/27	2027/28	2028/29	Total
Water Supply and Sanitation Infrastructure	To improve access to safe water in rural areas	4517	7897	12442	4397	4397	33650
	To improve access to safe water in urban areas	1615.5	6931.5	1561.5	4560	1560	16228.5
	To improve access to sanitation services in rural areas	160	40	40	40	40	320
	To improve access to sanitation services in urban areas	405	3710	2110	210	105	6540
	To upscale the adoption of innovative technologies	17	22	10	4	4	57
Financial Resource Mobilization	To improve environmental conservation and sustainability	136	166	2186	2136	136	4760
	To increase funding base	125	145	105	75	75	525
	To strengthen the Agency's institutional capacity	80.9	107.1	93.3	86.1	104.8	472.2
Sub-Total		7056.4	19018.6	18547.8	11508.1	6421.8	62552.7
Administrative Cost Projections (KES. Mn)							
	2024/25	2025/26	2026/27	2027/28	2028/29	Total	
Sub-Total	173	207	246	287	293	1206	
Total Expenditure Projections (KES. Mn)							
Strategy Implementation	7056.4	19018.6	18547.8	11508.1	6421.8	62552.7	
Administrative Cost	173	207	246	287	293	1206	
Grand Total	7229.4	19225.6	18793.8	11795.1	6714.8	63758.7	

Sources of Funds (KES. Mn)						
	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Funds received from GOK (KES.Billion)	3000	3000	3000	3000	3000	15000
Funds received from Development partners (KES. Billion)	6000	6000	6000	6000	6000	30000
Investments mobilized for Bute Dam (KES)	-	3500	-	-	-	3500
Investments mobilized for Rahole Canal (KES)	-	-	1000	-	-	1000
Investments mobilized for Kubi Qallo Rockfill Dam(KES)	-	-	7000	-	-	7000
Investments mobilized for Badasa Dam (KES)	-	3000	-	-	-	3000
Investments mobilized under climate financing (KES)	-	-	-	2000	2000	4000
Total Funding	9000	15500	17000	11000	11000	63500
Resource Gap (Funding- Costs)	1770.6	-3725.6	-1793.8	-795.1	4285.2	-258.7

7.1.1 Resource Gaps

Estimated financial requirements, estimated funding and the respective variance are shown in Table 7.2.

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (KES. Mn)	Estimated Funding (KES. Mn)	Variance (KES. Mn)
Year 1	7229.4	9000	1770.6
Year 2	19225.6	15500	-3725.6
Year 3	18793.8	17000	-1793.8
Year 4	11795.1	11000	-795.1
Year 5	6714.8	11000	4285.2
Total	63758.7	63500	-258.7

7.2 Resource Mobilization Strategies

Financial sustainability is key in ensuring increased access to quality, affordable and sustainable water and sanitation services in the Agency's area of jurisdiction. Financial resource mobilization is critical in raising additional financial resources for implementation of activities, programmes and projects. To improve its financial base in the 2024-2028 Planning period, the Agency will adopt the following strategies:

- (a.) Seek funding from the Government by negotiating for additional funds from the National Treasury;
- (b.) Widen funding initiatives to include climate financing from development partners;
- (c.) Enhance collaborations with development partners and other strategic partners to support implementation of programs and projects; and
- (d.) Mobilize investments through PPP to support implementation of programs and projects.

7.3 Resource Management

Effective management of resources is key in ensuring sustainability and promoting operational efficiency and effectiveness. The Agency will optimize use of available resources and promote prudent management for financial sustainability, by adopting the following measures:

- (a.) Strengthen corporate governance, internal controls and risk management;
- (b.) Improve efficiency in the procurement process and compliance with Public Procurement and Asset Disposal Act (PPADA) 2015, Public Finance Management (PFM) Act 2012, regulations, policies, circulars, and government guidelines;
- (c.) Leverage on technology;
- (d.) Adopt a Quality Management Systems (QMS);
- (e.) Enhance asset management; and
- (f.) Provide effective audit assurance and advisory services.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK



*Mandera Sewerage works in progress in
Mandera county*

8.0 Overview

The Chapter provides the monitoring and evaluation framework that will be used during the implementation of this Strategic Plan. The framework is a management tool that is necessary for effective implementation of programs and projects.

8.1 Monitoring Framework

Monitoring, evaluation and reporting (ME&R) framework provides a common approach to monitoring and evaluation of the Agency's programmes, projects and activities so that sufficient data and information is captured to review implementation progress of initiatives. Monitoring and evaluation will therefore be an integral part of the Agency's performance management system aimed at continuously tracking outputs in the action Plan implementation matrix. To this end, the Agency has identified three (3) Key Result Areas, attendant strategic objectives, outputs, targets and outcomes that the Agency seeks to achieve during the 2024-2028 Plan period. Corporate, departmental and individual annual work-Plans, shall be developed in line with activities in the implementation matrix to provide a basis for monitoring implementation of various activities against specific targets.

For the Strategic Plan to be effectively implemented, monitoring, evaluation and reporting shall be coordinated by Partnerships and Corporate Planning Division which shall ensure that strategies are being implemented, performance is being measured, progress reports are made and discussed, and corrective action is taken where necessary. All the functional areas shall be accountable for the completion of tasks indicated in their respective work-Plans. Responsibility for data collection, aggregation, analysis and reporting on the Plan will rest with the Heads of the functional areas.

The Board shall be responsible for overseeing the monitoring and evaluation of the Plan's Implementation. The CEO shall ensure that a performance management system is implemented, actual performance is measured against negotiated targets at all levels and feedback provided to key actors in the implementation.

8.2 Performance standards

Monitoring implementation of the Strategic Plan will be a continuous process. To this end, the Agency has identified key performance indicators at the output and outcome levels to facilitate tracking implementation of the Strategic Plan.

8.3 Evaluation Framework

The Agency will assess the level and extent of achievement of the strategic objectives towards attainment of the strategic goals for each of the key result areas. An outcome performance matrix is provided to guide monitoring and evaluation. It indicates the KRAs, expected outcomes, key performance indicators, baseline, mid-term targets and end-term targets. The outcome performance matrix is provided in Table 8.1.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline	Year	Target	
					Mid-term Period	End-term period
KRA I:Water Supply and sanitation Infrastructure	Improved access to safe water in rural areas	% of additional population with access to water in rural areas	22%	2023	27.0	32.0
	Improved access to safe water in urban areas.	% of additional population with access to water in urban areas	34%	2023	39.0	44.0
	Improved access to sanitation services in rural areas	% of additional population with access to sanitation in rural areas	29.10%	2023	31.6	34.1
	Improved access to sanitation services in urban areas	% of additional population with access to sanitation in urban areas	8%	2023	10.5	13%
	Improved adoption of innovative technologies	No. of research undertaken	2	2023	2	3
		No. of innovative technologies adopted	1	2023	1	1
	Improved environmental conservation and sustainability	No. of trees Planted	250,000	2023	125,000	250,000
		No. of solar systems installed	16	2023	50	100
		No. of wind energy systems installed	-	-	4	6

Key Result Area	Outcome	Outcome Indicator	Baseline	Year	Target	
					Mid-term Period	End-term period
KRA 2: Financial Resource Mobilization	Enhanced funding	Amount received from GoK	6.757B	2023	7.5B	15.0B
		Amount raised from development partners	5.7B	2023	15.0B	30.0B
		Investments mobilized for Bute Dam (KES)	-	-	3.5B	3.5B
		Investments mobilized for Rahole Canal (KES)	-	-	-	1B
		Investments mobilized for Kubi Qallo Rockfill Dam(KES)	-	-	-	7B
		Investments mobilized for Badasa Dam (KES)	-	-	3B	3B
		Investments mobilized under climate financing (KES)	-	-	-	4B
		Level of compliance with financial and procurement laws, regulations, policies and circulars (%)	100%	2023	100	100
		% of absorption of GoK funds	100%	2023	100	100
KRA 3: Institutional Capacity development	Enhanced institutional capacity	Board Performance Score (%)	89.4	2023	100	100
		Level of Compliance with governance and legal audit	-	-	100	100
		Performance Contract Composite Score	2.92	2022	2.72	2.40
		No. of additional staff	38	2023	36	51
		Employee satisfaction index	82%	2023	85	87
		Customer satisfaction index	80%	2022	83	85
		Automation index	54%	2023	62	65
		ISO Certification	ISO 9001:2008	2018	ISO 9001:2015	ISO 9001:2015
		Corruption perception index	2	2023	1.85	1.80

8.3.1 Mid-Term Evaluation

A mid-term evaluation of the Strategic Plan will be undertaken in December 2026 to assess the

the extent to which interventions identified in the Strategic Plan have been implemented and the results achieved. The reviews will generate evidence for improvement in Planning and implementation of the Strategic Plan for the remaining period.

8.3.2 End-Term Evaluation

End –term evaluation of the Strategic Plan will be undertaken at the end of the Planning period to assess the level of achievement against set targets and establish gaps or variances if any, document key achievements, identify challenges faced and lessons learnt. This will enable the Agency to Identify and recommend appropriate remedial measures for the subsequent Plan.

