



ATHI WATER WORKS DEVELOPMENT AGENCY

Our Mission

"Accelerate access to water services through innovative development, maintenance and management of infrastructure for socio-economic growth."



Vision

"Access to clean water and sustainable wastewater management for all"



Core Values

Collaboration

Accountability

Professionalism

Innovation

Transparency

(CAPIT)







Athi Water Works Development Agency mandate is embodied in the Water Act of 2016. The Act mandates the Agency to develop, maintain and manage the national public water works in Nairobi, Kiambu and Murang'a counties; operate the waterworks and provide water services as a water service provider, until such a time as responsibility for the operation and management of waterworks are handed over to a county government, joint committee, authority of county government or water services provider; provide reserve capacity for purposes of providing water services where the Regulatory Board orders the transfer of water services functions from a defaulting water services provider to another licensee; provide technical services and capacity building to such county government and water providers; and provide to the cabinet secretary technical support in discharge of his or her functions under the constitution the Water Act 2016.

In order to deliver on the mandate of the Agency, AWWDA has developed a 5-year Strategic Plan for the period 2023-2027. The Agency's vision is to have "Access to clean water and sustainable wastewater management for all". Therefore, in developing this strategic plan our Board initiated an extensive participatory process involving the Board of Directors, Management, staff, and key stakeholders. Together, we have reviewed the Vision, Mission and agreed on the strategic objectives and our core values, especially how they will be lived within the Agency by embedding them into our Key Performance Indicators and incorporating them into our performance management framework a. This is with a view of attaining an appropriate corporate culture that supports the effective realization of our mandate.

This Strategic Plan outlines several strategic interventions to put the Agency on track towards the achievement of the Vision 2030. Forth Medium-Term Plan (MTP IV), and Regional Development priorities. The plan prioritizes interventions aimed at improving the water and sewerage conditions and preserving the water and sewerage infrastructure investment, providing reliable and safe water and sewerage services, and ensuring value for money in operations. These strategies address the major concerns of our stakeholders and the public. In fact, the focus has been to ensure that the Agency has the internal capacity to deliver on the mandate. That is why

FORWARD

we have strategically retained our rallying call of "Accelerating Access to Water and Sanitation."

I wish to acknowledge at the very onset that we face exciting challenges as we set-off to execute our mandate. The development of this Strategic Plan is therefore imperative as it avails an opportunity to outline strategies for tackling the challenges we experience or anticipate, recognizing the lessons we have learnt so far, and identifying the performance gaps witnessed in the recent past; while effectively determining our critical success factors that should subsequently inform future undertakings.

The Board commits to the development and operationalization of institutional frameworks and procedures that will enable the Agency to achieve its core mandate in conformity with the Government's Development Agenda. The Board recognizes that to achieve the objectives set out in this strategic plan, developing a high-performance culture, innovation, embracing change and effective engagement with key stakeholders especially through effective corporate communication is paramount.

In this regard, the Board shall give management full support during the implementation of strategic plan. The Board will also provide the necessary oversight and advocate for mobilization of resources required to achieve the goals and objectives of the strategic plan. The strategic plan has also taken care of enterprise risk management to ensure that we take care of things that could put us off-track in delivering not only our mandate but also exceeding our stakeholder expectations.

The Board will regularly monitor and evaluate the implementation of the strategic plan to ensure that any performance gaps and emerging issues in the sector are identified early enough and mitigation measures are taken. The Board will continuously provide an enabling environment to foster the commitment and motivation of staff to ensure achievement of the set targets. The Board will also sustain existing linkages with all the relevant Government Ministries, Departments and Agencies to ensure coherence and enhance synergy to enable the Agency to play its contributing role towards the effective realization of the Kenya Vision 2030, Medium Term Plan IV and other development agenda of the government.

On behalf of AWWDA Board of Directors, I take this opportunity to acknowledge the role played by Management under the leadership of the Chief Executive Officer in the development of the strategic plan. I also wish to recognize the support from the stakeholders whose contribution made this process a success. I am confident that through the continued support of all stakeholders this Strategic Plan will be fully realized.





In the last five years, the Agency made tremendous progress in the implementation of policies, programmes and projects as outlined in its fourth-generation Strategic Plan of 2018–2022. During that period, significant progress was made towards the achievement of the set targets. The Agency constructed and rehabilitated several water dams and water treatment plans such as Norther Collected Tunnel, Sasumua Dam, Kigoro Water Treatment Plant, Dandora Waste Water Treatment Plant among other priority projects. These are key enablers towards achievement of Vision 2030 and the government development agenda. The Agency also undertook a re-engineering of its processes, including capacity building of its staff, automation of the management systems, and developed policies and guidelines which enhanced the Agency's capacity in delivery of its mandate.

The 2023–2027 Strategic Plan defines the Agency's roadmap for the next five years. It sets out strategic programmes that will enable the Agency to build on its achievements and lessons learnt to effectively respond to the ever-changing operational environment. This plan was developed through a wide consultative process involving the Management, Board and key stakeholders. It is aligned to the requirements of the Constitution of Kenya 2010, MTP IV of the Vision 2030, Kenya Kwanza Government Bottom-up Economic Transformation Agenda (BETA), and the Water Sector Investment Plan. It was also informed by the Board's initiative to foster a culture of evidence-based management within the Agency, which is key in ensuring accountability. That is even the more reason we have adopted accountability as one of our core values.

This strategic plan is a step forward in our commitment to effectively operationalize our mandate through aggressive pursuit of our Mission "To increase water and sewerage coverage through innovative development and management of the infrastructure." The Agency shall continue to nurture a high performing corporate culture that promotes successful implementation of the plan. This shall be guided by our core values of Collaboration, Accountability, Professionalism, Innovation, and Transparency (CAPIT).

Reliable and adequate water and sewerage infrastructure remains a critical enabler towards the achievement of the Kenya Kwanza Government's BETA of Agricultural transformation, MSME Economy, Housing and Settlement, Healthcare, and the Digital Superhighway and Creative Economy. Access to reliable water and sewerage services play a pivotal role in directly facilitating growth of the productive sectors of the economy. The strategic plan, has therefore affirmed our focus on development of water and sewerage infrastructure that supports National and Regional Integration that will improve sanitation, facilitate trade, and enhance efficiency in water utilization.

PREFACE AND **ACKNOWLEDGEMENT**

This plan has identified five key result areas that will facilitate effective realization of the Agency's mandate in line with its core business. These include:

- 1. Institutional Strengthening
- 2. Water and Sewerage Coverage
- 3. Research and Development
- 4. Environmental and Social Sustainability
- 5. Resource Mobilization for infrastructure development

During the 2023–2027 plan period, the Agency will develop additional water dams with storage capacity of 461,000m3/day, develop new water sources to produce 102,500m3/day, develop water transmission networks of 443km, expand water distribution networks by 360km, develop water treatment plants with additional capacity of 318,500m3/day, expand wastewater treatment capacities by 138,000m3/day and expand sewer networks by 880km.

In promoting environmental and social safeguards, the Agency will implement measures to reduce the carbon footprint from project development activities by 5% and ensure 100% implementation of the Environmental Compliance Framework in all projects.

The Agency will further ensure 85% employee satisfaction and 100% compliance with policy manuals and guidelines. It will also implement measures to increase resource mobilization and budget utilization, the Agency will ensure 100% compliance to the Mwongozo code of conduct and train the Board and Management on an annual basis on matters governance.

The total amount required to implement the 2023-2027 Strategic Plan is estimated to be KES 209 billion, this will be financed through exchequer budgetary allocation, development partners, private sector, Internally Generated Revenues and innovative sources such as climate fund. This plan provides the framework necessary for effective engagement of the private sector in resource mobilization and collaboration with stakeholders in successful implementation of the strategies. The Agency shall leverage on private sector investment through Public Private Partnerships (PPP) as envisioned in the Vision 2030.