8.4 Reporting Framework and Feedback Mechanism

The performance management system will ensure actual performance is measured against agreed targets at all levels to obtain regular feedback on progress towards achieving the set milestones and results. Reporting on the progress of Strategic Plan implementation is important in adjusting strategic directions and measuring performance. To facilitate reporting on performance, data and information collection templates and procedures shall be developed for use by the various departments who will ensure that progress reports are made. The reports shall describe actions taken towards achieving the specific strategies of the Plan and shall include achievements, challenges, lessons learnt and recommendations.

Reporting on the implementation of the Strategic Plan will be done on a monthly, quarterly and annual basis. The Partnerships and Corporate Planning Division shall submit the following reports to the Management and the Board on the progress made in implementation of the Plan:

- (a.) Monthly reports – Respective Departments at Management meetings;
- (b.) Quarterly report – Management and the Board; and
- (c.) Annual Report – Management, the Board and relevant stakeholders.

To ensure implementation is on track, the CEO shall ensure meetings are held to review progress and resolve issues that may arise in implementation. Scheduled meetings shall be held as follows:

- (a.) Monthly review meetings at the departmental levels shall be convened to ensure implementation is on track;
- (b.) Quarterly review meetings at the departmental and Board levels shall be convened to receive reports on implementation of the Plan;
- (c.) The overall oversight of the Strategic Plan and its implementation is a critical role of the Board. Therefore, progress reporting will be an Agenda Item in quarterly Board Meetings; and
- (d.) A Strategy implementation review meeting will be held annually to evaluate the progress made on the implementation of the Plan.

Results from the analysis shall then be used to inform decision-making, recommend adjustments to the Plan where necessary and take immediate corrective action for efficiency and effectiveness. Information generated from MandE will be reflected upon to identify what was done well, what could have been done better, build on the experiences and contribute to organizational learning. Lessons learnt will be used as input to inform the next Planning cycle.

Monitoring will be undertaken using the quarterly progress reporting template **(Appendix IV)**, annual progress reporting template **(Appendix V)**, and evaluation reporting template **(Appendix VI)**, which are attached.

APPENDIX I: IMPLEMENTATION MATRIX

KRA I: Water Supply and Sanitation Infrastructure

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Y1	Y2	Y3	Y4	Y5	Budget (KES. Mn)					Y1	Y2	Y3	Y4	Y5	Lead	Responsibility
Strategic Issue: Water and Sanitation Coverage																					
Strategic Goal: Increase water and sanitation coverage																					
KRA: Water Supply and Sanitation Infrastructure																					
Outcomes:	(i.)	Improved access to safe water in rural areas																			
	(ii.)	Improved access to safe water in urban areas																			
	(iii.)	Improved access to sanitation services in rural areas																			
	(iv.)	Improved access to sanitation services in urban areas																			
	(v.)	Improved adoption of innovative technologies																			
	(vi.)	Improved environmental conservation and sustainability																			
Strategic Objective I. I: To improve access to safe water in rural areas																					
Increase the quantity of water in rural areas	Develop Integrated Water Master Plans	Master Plans developed	Number of Master Plans developed	6	6	-	-	-	-	120	-	-	-	-	-	-	-	-	ID	CEO's Office, CS, SCM, PCP	
	Drill and equip boreholes	Boreholes drilled and equipped	Number of Boreholes drilled and equipped (400)	Wajir-75	15	15	15	15	15	180	180	180	180	180	180	180	180	180	ID	CEO's Office, CS, SCM, PCP	
				Garissa-75	15	15	15	15	15	180	180	180	180	180	180	180	180	ID	CEO's Office, CS, SCM, PCP		
				Mandera-75	15	15	15	15	15	180	180	180	180	180	180	180	180	ID	CEO's Office, CS, SCM, PCP		
				Isiolo-50	10	10	10	10	10	120	120	120	120	120	120	120	120	ID	CEO's Office, CS, SCM, PCP		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES, Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Construct water pans and dams	Construct water pans and dams	Water pans and dams constructed	Number of Water pans constructed (340)	Marsabit-75	15	15	15	15	15	180	180	180	180	180	ID	CEO's Office, CS, SCM, PCP
				Samburu-50	10	10	10	10	10	120	120	120	120	120	ID	CEO's Office, CS, SCM, PCP
				Wajir-60	12	12	12	12	12	180	180	180	180	180	ID	CEO's Office, CS, SCM, PCP
				Garissa-60	12	12	12	12	12	180	180	180	180	180	ID	CEO's Office, CS, SCM, PCP
				Mandera-60	12	12	12	12	12	180	180	180	180	180	ID	CEO's Office, CS, SCM, PCP
				Isiolo-50	10	10	10	10	10	150	150	150	150	150	ID	CEO's Office, CS, SCM, PCP
				Marsabit-60	12	12	12	12	12	180	180	180	180	180	ID	CEO's Office, CS, SCM, PCP
				Samburu-50	10	10	10	10	10	150	150	150	150	150	ID	CEO's Office, CS, SCM, PCP
				6	1	1	2	1	1	45	45	90	45	45	ID	CEO's Office, CS, SCM, PCP
				Wajir-5	1	1	1	1	1	60	60	60	60	60	ID	CEO's Office, CS, SCM, PCP
				Garissa-5	1	1	1	1	1	60	60	60	60	60	ID	CEO's Office, CS, SCM, PCP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES, Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Develop water supply	Desilt water pans	Water pans desilted	Number of water pans desilted (280)	Mandera-5	1	1	1	1	1	60	60	60	60	60	ID	CEO's Office, CS, SCM, PCP
				Isiolo-5	1	1	1	1	1	60	60	60	60	60	ID	CEO's Office, CS, SCM, PCP
				Marsabit-5	1	1	1	1	1	60	60	60	60	60	ID	CEO's Office, CS, SCM, PCP
				Samburu-5	1	1	1	1	1	60	60	60	60	60	ID	CEO's Office, CS, SCM, PCP
				Wajir-50	10	10	10	10	10	50	50	50	50	50	ID	CEO's Office, CS, SCM, PCP
				Garissa -50	10	10	10	10	10	50	50	50	50	50	ID	CEO's Office, CS, SCM, PCP
				Mandera-50	10	10	10	10	10	50	50	50	50	50	ID	CEO's Office, CS, SCM, PCP
				Isiolo-40	8	8	8	8	8	40	40	40	40	40	ID	CEO's Office, CS, SCM, PCP
				Marsabit-50	10	10	10	10	10	50	50	50	50	50	ID	CEO's Office, CS, SCM, PCP
				Samburu-40	8	8	8	8	8	40	40	40	40	40	ID	CEO's Office, CS, SCM, PCP
Develop water supply	Develop water supply	Water supply constructed	Number of water supplies constructed	120	24	24	24	24	24	960	960	960	960	960	ID	CEO's Office, CS, SCM, PCP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES, Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Rehabilitate water supply	Water supply rehabilitated	Number of water supplies rehabilitated	200	40	40	40	40	40	200	200	200	200	200	ID	CEO's Office, CS, SCM, PCP
	Extend water supply distribution network	Water supply distribution network extended	KMs of water supply distribution networks extended	400	80	80	80	80	80	560	560	560	560	560	ID	CEO's Office, CS, SCM, PCP
	Provide roof gutters and water tanks for schools and health facilities	Roof gutters and water tanks provided	Length of gutters (M)	15,000	3,000	3,000	3,000	3,000	3,000	9	9	9	9	9	ID	CEO's Office, CS, SCM, PCP
	Construct Bute Dam	Bute Dam constructed	Number of 5M³ water tanks	250	50	50	50	50	50	3	3	3	3	3	ID	CEO's Office, CS, SCM, PCP
	Construct Bute Dam	Bute Dam constructed	Bute Dam	1	-	1	-	-	-	-	3500	-	-	-	ID	CEO's Office, CS, SCM, PCP
	Construct Rahole Canal	Rahole Canal constructed	Rahole Canal	1	-	-	1	-	-	-	-	1000	-	-	ID	CEO's Office, CS, SCM, PCP
	Construct Kubi Qallo Rockfill Dam	Kubi Qallo Rockfill Dam constructed	Kubi Qallo Rockfill Dam	1	-	-	1	-	-	-	-	7000	-	-	ID	CEO's Office, CS, SCM, PCP
	Total Strategic Objective 1.1															
	Strategic Objective 1.2: To improve access to safe water in urban areas															
Increase the quantity of water in urban areas	Develop and expand water supply production facilities	Water supply production facilities developed and expanded	Number of Water supply production facilities developed and expanded	15	3	3	3	3	3	1200	1200	1200	1200	1200	ID	CEO's Office, CS, SCM, PCP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES, Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Reduction of Non-Revenue Water (NRW)	Develop and operationalize bulk water supply	Bulk water supply developed and operationalized	Number of bulk water supplies developed and operationalized	2	-	1	-	1	-	-	2000	-	3000	-	ID	CEO's Office, CS, SCM, PCP
	Rehabilitate water supplies	Water supplies rehabilitated	Number of water supplies rehabilitated	6	1	2	1	1	1	300	600	300	300	300	ID	CEO's Office, CS, SCM, PCP
	Extend water supply distribution networks	Water supply distribution networks extended	KMs of water supply distribution networks extended	500 KMs	100	100	100	100	100	60	60	60	60	60	ID	CEO's Office, CS, SCM, PCP
	Construct Badasa Dam	Badasa Dam constructed	Badasa Dam	1	-	1	-	-	-	-	3000	-	-	-	ID	CEO's Office, CS, SCM, PCP
	Build capacity of Water Service Providers (WSPs)	WSPs capacity built	Number of WSPs	6	3	3	-	-	-	9	9	-	-	-	ID	CEO's Office, CS, SCM, PCP
	Build capacity of Water Management Committees (WMCs)	WMCs capacity built	Number of WMCs	30	15	15	-	-	-	45	45	-	-	-	ID	CEO's Office, CS, SCM, PCP
	Install smart meters	Smart meters installed	Number of smart meters installed	150	-	50	50	50	-	1.5	1.5	1.5	-	-	ID	CEO's Office, CS, SCM, PCP
	Procure leak detectors	Leak detectors procured	Number of leak detectors procured	2	-	2	-	-	-	-	16	-	-	-	ID	CEO's Office, CS, SCM, PCP
	Total Strategic Objective 1.2															
					1615.5	6931.5	1561.5	4560	1560							