Measures will be taken to ensure that the plan is effectively implemented by cascading it through annual work plans at all levels of the Agency's operations. The Agency has also developed an elaborate implementation matrix which will ensure that evidence-based management is entrenched in our operations thus inculcating a high-performance culture. The Management is committed in ensuring that this Strategic Plan is fully executed.

Finally, I take this opportunity to sincerely thank the AWWDA Board, Management and Staff for their active participation and cooperation in the development of this strategic plan. My special appreciation goes to the technical committee which spearheaded the development of this strategic plan.

ENG. JOSEPH M. KAMAU
CHIEF EXECUTIVE OFFICER

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ACRONYMS & ABBREVIATIONS

AFD Agence Francaise De Developpement
WWDA Water Works Development Agency

AfDB African Development Bank
AGM Annual General Meeting

AMER Annual Monitoring and Evaluation Report

AWWDA Athi Water Works Development Agency

BADEA Arab Bank for Economic Development in Africa Board of Directors

BETA Bottom-up Economic Transformation Agenda

BoD Board of Directors
CEO Chief Executive Office

CIDP County Investment Development Plan Constitution of Kenya

CoK Constitution of Kenya

EACC Ethics and anti-corruption Commission
EPC Engineering, Procurement, and Construction

FY Financial Year

GoK Government of Kenya

HIV Human immunodeficiency virus

HOD Head of Department

HQ Headquarters

ICT Information and Communication technology

ICTA ICT Authority

IDA International Development Association

KENAO Kenya National Audit Office
KfW German Development Bank

MIC&DE Ministry of Information Communication & Digital Economy

LAN Local Area Network

M&E Monitoring and Evaluation

M3/d Cubic Meter/Day

MTEF Medium Term Expenditure Framework

MTP Medium Term Plan

MWSI Ministry of Water, Sanitation and Irrigation

NCT Northern Collector Tunnel

NC4 National Cybercrimes Coordination Committee

PFM Public Finance Management Act

PPP Public Private Partnerships

PPRA Public Procurement Regulatory Authority

SDGs Sustainable Development Goals

SWOT Strength Weakness Opportunity Threat

ToR Terms of Reference
VAT Value Added Tax
WAN Wide Area Network

WASREB Water Services Regulatory Board

WSBs Water Services Boards
WSP Water Services Provider

EXECUTIVE SUMMARY

The Athi Water Works Development Agency's 2023–2027 strategic plan provides the framework to guide the Agency towards the achievement of its Vision of "Access to clean water and sustainable wastewater management for all". The strategy demonstrates the commitment of the Agency to achieve corporate objectives that are anchored on the Agency's strategic issues.

In developing this strategic plan, AWWDA takes full cognizance of the direction given by the National Treasury and Economic Planning through the Revised Guidelines for Preparation of Firth-Generation Strategic Plans, 2023-2027. The guidelines spell out the significant of strategic planning as a critical component of the results-based management framework, pointing out to the need to ensure that public sectors institutions deliberately define their strategic directions and make informed decisions regarding resource allocation and use.

The Agency's strategic plan has been aligned to the Government Development Agenda of Bottom-up Economic Transformation Agenda (BETA) and other national, regional and international development priorities. These included the United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063, East Africa Community Vision 2050, the Constitution of Kenya, the Vision 2030, the Medium-Term Plan IV and sector policies and laws among others. The Strategic Plan has been prepared through a participatory process involving the Agency's Staff, Management, the Board and various stakeholders while recognizing and putting in place initiatives that will effectively respond to the needs and expectations of the Agency's diverse consumers.

Chapter One of the strategic plan sets out the strategy as an imperative for organization success. It provides the Agency's background and its mandate of development, maintenance and management of water and sewerage infrastructure in the counties of Nairobi, Kiambu and Muranga Counties covering 5,800.4Km² with a total population of 8,304,892 people. The chapter ends with a brief history of AWWDA and the methodology used in developing the strategic plan.