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES, Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Objective 1.3: To improve access to sanitation services in rural areas																
Enhance sanitation facilities in the rural areas	Develop integrated sanitation master Plans	Master Plans developed	Number of master Plans developed	6	6	-	-	-	-	120	-	-	-	-	ID	CEO's Office, CS, SCM, PCP
	Develop sanitation facilities	Sanitation facilities developed	Number of sanitation facilities developed	100	20	20	20	20	20	40	40	40	40	40	ID	CEO's Office, CS, SCM, PCP
Total Strategic objective 1.3																
Strategic Objective 1.4: To improve access to sanitation services in urban areas																
Enhance sanitation facilities in the urban areas	Develop sewerage systems	Sewerage systems developed	Number of sewerage systems developed	6	-	4	2	-	-	-	3600	1800	-	-	ID	CEO's Office, CS, SCM, PCP
	Rehabilitate and augment sewerage systems	Sewerage system rehabilitated and augmented	Number of sewerage systems rehabilitated and augmented	3	1	1	1	-	-	300	300	300	-	-	ID	CEO's Office, CS, SCM, PCP
	Extend sewer networks	Sewer networks extended	KMs of sewer networks extended	120	15	30	30	30	15	105	210	210	210	105	ID	CEO's Office, CS, SCM, PCP
Total Strategic Objective 1.4																
Strategic Objective 1.5: To upscale the adoption of innovative technologies																
Promote adoption of innovative technologies	Develop research and innovation policy	Research and innovation policy developed	Research and innovation policy	1	1	-	-	-	-	3	-	-	-	-	ID	CEO's Office, CS, SCM, PCP
	Implement research and innovation policy	Training and research institutions collaborated with	Number of MOUs signed	5	5					10	-	-	-	-	ID	CEO's Office, CS, SCM, PCP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES, Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			Number of trainings undertaken	10	2	2	2	2	2	4	4	4	4	4	ID	CEO's Office, CS, SCM, PCP
			Number of research undertaken	3	-	1	2	-	-	-	3	6	-	-	ID	CEO's Office, CS, SCM, PCP
			Number of innovative technologies adopted (Reverse Osmosis)	1	-	1	-	-	-	-	5	-	-	-	ID	CEO's Office, CS, SCM, PCP
	Procure modern technology-based exploration kit	Modern technology-based exploration kit procured	Exploration kit	1	-	1	-	-	-	-	10	-	-	-	ID	CEO's Office, CS, SCM, PCP
Total Strategic Objective 1.5										17	22	10	4	4		
Strategic Objective 1.6 : To improve environmental conservation and sustainability																
Mitigate climate change effects	Conduct feasibility study and design one (1) underground water reservoir of one (1) million cubic metres	Feasibility study conducted	Feasibility study report	1	-	1	-	-	-	-	20.0	-	-	-	ID	CEO's Office, CS, SCM, PCP
	Design prepared	Design report		1	-	-	-	1	-	-	-	50.0	-	-	ID	CEO's Office, CS, SCM, PCP
	Construct underground water reservoir	Water reservoir constructed	Underground water reservoir	1	-	-	-	1	-	-	-	2000	2000	-	ID	CEO's Office, CS, SCM, PCP
	Organize tree Planting events	Tree Planting events organized	Number of tree Planting events	15	3	3	3	3	3	6	6	6	6	6	ID	CEO's Office, CS, SCM, PCP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			Number of trees Planted	250,000	50,000	50,000	50,000	50,000	50,000	20	20	20	20	20	ID	CEO's Office, CS,SCM, PCP
	Equip boreholes with solar system	Boreholes equipped with solar system	Number of solar systems installed	100	20	20	20	20	20	100	100	100	100	100	ID	CEO's Office, CS,SCM, PCP
	Equip boreholes with wind energy system	Boreholes equipped with wind energy system	Number of wind energy systems installed	6	1	2	1	1	1	10	20	10	10	10	ID	CEO's Office, CS,SCM, PCP
Total Strategic Objective 1.6										136	166	2186	2136	136		
Total KRA I:										6850.5	18766.5	18349.5	11347	6242		

KRA 2: Financial Resource Mobilization

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Financial sustainability																	
Improve financial sustainability																	
Financial Resource Mobilization																	
Enhanced funding																	
Strategic Objective 2.1: To increase funding base																	
Enhance financial resource mobilization	Prepare designs and funding proposals to GoK and Development partners	Designs and funding proposals prepared	No. of designs	30	5	7	6	6	6	6	50	70	60	60	60	CS	CEO,s Office, ID
			No. of GoK funding proposals prepared	5	1	1	1	1	2	2	2	2	2	2	2	CS	CEO,s Office, ID
			No. of Development partners funding proposals prepared	5	5				8	8	8	8	8	8	8	CS	CEO,s Office, ID
			Funds received from GoK (KES. Billion)	15.0	3000	3000	3000	3000	-	-	-	-	-	-	-	CS	CEO,s Office, ID
			Funds received from Development partners (KES. Billion)	30.0	6000	6000	6000	6000	6000	-	-	-	-	-	-	CS	CEO,s Office, ID
	Mobilize investments in PPP	PPP investments mobilized	No. of staff trained on PPP	20	20	-	-	-	-	-	5	-	-	-	CS	CEO,s Office, ID	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target						Budget (KES. Mn)						Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
			No. of proposals prepared	4	4	-	-	-	-	20	-	-	-	-	CS	CEO,s Office, ID		
			No. of PPP investments mobilized	4	-	2	2	-	-	-	20	20	-	-	CS	CEO,s Office, ID		
			Investments mobilized for Bute Dam (KES. Billion)	3.5	-	3500	-	-	-	15	5	-	-	-	CS	CEO,s Office, ID		
			Investments mobilized for Rahole Canal (KES. Billion)	1.0	-	-	1000	-	-	-	15	5	-	-	CS	CEO,s Office, ID		
			Investments mobilized for Kubi Qallo Rockfill Dam (KES. Billion)	7.0	-	-	7000	-	-	-	15	5	-	-	CS	CEO,s Office, ID		
			Investments mobilized for Badasa Dam (KES. Billion)	3.0	-	3000	-	-	-	15	5	-	-	-	CS	CEO,s Office, ID		
			No. of staff trained on climate change financing	20	20	-	-	-	-	5	-	-	-	-	CS	CEO,s Office, ID		
			No. of funding proposals developed	5	1	1	1	1	1	3	3	3	3	3	CS	CEO,s Office, ID		
			Investments mobilized under climate financing (KES. Billion)	4.0	-	-	2000	2000	-	-	-	-	-	-	CS	CEO,s Office, ID		
			Funding proposals on climate change financing developed for underground reservoir															

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Promote prudent utilization of finances	Prepare financial statements in line with IAS	Financial statements Prepared	No. of statements prepared and submitted	5	1	1	1	1	1	1	1	1	1	1	CS	CEO's Office, ID
	Prepare procurement plans in line with PPADA	Procurement plans prepared	No. of procurement plans prepared and approved	5	1	1	1	1	1	1	1	1	1	1	CS	CEO's Office, ID
Total KRA 2:										125	145	105	75	75		

KRA 3: Institutional Capacity Development

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility	
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Strategic Issue	Institutional efficiency and sustainability															
Strategic Goal	Enhance institutional effectiveness, efficiency and sustainability															
KRA:	Institutional Capacity Development															
Outcome:	Enhanced institutional capacity															
Strategic Objective 3.1: To strengthen the Agency's institutional capacity																
Strengthen corporate governance, risk and control	Carry out Governance and legal audit	Governance and legal audit carried out	No. of governance and legal audits	2	1	-	1	-	-	3.5	-	3.5	-	-	Internal Audit	All
		Governance and legal audit implemented	Level of implementation	100%	-	100	100	100	100	1.0	1.0	1.0	1.0	1.0	Internal Audit	All
	Review and implement risk management framework	Risk management framework reviewed and implemented	No. of reviews	2	1	-	-	1	-	2.5	-	-	2.5	-	Internal Audit	All
			No. of trainings	2	1	-	-	1	-	3.0	-	-	3.0	-	Internal Audit	All
			Level of implementation	100%	100	100	100	100	100	0.5	1.0	1.0	1.0	0.5	Internal Audit	All
		Implement Mwongozo Code of Conduct	Board and Management trained	No. of trainings	3	-	1	-	1	1	-	2.0	-	2.0	CS&LS	CEO'S Office
		Board Almanac developed	No. of Board Almanacs	5	1	1	1	1	1	1.0	1.0	1.0	1.0	CS&LS	CEO'S Office	
		Board evaluation undertaken	No. of Board evaluations	5	1	1	1	1	1	1.0	1.0	1.0	1.0	CS&LS	CEO'S Office	
	Develop and implement a Quality Management System	Quality Management System developed	ISO 9001: 2015 Certificate	1	-	-	1	-	-	-	3.0	-	-	Internal Audit	All	
		Quality Management System implemented	Level of implementation	100%	-	-	-	100	100	-	-	-	0.4	0.4	Internal Audit	All

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target						Budget (KES, Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Improve corporate communication and image	Develop and implement corporate communication strategy	Corporate communication strategy developed and implemented	Corporate communication strategy	1	-	1	-	-	-	-	-	1.0	-	-	PCP	CEOs Office, CS,	
			Level of implementation	100%	-	-	-	100	100	-	-	-	0.5	0.5	PCP	CEOs Office, CS,	
	Undertake Corporate Social Responsibility (CSR)	CSR undertaken	No. of CSRs	12	2	3	2	2	2	3.0	3.0	3.0	3.0	3.0	PCP	CEOs Office, CS	
		Review and implement the service charter	Service charter reviewed	No. of reviews	5	1	1	1	1	1	-	-	-	-	-	PCP	CEOs Office, CS
	Develop and implement complaints handling procedure	Service charter implemented	Level of implementation	100%	100	100	100	100	100	0.1	0.1	0.1	0.1	0.1	CS	All	
		Complaints handling procedure developed	Complaints handling procedure	1	1	-	-	-	-	0.3	-	-	-	-	-	PCP	All
		Complaints handling procedure implemented	Level of implementation	100%	100	100	100	100	100	-	-	-	-	-	-	PCP	All
	Undertake Stakeholder sensitization workshops	Stakeholder sensitization workshops undertaken	No. of sensitization workshops	60	12	12	12	12	12	1.0	1.0	1.0	1.0	1.0	PCP	All	
		Undertake customer satisfaction survey	Customer Satisfaction survey undertaken	Customer Satisfaction survey report	5	1	1	1	1	1	2.5	2.5	2.5	2.5	2.5	PCP	All
	Customer satisfaction index		85%	81	82	83	84	85	85	-	-	-	-	-	PCP	All	
Level of implementation	100%		100	100	100	100	100	100	1.0	1.0	1.0	1.0	1.0	PCP	All		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance governance of the IAF in line with legislative/ government laws and procedures	Review and implement Internal Audit Charter	Internal audit charter reviewed and implemented	No. of internal audit charter reviews	2	1	-	-	1	-	0.2	-	-	0.2	-	Internal Audit	CEOs Office
			Level of implementation	100%	100	100	100	100	-	-	-	-	-	-	Internal Audit	All
	Undertake internal audit	Internal audit undertaken	Internal audit strategic plan	1	1	-	-	-	1.5	-	-	-	-	Internal Audit	All	
			No of internal audit plans	5	1	1	1	1	0.3	0.3	0.3	0.3	0.3	Internal Audit	All	
			No. of internal audits	20	4	4	4	4	3.0	3.0	3.0	3.0	3.0	Internal Audit	All	
			No. of follow up reports	20	4	4	4	4	2.0	2.0	2.0	2.0	2.0	Internal Audit	All	
Provision of effective audit assurance and advisory services	Review and implement effective Quality Assurance and Improvement Programmes (QAIP) in compliance with the applicable standards.	Internal audit recommendations implemented	Level of implementation	100%	100	100	100	100	-	-	-	-	-	Internal Audit	All	
			No. of Internal assessment QAIP reports	5	1	1	1	1	3.0	2.0	1.5	1.5	1.5	Internal Audit	All	
			Level of implementation of internal assessment of QAIP report	100%	100	100	100	100	1.0	1.0	1.0	1.0	1.0	Internal Audit	All	
			External assessment QAIP report	1	-	-	-	1	-	-	-	-	3.0	Internal Audit	All	
			Level of implementation of external assessment of QAIP report	100%	-	-	-	100	-	-	-	-	1.5	Internal Audit	All	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target						Budget (KES. Mn)						Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Lead	Support
Enhance human Resource capacity	Review and implement an effective internal audit processes that incorporate emerging technologies	Effective internal audit processes reviewed and implemented	Internal audit management system and analytic tool	1	-	1	-	-	-	-	10	-	-	-	-	-	Internal Audit	ICT
			Level of implementation	100%	-	100	100	100	100	-	-	1.0	1.0	1.0	-	-	Internal Audit	ICT
	Carry out staff recruitment	Staff recruitment carried out	No. of staff recruited	51	10	12	14	15	-	2.5	3.0	3.5	3.5	-	-	-	CS	HR&A, Fin
	Conduct Training Needs Assessment (TNA)	Training Needs Assessment (TNA) Conducted	No. of TNAs	5	1	1	1	1	1	-	-	-	-	-	-	-	CS	All
	Develop training plan	Training Plan developed	No. of training plans	5	1	1	1	1	1	-	-	-	-	-	-	-	CS	All
	Undertake staff training	Staff training undertaken	% of staff trained	100%	100	100	100	100	100	4.0	5.0	6.0	7.0	8.0	-	-	CS	All
	Develop and implement succession management policy	Succession management policy developed and implemented	Succession Management Policy	1	-	1	-	-	-	-	1.0	-	-	-	-	-	CS	HR&A
			Succession Management Plan	1	-	1	-	-	-	-	-	-	-	-	-	-	CS	HR&A
			Level of implementation	100%	-	-	100	100	100	-	-	1.0	1.2	1.5	-	-	CS	HR&A
	Develop and implement knowledge management framework (KM)	Knowledge management (KM) framework developed and implemented	Knowledge management (KM) framework	1	-	-	1	-	-	-	-	3.0	-	-	-	-	CS	HR&A, Fin
			Level of implementation	100%	-	-	-	100	100	-	-	-	2.0	2.0	-	-	CS	HR&A
	Review human resource instruments	Human resource instruments reviewed	No. of human resource instruments reviewed	3	-	3	-	-	-	-	-	-	-	-	-	-	CS	HR&A

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance work environment	Extend office space	Office space extended	Office space (M ²)	300 M ²	-	300	-	-	-	-	20.0	-	-	-	ID	HR&A
	Conduct employee satisfaction survey	Employee satisfaction survey conducted	No. of employee satisfaction surveys	5	1	1	1	1	1	2.5	2.5	2.5	2.5	2.5	CS	HR&A, All
			Employee satisfaction index	87%	83	84	85	86	87	-	-	-	-	-	CS	HR&A, All
			Employee satisfaction survey recommendations implemented	Level of implementation	100%	100	100	100	100	100	1.0	1.0	1.0	1.0	1.0	CS
Enhance asset management	Develop and implement culture transformation program	Culture	Culture audit	1	1	-	-	-	-	5.0	-	-	-	-	CS	HR&A
		Culture transformation program developed and implemented	Culture change strategy	1	1	-	-	-	-						-	-
			Level of implementation	100%	-	100	100	100	100	100	-	2.0	2.0	2.0	2.0	CS
	Develop asset management policy	Asset management policy developed	Asset Management Policy	1	1	-	-	-	-	2.0	-	-	-	-	ID	SCM
	Procure off road vehicles	Off road vehicles procured	No. of vehicles procured	5	1	1	1	1	1	8.0	8.0	8.0	8.0	8.0	ID	SCM
		Maintain an updated asset register	Asset register maintained and updated	No. of Asset verification reports	5	1	1	1	1	1	-	-	-	-	-	ID
	Implement asset disposal plan	Asset disposal plan implemented	Level of implementation	100%	100	100	100	100	100	-	-	-	-	-	ID	SCM