Chapter Two presents the strategic direction of the Agency. It lays out the mandate, vision statement, mission statement, strategic goals, core values, and the quality policy statement of the Agency.

A detailed situational and stakeholders' analyses is given in chapter three. The chapter looks at the external and internal environment in which the Agency is working and how these factors impact on the decision making and performance of the Agency. In looking at the external environment, Political, Economic, Social, Technological, Legal and Ecological (PESTEL) is used to analyze the macro-environment. The analysis of the internal environment looks at the value chain activities, resource capabilities, skills, competencies, structural design, and capture. Functional Analysis and Comparative Analysis tools are used to analyze the internal environment. The chapter ends with the analysis of past performance and stakeholders.

During the 2018-2022 Strategic Plan period, the Agency developed new water sources that provided additional 334,000m3/day and developed water treatment plant with additional capacity of 196,000m3/day. Some of the challenges encountered during the execution of the previous plan included: Litigation cases during project implementation, wayleave encroachment, delay in permits and authorisations, delays in payment of IPCs and approval of master lists, inadequate counterpart funds, rapid urbanization and population growth-proliferation of informal settlements, vandalism of developed infrastructure, COVID-19, identifying with organizational objectives due ineffective communication of the strategy, corporate communication and not building on organizational data or knowledge.

In chapter four, details of the strategic issues, goals, and key result areas are provided. Arising from the situational analysis and stakeholder analysis, the following strategic issues have been identified and form the basis for the formulation of the strategic goals;



The key result areas during the 2023-2027 will be water and sewerage coverage, institutional capacity strengthening, resource mobilization for infrastructure development, environmental and social sustainability, and research, innovation and development.

In chapter five, the plan outlines the strategic objectives and strategies to be pursued during the implementation period. The strategic objectives are designed with the sustainable balance scorecard perspectives in mind. These include the finance performance, customer focus, internal business processes, learning and growth, and environmental performance. The strategic objectives include;

- a) Increase access to water to 85% from the current 76% by 2027
- b) By 2027, achieve 60% access to sewered sanitation coverage in our area of jurisdiction
- c) Strengthen AWWDA institutional capacity for enhanced productivity
- d) Adopt research, innovation and development that spurs innovative technologies for water and sanitation service interventions

- e) Identify and operationalize environmental sustainability measures
- f) Identify and operationalize social sustainability measures
- g) Pursue innovative resource mobilization strategies to raise KES. 209 billion by 2027.

During the 2023–2027 plan period, the Agency plans to develop new water dams with a storage capacity of 461,000m³/day, develop new water sources to produce 102,500m³/day, develop water transmission networks of 443km, expand water distribution networks by 360km, develop water treatment plants with a capacity of 318,500m³/day, expand wastewater treatment capacities to 138,000m³/day and expand sewer networks by 680km.

Chapter six presents the implementation and coordination framework. The section outlines the implementation plan which describes how the strategic plan will be operationalized. The action plan points out the strategic issues, strategic goals, KRA, outcomes, strategic objectives, Key activities, expected outputs, output indicators, annual targets, annual budgets and responsibility for execution. Staff establishment, skill set and competency development needs are also identified as well as leadership, systems and procedures and the risk management framework.

The financial resources required for implementing the strategies and programmes/activities are outlined in chapter seven. The total amount required to implement the 2023–2027 Strategic Plan is KES. 209 billion, this will be financed through exchequer budgetary allocation, development partners, private sector and Internally Generated Revenues.

The last chapter presents the monitoring and evaluation framework; the Agency will make monitoring and evaluation an integral part of the entire process of implementation of the strategic plan. The Agency has developed an elaborate implementation matrix to help in monitoring the implementation of the proposed strategies. It has also proposed SMART key performance indicators.



1.0. Overview

This chapter sets out the strategy as an imperative for the AWWDA's success and provides the context within which the strategy is developed. The chapter also provides a brief history of the Agency as relates to water and sewerage infrastructure development within the context of its mandate. Finally, the chapter give a detailed outline of the methodology of developing the Agency's strategic plan for the period 2023-2027.