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target						Budget (KES, Mn)						Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
Enhance corporate planning and performance management	Develop and implement performance contracting	Performance contracting developed and implemented	No. of performance contracts	5	1	1	1	1	1	-	-	-	-	-	PCP	All		
			Level of implementation	100%	100	100	100	100	100	2.0	2.0	2.0	2.0	2.0	PCP	All		
	Conduct staff performance appraisal	Staff performance appraisal conducted	No. of evaluations	5	1	1	1	1	1	-	-	-	-	-	CS	HR&A, All		
	Develop and implement reward and recognition policy	Reward and recognition policy developed and implemented	Reward and recognition policy	1	1	-	-	-	-	1.5	-	-	-	-	CS	HR&A		
			Level of implementation	100%	-	100	100	100	100	3.7	4.0	4.5	5.0	5.6	CS	HR&A		
	Undertake monitoring and evaluation on the implementation of the Agency's plan	Monitoring and evaluation on the implementation of the Agency's plan undertaken	No. of Monitoring and evaluation reports	5	1	1	1	1	1	-	-	-	-	-	PCP	All		
			Level of implementation	100%	100	100	100	100	100	2.0	2.0	2.0	2.0	2.0	PCP	All		
	Review and evaluate corporate Strategic Plan	Corporate Strategic Plan reviewed and evaluated	No. of annual reviews	5	1	1	1	1	1	-	-	-	-	-	PCP	All		
			Midterm review	1	-	-	1	-	-	-	-	6.0	-	-	PCP	All		
			End term evaluation	1	-	-	-	-	1	-	-	-	-	6.0	PCP	All		
	Develop the 2029-2033 Strategic Plan	2029-2033 Strategic Plan developed	2029-2033 Strategic Plan	1	-	-	-	-	1	-	-	-	-	20.0	PCP	All		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES, Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Leverage ICT in all business processes	Develop and implement ICT Strategy	ICT Strategy developed and implemented	ICT Strategy Level of implementation	100%	-	100	100	100	100	1.0	-	-	-	-	ICT	All
	Review ICT Policy	ICT Policy reviewed	No. of reviews	2	-	1	-	1	-	-	0.5	-	0.5	-	ICT	All
	Provide ICT infrastructure	ICT infrastructure provided	LAN	1	-	1	-	-	-	-	1.5	-	-	-	ICT	ID, CS
			Data Centre	1	-	-	1	-	-	-	-	1.0	-	-	ICT	ID, CS
			Cloud Backup	1	-	1	-	-	-	-	0.5	0.5	0.5	0.5	ICT	ID, CS
			IP VOIP telephony	1	1	-	-	-	-	0.8	-	-	-	-	ICT	ID, CS
			Satellite phones	4	-	4	-	-	-	-	1.0	-	-	-	ICT	ID, CS
	Implement relevant Management Information Systems (MIS)	No. of Management Information systems	End user devices	100%	100	100	100	100	-	4.5	3.7	4.0	5.0	4.0	ICT	ID, CS
			ERP Enhancement	5	1	1	1	1	1	2.5	2.5	2.5	2.5	2.5	ICT	All
			Computer Aided Design	1	1	-	-	-	-	2.0	2.0	2.0	2.0	2.0	ICT	ID
			GIS Centre	1	-	1	-	-	-	-	4.0	3.0	3.0	-	ICT	ID
			Electronic Document Management System	1	-	-	1	-	-	-	-	4.0	2.0	2.0	ICT	CS, ID
	Undertake ICT training needs assessment	Content Management and Collaboration System	Content Management and Collaboration System	1	-	1	-	-	-	-	1.0	1.0	1.0	1.0	ICT	All
			No. of ICT needs assessment reports	5	1	1	1	1	1	-	-	-	-	-	ICT	All
			Level of implementation	100%	100	100	100	100	100	2.5	3.0	3.5	3.0	3.0	ICT	All
			ICT training needs assessment undertaken													
			ICT training needs report implemented													

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strengthen cybersecurity and risk management	Undertake ICT needs assessment	ICT needs assessment undertaken	ICT needs assessment report	1	-	-	-	-	1	-	-	-	-	-	ICT	All
	Implement Government ICT Standards	Government ICT Standards implemented	No. of standards	9	2	2	2	2	1	2.0	2.0	2.0	2.0	1.5	ICT	All
	Develop and implement ISMS certification	ISMS developed	ISO 27001: 2013 Certificate	1	-	1	-	-	-	-	3.0	-	-	-	ICT	All
		ISMS implemented	Level of implementation	100%	-	-	100	100	100	-	-	0.4	0.4	0.4	ICT	All
	Develop and implement Business Continuity plan	Business Continuity plan developed and implemented	Business Continuity plan	1	1	-	-	-	-	0.5	-	-	-	-	ICT	All
			Level of implementation	100%	-	100	100	100	100	-	-	-	-	-	ICT	All
	Develop and implement Disaster-Recovery Plan	Disaster Recovery Plan developed and implemented	Disaster Recovery Plan	1	1	-	-	-	-	1.0	-	-	-	-	ICT	All
			Level of implementation	100%	-	100	100	100	100	-	-	-	-	-	ICT	All
	Develop and implement Backup Strategy	Backup Strategy developed and implemented	Backup Strategy	1	1	-	-	-	-	0.5	-	-	-	-	ICT	All
			Level of implementation	100%	-	100	100	100	100	-	-	-	-	-	ICT	All
Total KRA 3	Develop data protection policy	Data Protection Policy developed and implemented	Data protection Policy	1	-	1	-	-	-	-	1.0	-	-	-	ICT	CS&LS
			Level of implementation	100%	100	100	100	100	100	-	-	-	-	-	ICT	CS&LS
										80.9	107.1	93.3	86.1	104.8		

APPENDIX II: ANNUAL WORKPLAN AND BUDGET

KRA I: Water Supply and sanitation Infrastructure

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Y1	Y1	Q1	Q2	Q3	Q4	Budget (KES. Mn)				Q1	Q2	Q3	Q4	Responsibility
Strategic Issue: Water and Sanitation Coverage																			
Strategic Goal: Increase water and sanitation coverage																			
KRA: Water Supply and sanitation Infrastructure																			
Outcomes:	(i.)	Improved access to safe water in rural areas																	
	(ii.)	Improved access to safe water in urban areas																	
	(iii.)	Improved access to sanitation services in rural areas																	
	(iv.)	Improved access to sanitation services in urban areas																	
	(v.)	Improved adoption of innovative technologies																	
	(vi.)	Improved environmental conservation and sustainability																	
Strategic Objective I.1: To improve access to safe water in rural areas																			
Increase the quantity of water in rural areas	Develop integrated water master plans	Master plans developed	No. of master plans developed	6	6	-	-	-	6	-	120	-	-	120	-	-	-	ID	CEOs Office, SCM, CS, PCP
	Drill and equip boreholes	Boreholes drilled and equipped	No. of boreholes drilled and equipped (400)	Wajir-75	15	-	10	-	5	-	180	-	120	60	-	-	-	ID	CEOs Office, SCM, CS, PCP
				Garissa-75	15	-	10	-	5	-	180	-	120	60	-	-	-	ID	CEOs Office, SCM, CS, PCP
				Mandera-75	15	-	10	-	5	-	180	-	120	60	-	-	-	ID	CEOs Office, SCM, CS, PCP
				Isiolo-50	10	-	5	-	5	-	120	-	60	60	-	-	-	ID	CEOs Office, SCM, CS, PCP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target			Budget (KES. Mn)				Responsibility				
					YI	Q1	Q2	Q3	Q4	YI	Q1	Q2	Q3	Q4	Lead	Support
				Marsabit-75	15	-	10	5	-	180	-	120	60	-	ID	CEOs Office, SCM, CS, PCP
				Samburu-50	10	-	5	5	-	120	-	60	60	-	ID	CEOs Office, SCM, CS, PCP
				Wajir-60	12	6	6	-	-	180	90	90	-	ID	CEOs Office, SCM, CS, PCP	
				Garissa-60	12	6	6	-	-	180	90	90	-	ID	CEOs Office, SCM, CS, PCP	
				Mandera-60	12	6	6	-	-	180	90	90	-	ID	CEOs Office, SCM, CS, PCP	
				Isiolo-50	10	5	5	-	-	150	75	75	-	ID	CEOs Office, SCM, CS, PCP	
	Construct water pans and dams	Water pans and dams constructed	No. of water pans constructed (340)	Marsabit-60	12	6	6	-	-	180	90	90	-	ID	CEOs Office, SCM, CS, PCP	
				Samburu-50	10	5	5	-	-	150	75	75	-	ID	CEOs Office, SCM, CS, PCP	
				6	1	-	-	1	-	45	-	45	-	ID	CEOs Office, SCM, CS, PCP	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
			No. of Water dams constructed (30)	Wajir-5	1	-	-	1	-	60	-	-	60	-	ID	CEOs Office, SCM, CS, PCP
				Garissa-5	1	-	-	1	-	60	-	-	60	-	ID	CEOs Office, SCM, CS, PCP
				Mandera-5	1	-	-	1	-	60	-	-	60	-	ID	CEOs Office, SCM, CS, PCP
				Isiolo-5	1	-	-	1	-	60	-	-	60	-	ID	CEOs Office, SCM, CS, PCP
				Marsabit-5	1	-	-	1	-	60	-	-	60	-	ID	CEOs Office, SCM, CS, PCP
				Samburu-5	1	-	-	1	-	60	-	-	60	-	ID	CEOs Office, SCM, CS, PCP
	Desilt water pans	Water pans desilted	No. of water pans desilted (280)	Wajir-50	10	5	-	-	5	50	25	-	-	-	ID	CEOs Office, SCM, CS, PCP
				Garissa 50	10	5	-	-	5	50	25	-	-	-	ID	CEOs Office, SCM, CS, PCP
				Mandera-50	10	5	-	-	5	50	25	-	-	-	ID	CEOs Office, SCM, CS, PCP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target						Budget (KES. Mn)						Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support		
				Isiolo-40	8	4	-	-	4	40	20	-	-	-	ID	CEOs Office, SCM, CS, PCP		
				Marsabit-50	10	5	-	-	5	50	25	-	-	-	ID	CEOs Office, SCM, CS, PCP		
				Samburu-40	8	4	-	-	4	40	20	-	-	-	ID	CEOs Office, SCM, CS, PCP		
	Develop Water Supply	Water supplies constructed	No. of water supplies constructed	120	24	6	6	6	6	960	240	240	240	240	ID	CEOs Office, SCM, CS, PCP		
	Rehabilitate water supply	Water supplies rehabilitated	No. of water supplies rehabilitated	200	40	10	10	10	10	200	50	50	50	50	ID	CEOs Office, SCM, CS, PCP		
	Extend water supply distribution network	Water supply distribution networks extended	KMs of water supply distribution networks extended	400	80	20	20	20	20	560	140	140	140	140	ID	CEOs Office, SCM, CS, PCP		
	Provide roof gutters and water tanks for schools and health facilities	Roof gutters and water tanks provided	Length of gutters (M)	15,000	3,000	600	600	600	600	9	2.25	2.25	2.25	2.25	ID	CEOs Office, SCM, CS, PCP		
			No. of 5M ³ water tanks	250	50	10	10	15	15	3	0.6	0.6	0.9	0.9	ID	CEOs Office, SCM, CS, PCP		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target			Budget (KES. Mn)				Responsibility			
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead
	Construct Bute Dam	Bute Dam constructed	Bute Dam	1	-	-	-	-	-	-	-	-	-	ID	CEOs Office, SCM, CS, PCP
	Construct Rahole Canal	Rahole Canal constructed	Rahole Canal	1	-	-	-	-	-	-	-	-	-	ID	CEOs Office, SCM, CS, PCP
	Construct Kubi Qallo Rockfill Dam	Kubi Qallo Rockfill Dam constructed	Kubi Qallo Rockfill Dam	1	-	-	-	-	-	-	-	-	-	ID	CEOs Office, SCM, CS, PCP
Total Strategic Objective 1.1											1082.85	1542.85	1318.15	573.15	
Strategic Objective 1.2: To improve access to safe water in urban areas															
Increase the quantity of water in urban areas	Develop and expand water supply production facilities	Water supply production facilities developed and expanded	No. of water supply production facilities developed and expanded	15	3	3	-	-	-	1200	1200	-	-	ID	CEOs Office, SCM, CS, PCP
	Develop and operationalize bulk water supply	Bulk water supply developed and operationalized	No. of bulk water supplies developed and operationalized	2	-	-	-	-	-	-	-	-	-	ID	CEOs Office, SCM, CS, PCP
	Rehabilitate water supply	Water supplies rehabilitated	No. of water supplies rehabilitated	6	1	-	1	-	-	300	-	300	-	ID	CEOs Office, SCM, CS, PCP
	Extend water supply distribution network	Water supply distribution network extended	KMs of water supplies distribution networks extended	500 KMs	100	25	25	25	25	60	15	15	15	ID	CEOs Office, SCM, CS, PCP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target				Budget (KES. Mn)				Responsibility			
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Reduction of Non-Revenue Water (NRW)	Construct Badasa dam	Badasa dam constructed	Badasa dam	1	-	-	-	-	-	-	-	-	-	-	ID	CEOs Office, SCM, CS, PCP
	Build capacity of Water Service Providers (WSPs)	WSPs capacity built	No. of WSPs	6	3	-	-	3	-	9	-	-	9	-	ID	CEOs Office, SCM, CS, PCP
	Build capacity of Water Management Committees (WMCs)	WMCs capacity built	No. of WMCs	30	15	3	4	4	4	45	9	12	12	12	ID	CEOs Office, SCM, CS, PCP
	Install smart meters	Smart meters installed	No. of smart meters installed	150	-	-	-	150	-	1.5	-	-	1.5	-	ID	CEOs Office, SCM, CS, PCP
	Procure leak detectors	Leak detectors procured	No. of leak detectors procured	2	-	-	-	-	-	-	-	-	-	-	ID	CEOs Office, SCM, CS, PCP
Total Strategic Objective 1.2												1224	327	37.5	27	
Strategic Objective 1.3: To improve access to sanitation services in rural areas																
Enhance sanitation facilities in the rural areas	Develop integrated sanitation master plans	Master plans developed	No. of master plans developed	6	6	6	-	-	-	120	120	-	-	-	ID	CEOs Office, SCM, CS, PCP
	Develop sanitation facilities	Sanitation facilities developed	No. of sanitation facilities developed	100	20	5	5	5	5	40	10	10	10	10	ID	CEOs Office, SCM, CS, PCP
Total Strategic Objective 1.3												130	10	10	10	
Strategic Objective 1.4: To improve access to sanitation services in urban areas																
Enhance sanitation facilities in the urban areas	Develop sewerage systems	Sewerage systems developed	No. of sewerage systems developed	6	-	-	-	-	-	-	-	-	-	-	ID	CEOs Office, SCM, CS, PCP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target		Budget (KES. Mn)				Responsibility					
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
	Rehabilitate and augment sewerage systems	Sewerage system re-habilitated and augmented	No. of sewerage systems rehabilitated and augmented	3	1	-	-	1	-	300	-	300	-	ID	CEOs Office, SCM, CS, PCP	
	Extend sewer networks	Sewer networks extended	KMs of sewer networks extended	120	15		5	5	5	105	-	35	35	ID	CEOs Office, SCM, CS, PCP	
	Total Strategic Objective 1.4										0	35	335	35		
Strategic Objective 1.5: To upscale the adoption of innovative technologies																
Promote adoption of innovative technologies	Develop research and innovation policy	Research and innovation policy developed	Research and innovation policy	1	1	1	-	-	-	3	3	-	-	-	ID	CEOs Office, SCM, CS, PCP
	Implement research and innovation policy	Training and research institutions collaborated with	No. of MOUs signed	5	5	-	1	2	2	10	-	2	4	4	ID	CEOs Office, SCM, CS, PCP
			No. of trainings undertaken	10	2	2	-	-	-	4	4	-	--	-	ID	CEOs Office, SCM, CS, PCP
			No. of research undertaken	3	-	--	-	-	-	-	-	-	-	-	ID	CEOs Office, SCM, CS, PCP
			No. of innovative technologies adopted (Reverse Osmosis)	1	-	-	-	-	-	-	-	-	-	-	ID	CEOs Office, SCM, CS, PCP
	Procure modern technology-based exploration kit	Modern technology-based exploration kit procured	Exploration kit	1	-	-	-	-	-	-	-	-	-	-	ID	CEOs Office, SCM, CS, PCP

[illegible]

KRA 2: Financial Resource Mobilization

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target				Budget (KES. Mn)				Responsibility			
				Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
Strategic Issue	Financial sustainability															
Strategic Goal	Improve financial sustainability															
KRA	Financial Resource Mobilization															
Outcome:	Enhanced funding															
Strategic Objective 2.1: To increase funding base																
Enhance financial resource mobilization	Prepare designs and funding proposals to GoK and Development partners	Designs and funding proposals prepared	No. of designs	30	5	-	5	-	-	50	-	50	-	-	CS	CEOs Office, ID
			No. of GoK funding proposals prepared	5	1	-	--	-	1	2	-	-	-	2	CS	CEOs Office, ID
			No. of development partners funding proposals prepared	5	5	-	5	-	-	8	-	-	-	-	CS	CEOs Office, ID
			Funds received from GoK (KES. Billion)	15.0B	3000	1000	1000	500	500	500	-	-	-	-	CS	CEOs Office, ID
		Funds received from development partners (KES. Billion)	30.0B	6000	1500	1500	1500	1500	1500	-	-	-	-	-	CS	CEOs Office, ID
Mobilize investments in PPP	PPP investments mobilized	No. of staff trained on PPP models	20	20	-	20	-	-	-	5	-	5	-	-	CS	CEOs Office, ID
		No. of proposals prepared	4	4	1	1	1	1	1	20	5	5	5	5	CS	CEOs Office, ID
		Investments mobilized for Bute dam (KES)	1	-	-	-	-	-	-	-	15	15	-	-	-	-
	Investments mobilized for Rahole canal (KES)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	CEOs Office, ID

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target		Budget (KES. Mn)				Responsibility				
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead
			Investments mobilized for Kubi Qallo Rockfill dam(KES)	1	-	-	-	-	-	-	-	-	-	CEOs Office, ID	
			Investments mobilized for Badasa dam (KES)	1	-	-	-	-	15	-	-	-	-	CEOs Office, ID	
	Develop funding proposals for climate change financing	Funding proposals on climate change financing developed for underground reservoir	No. of staff trained on climate change financing	20	-	20	-	-	5	-	--	-	CS	CEOs Office, ID	
			No. of funding proposals developed	5	1	-	1	-	3	-	3	-	CS	CEOs Office, ID	
			Investments mobilized under climate financing (KES)	4000	-	-	-	-	-	-	-	-	CS	CEOs Office, ID	
Promote prudent utilization of finances	Prepare financial statements in line with IAS	Financial statements Prepared	No. of statements prepared and submitted	5	1	-	-	1	1.0	-	-	1.0	CS	CEOs Office, ID	
		Procurement plans prepared	No. of procurement plans prepared and approved	5	1	1	-	-	-	1.0	1.0	-	-	CS	CEOs Office, ID
Total KRA 2:										125	36.0	73.0	8.0	8.0	

KRA 3: Institutional Capacity Development

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target Y1	Q1	Q2	Q3	Q4	Budget (KES. Mn)				Y1	Q1	Q2	Q3	Q4	Responsibility Lead	Support
Strategic Issue	Institutional efficiency and sustainability																			
Strategic Goal	Enhance institutional effectiveness, efficiency and sustainability																			
KRA	Institutional Capacity Development																			
Outcome:	Enhanced Institutional Capacity																			
Strategic Objective 3.1: To strengthen the Agency's institutional capacity																				
Strengthen corporate governance, risk and control	Carry out Governance and legal audit	Governance and legal audit carried out	No. of governance and legal audits	2	1	-	-	-	-	1	3.5	-	-	-	-	-	3.5	Internal Audit	All	
		Governance and legal audit implemented	Level of implementation	100%	-	-	-	-	-	-	-	-	-	-	-	-	-	Internal Audit	All	
	Review and implement risk management framework	Risk management framework reviewed and implemented	No. of reviews	2	1	1	-	-	-	-	1.5	1.5	-	-	-	-	-	Internal Audit	All	
		Train staff on risk management framework	No. of trainings	2	1	1	-	-	-	-	-	3.0	3.0	-	-	-	-	-	Internal Audit	All
Implement Mwongozo Code of Conduct		Level of implementation	Level of implementation	100%	100	-	100	100	100	100	0.5	-	0.5	-	-	-	-	Internal Audit	All	
		Board and Management trained	No. of trainings	3	-	-	-	-	-	-	-	-	-	-	-	-	-	CS&LS	CEO'S Office	
		Board Almanac developed	No. of Board Almanacs	5	1	1	-	-	-	-	-	1.0	1.0	-	-	-	-	CS&LS	CEO'S Office	
		Board evaluation undertaken	No. of Board evaluations	5	1	1	-	-	-	-	-	1.0	1.0	-	-	-	-	CS&LS	CEO'S Office	
Develop and implement a Quality Management System		Quality Management System developed	ISO 9001: 2015 Certificate	1	-	-	-	-	-	-	-	-	-	-	-	-	-	PCP	All	
		Quality Management System implemented	Level of implementation	100%	-	-	-	-	-	-	-	-	-	-	-	-	-	PCP	All	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Improve corporate image and communication	Develop and implement corporate communication strategy	Corporate communication strategy developed and implemented	Corporate communication strategy Level of implementation	1	-	-	-	-	-	-	-	-	-	-	PCP	CEOs Office, CS
				100%	-	-	-	-	-	-	-	-	-	-	PCP	CEOs Office, CS
	Undertake Corporate Social Responsibility (CSR)	CSRs undertaken	No. of CSRs	12	2	-	1	1	-	3.0	-	1.5	1.5	-	PCP	CEOs Office, CS
	Review and implement the service charter	Service charter reviewed	No. of reviews	5	1	1	-	-	-	-	-	-	-	-	PCP	CEOs Office, CS
		Service charter implemented	Level of implementation	100%	100	100	100	100	100	0.1	0.1	-	-	-	CS	All
	Develop and implement complaints handling procedure	Complaints handling procedure developed	Complaints handling procedure	1	1	-	-	-	-	0.3	0.3	-	-	-	PCP	All
		Complaints handling procedure implemented	Level of implementation	100%	100	100	100	100	100	-	-	-	-	-	PCP	All
	Undertake Stakeholder sensitization workshops	Stakeholder sensitization workshops undertaken	No. of sensitization workshops	60	12	3	3	3	3	1.0	0.25	0.25	0.25	0.25	PCP	All
	Undertake customer satisfaction survey	Customer satisfaction survey undertaken	Customer satisfaction survey report Customer satisfaction index	5	1	-	-	-	1	2.5	-	-	-	2.5	PCP	All
				85%	81	-	-	-	81	-	-	-	-	-	PCP	All
		Customer satisfaction survey implemented	Level of implementation	100%	100	-	-	-	100	1.0	-	-	-	1.0	PCP	All

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Enhance governance of the IAF in line with legislative/ government laws and procedures	Review and implement Internal Audit Charter	Internal audit charter reviewed and implemented	No. of internal audit charter reviews	2	1	1	-	-	-	0.2	0.2	-	-	-	Internal Audit	CEOs Office
			Level of implementation	100%	100	100	100	100	100	-	-	-	-	-	Internal Audit	All
	Undertake internal audit	Internal audit undertaken	Internal audit strategic plan	1	1	-	1	-	-	1.5	-	1.5	-	-	Internal Audit	All
			No. of internal audit plans	5	1	-	-	1	-	0.3	-	-	0.3	-	Internal Audit	All
			No. of internal audits	20	4	1	1	1	1	3.0	0.75	0.75	0.75	0.75	Internal Audit	All
Provision of effective audit assurance and advisory services	Review and implement effective Quality Assurance and Improvement Programmes (QAIP) in compliance with the applicable standards.	QAIP reviewed and implemented	No. of follow up reports	20	4	1	1	1	1	2.0	0.5	0.5	0.5	0.5	Internal Audit	All
			Level of implementation	100%	100	100	100	100	100	-	-	-	-	-	Internal Audit	All
			No. of internal assessment QAIP report	5	1	-	-	-	1	3.0	-	-	-	3.0	Internal Audit	All
			Level of implementation of internal assessment of QAIP report	100%	100	100	100	100	100	1.0	0.25	0.25	0.25	0.25	Internal Audit	All
			External assessment QAIP report	1	-	-	-	-	-	-	-	-	-	-	Internal Audit	All
			Level of implementation of external assessment of QAIP report	100%	-	-	-	-	-	-	-	-	-	-	Internal Audit	All

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target			Budget (KES. Mn)				Responsibility			
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead
Enhance human Resource capacity	Review and implement an effective internal audit processes that incorporate emerging technologies	Effective internal audit processes reviewed and implemented	Internal audit management system and analytic tool	1	-	-	-	-	-	-	-	-	-	Internal Audit	ICT
			Level of implementation	100%	-	-	-	-	-	-	-	-	-	Internal Audit	ICT
	Carry out staff recruitment	Staff recruitment carried out	No. of staff recruited	51	10	-	-	-	10	18.0	-	-	-	CS	HR&A, Fin
	Conduct Training Needs Assessment (TNA)	TNAs conducted	No. of TNAs	5	1	-	1	-	-	-	-	-	-	CS	All
	Develop training plan	Training Plan developed	No. of training plans	5	1	-	-	1	-	-	-	-	-	CS	All
	Undertake staff training	Staff training undertaken	% of staff trained	100%	100	-	-	100	100	4.0	-	-	2.0	CS	All
	Develop and implement succession management policy	Succession management policy developed and implemented	Succession Management Policy	1	-	-	-	-	-	-	-	-	-	CS	HR&A
			Succession Management Plan	1	-	-	-	-	-	-	-	-	-	CS	HR&A
			Level of implementation	100%	-	-	-	-	-	-	-	-	-	CS	HR&A
	Develop and implement knowledge management framework	Knowledge management framework developed and implemented	Knowledge management framework	1	-	-	-	-	-	-	-	-	-	CS	HR&A, Fin
		Level of implementation	100%	-	-	-	-	-	-	-	-	-	CS	HR&A	
	Review human resource instruments	Human resource instruments reviewed	No. of human resource instruments reviewed	3	-	-	-	-	-	-	-	-	CS	HR&A	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target		Budget (KES. Mn)							Responsibility		
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Enhance work environment.	Extend office space	Office space extended	Office space (M ²)	300 M ²	-	-	-	-	-	-	-	-	-	-	ID	HR&A
	Conduct employee satisfaction survey	Employee satisfaction survey conducted	No. of employee satisfaction surveys	5	1	-	-	1	2.5	-	-	-	2.5	CS	HR&A, All	
				87%	83	83	-	-	-	-	-	-	CS	HR&A, All		
		Employee Satisfaction survey recommendations implemented	Level of implementation	100%	100	100	100	100	100	1.0	0.25	0.25	0.25	CS	HR&A, All	
Enhance asset management	Develop and implement culture transformation program	Culture transformation program developed and implemented	Culture audit	1	1	-	1	-	5.0	-	-	-	CS	HR&A		
			Culture change strategy	1	1	1	-	-	-	-	CS	HR&A				
		Level of implementation	100%	100	-	100	100	-	-	-	-	CS	HR&A			
	Develop asset management policy	Asset management policy developed	Asset management policy	1	1	1	-	-	2.0	2.0	-	-	ID	SCM		
Enhance corporate planning and performance management	Procure off road vehicles	Off road vehicles procured	No. of vehicles procured	5	1	-	-	1	-	8.0	-	8.0	ID	SCM		
	Maintain an updated asset register	Asset register maintained and updated	No. of assets verification reports	5	1	-	-	-	1	-	-	-	ID	SCM		
	Implement asset disposal plan	Asset disposal plan implemented	Level of implementation	100%	100	-	-	-	100	-	-	-	ID	SCM		
	Develop and implement performance contracting	Performance contracting developed and implemented	No. of performance contracts	5	1	1	-	-	-	-	-	-	PCP	All		
		Level of implementation	100%	100	100	100	100	100	2.0	0.5	0.5	0.5	PCP	All		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
Leverage ICT in all business processes	Conduct staff performance appraisal	Staff performance appraisal conducted	No. of staff evaluations	5	I	-	-	-	I	-	-	-	-	-	CS	HR&A, All
	Develop and implement reward and recognition policy	Reward and recognition policy developed and implemented	Reward and recognition policy Level of implementation	I	I	-	-	I	-	1.5	-	-	1.5	-	CS	HR&A
	Undertake monitoring and evaluation on the implementation of the Agency's plan	Monitoring and evaluation on the implementation of the Agency's plan undertaken	No. of monitoring and evaluation reports	5	I	-	-	-	I	-	-	-	-	-	PCP	All
	Review and evaluate corporate strategic plan	Corporate strategic Plan reviewed and evaluated	Level of implementation	100%	100	-	-	-	100	2.0	-	-	-	2.0	PCP	All
	Develop the 2029-2033 strategic plan	2029-2033 strategic plan developed	No. of annual reviews Midterm review End term evaluation	5	I	-	-	-	I	-	-	-	-	-	PCP	All
	Develop and implement ICT strategy	ICT strategy developed and implemented	ICT strategy developed Level of implementation	I	I	-	-	-	-	1.0	1.0	-	-	-	ICT	All
	Review ICT policy	ICT policy reviewed	No. of reviews	2	-	-	-	-	-	-	-	-	-	-	ICT	All
	Provide ICT infrastructure	ICT infrastructure provided	LAN Data Centre Cloud Backup IP VOIP telephony Satellite phones End user devices	I	I	-	-	-	-	-	-	-	-	-	ICT	ID, CS
				I	I	-	-	-	-	0.8	0.8	-	-	-	ICT	ID, CS
				4	-	-	-	-	-	-	-	-	-	-	ICT	ID, CS
				100%	100	-	100	-	-	4.5	-	4.5	-	-	ICT	ID, CS

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target		Target				Budget (KES. Mn)				Responsibility	
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support
	Implement relevant Management Information Systems (MIS)	MIS systems implemented	ERP Enhancement	5	I	I	-	-	-	2.5	2.5	-	-	-	ICT	All
			Computer Aided Design	I	I	-	I	-	-	2.0	-	2.0	-	-	ICT	ID
			GIS Centre	I	-	-	-	-	-	-	-	-	-	-	ICT	ID
			Electronic Document Management System	I	-	-	-	-	-	-	-	-	-	-	ICT	CS, ID
			Content Management and Collaboration System	I	-	-	-	-	-	-	-	-	-	-	ICT	All
	Undertake ICT training needs assessment	ICT training needs assessment undertaken	ICT needs assessment report	5	I	I	-	-	-	-	-	-	-	-	ICT	All
	Implement ICT training needs report	ICT training needs report implemented	Level of implementation	100%	100	100	100	100	100	2.5	0.625	0.625	0.625	0.625	ICT	All
	Undertake ICT needs assessment	ICT needs assessment undertaken	ICT needs assessment report	I	-	-	-	-	-	-	-	-	-	-	ICT	All
	Implement Government ICT standards	Government ICT standards implemented	No. of standards	9	2	-	-	2	-	2.0	-	-	2.0	-	ICT	All

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target		Budget (KES. Mn)				Responsibility						
					Y1	Q1	Q2	Q3	Q4	Y1	Q1	Q2	Q3	Q4	Lead	Support	
Strengthen cybersecurity and risk management	Develop and implement ISMS certification	ISMS developed	ISO 27001: 2013 Certificate	I	-	-	-	-	-	-	-	-	-	-	ICT	All	
		ISMS implemented	Level of implementation	100%	-	-	-	-	-	-	-	-	-	-	-	ICT	All
	Develop and implement business continuity plan	Business Continuity plan developed and implemented	Business continuity plan	I	I	-	-	-	-	0.5	0.5	-	-	-	-	ICT	All
			Level of implementation	100%	-	100	100	100	100	-	-	-	-	-	-	ICT	All
	Develop and implement disaster recovery plan	Disaster recovery plan developed and implemented	Disaster recovery plan	I	I	-	-	-	-	1.0	-	-	-	-	-	ICT	All
			Level of implementation	100%	-	-	-	-	-	-	-	-	-	-	-	ICT	All
	Develop and implement backup strategy	Backup strategy developed and implemented	Backup strategy	I	I	-	-	-	-	0.5	0.5	-	-	-	-	ICT	All
			Level of implementation	100%	-	-	-	-	-	-	-	-	-	-	-	ICT	All
Develop data protection policy	Data protection policy developed and implemented	Data protection Policy	I	-	-	-	-	-	-	-	-	-	-	-	ICT	CS&LS	
		Level of implementation	100%	100	-	-	-	-	-	-	-	-	-	-	-	ICT	CS&LS
Total KRA 3												16.525	18.125	22.125	37.625		

APPENDIX III: NWWDA ORGANIZATIONAL STRUCTURE

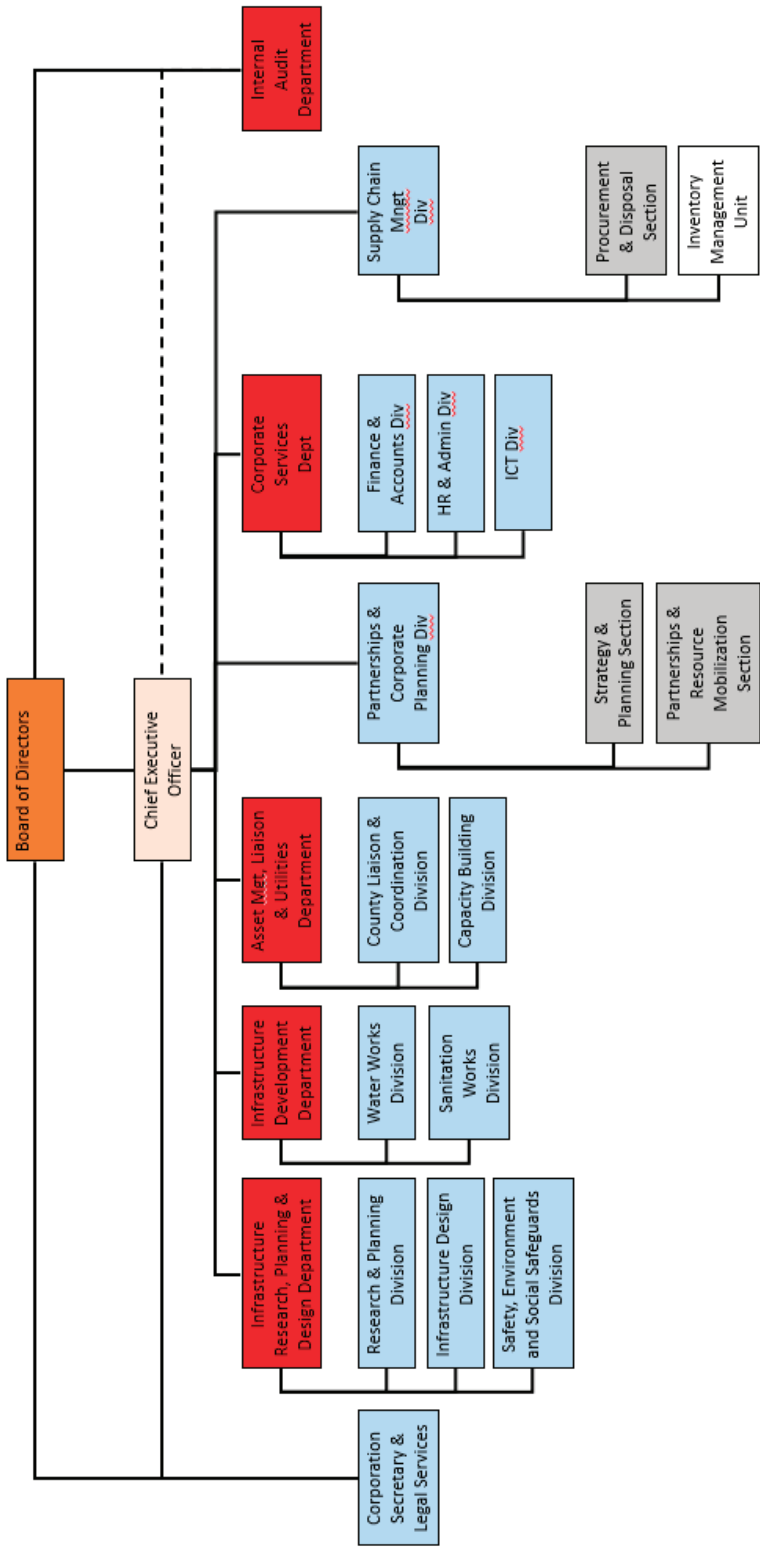


Figure 2:NWWDA Proposed Organizational Structure

APPENDIX IV: QUARTERLY PROGRESS REPORTING TEMPLATE

NORTHERN WATER WORKS DEVELOPMENT AGENCY

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)		

APPENDIX V: ANNUAL PROGRESS REPORTING TEMPLATE

NORTHERN WATER WORKS DEVELOPMENT AGENCY

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 - A)	Target (D)	Actual (E)	Variance (E - D)		



APPENDIX VI: 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										



APPENDIX VII: STRATEGIC PLANNING TECHNICAL COMMITTEE

S/No.	Name	Department
1.	Eng. Nelson Maritim K.	Infrastructure Development
2.	CPA Amina Issa	Corporate Services
3.	Mr. Samuel Ndungu	Infrastructure Development
4.	Mr. Abdikadir Omar	Corporate Services
5.	Dr. Benedict Kimwaki	Supply Chain Management
6.	CPA Mohamed Abdirahman Ali	Internal Audit
7.	Mr. Mohamed Musa Ali	Infrastructure Research, Planning and Design
8.	Mr. Daniel Kirimi	Corporate Services
9.	Ms. Arfon Osman	Corporate Services
10.	Mr. Ismail Mohamed Noor	Corporation Secretary and Legal Services

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