1.1. | Strategy as an imperative for Organizational Success

Cognisant of the myriad of challenges facing water sector amid declining water resources, increasing water demand, rising cost of water and sewerage infrastructure, declining fiscal space, among other socioeconomic, political and legal challenges, strategic planning in the public sector is not only necessary, but important imperative for AWWDA. AWWDA plays a critical role in the provision of water and sewerage services not only to the capital city of Kenya with a Gross Domestic Product (GDP) of 60%, but Murang'a and Kiambu counties also contribute significantly to the National GDP. The uniqueness of AWWDA's area of jurisdiction with a population of over 8,304,892 is further seen in the diverse source of its water. It is compelling that not only is AWWDA planning for the provision of water, but also the management of water resources. This is because most water sources are located outside the area of Nairobi.

Availability of water, and in sufficient quality, has a direct bearing on AWWDA's ability to facilitate the population in its areas of jurisdiction to meet the Sustainable Development Goals (SDGs): 1, 2, 3, 5, 6, 8, 11, and 13, in terms of ending poverty, ending hunger and achieving food security, ensuring healthy lives, ensuring gender equality, access to clean water and sanitation, promoting sustainable economic growth, and taking climate action respectively. This requires a deliberate and concise planning for the diverse population.

AWWDA has made great progress in increasing water and sewered sanitation coverage in the area of jurisdiction. In the last strategic planning window (2018-2022), the water coverage increased by 11 percentage points in the area of jurisdiction. However, there is need increase and maintain water and sewerage coverage to above 85 percent

across all counties in the area of jurisdiction. This requires a strategic plan that will be able to address strategic asset management, asset optimization, strengthening the institution, innovative financing and adoption of robust technologies as well as addressing environment and climate change related challenges. The 2023-2027 strategic plan seeks to position AWWDA as a premium Agency by addressing institutional strengthening, resource mobilization, increasing water and sewerage coverage, promoting research and innovation and ensuring that the activities of the Agency leave sustainable carbon footprints on the environment (Carbon-proof investments).

As AWWDA moves towards its vision, it will strategically and proactively address the immediate challenges. Water and sewerage coverage in the urban informal settlement and rural areas still lag behind, conventional sources of water infrastructure financing are running out or becoming more expensive, the impact of climate change and the need for climate proofing of water infrastructure has become more urgent. These not only require stronger institution, but also investing more on innovative resource mobilization, and research and development for adoption of impactful and disruptive solutions. Well-thought-out strategies are required to drive the development agenda in water and sewerage infrastructure.

In summary, our strategic imperatives embrace innovative business models, adoption of disruptive technologies, addressing internal challenges, and exploring our competitive edge. The imperatives are embedded on the organization development founded on fact-based decision making and cultivation of essential leadership traits, minimizer isks by addressing the increasing digital complexities, aligning the organization to the operating environment, enhancing the capacity to resolve complex emergent issues, building congruence across the entire organization, and unifying people in organizations.

1.2. | The Context of Strategic Planning

The strategic plan is developed in consideration of national development priorities, regional and international development frameworks. This is clearly articulated in the guidelines for the development of the 5th Generation Strategic Plans.

1.2.1. United Nations 2030 Agenda for Sustainable Development

The critical role of water and sanitation is given emphasis in the Sustainable Development Goals, especially Goal 6 of "Ensure availability and sustainable management or water and sanitation for all". Under the eight targets outlined in table 1, universal access to safe and affordable drinking water and management of water resources among other is fundamental to achieving sustainable development. The role of the Board will be to ensure progressive achievement of these goals through implementation of the various projects.

Table 1.1: Summary of UN-Sustainable Development Goal 6

SDG Target	Sustainable Development Goal 6: Ensure availability and sustainable management or water and sanitation for all.
Target: 6.1	By 2030, achieve universal and equitable access to safe and affordable drinking water for all
Target: 6.2	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
Target: 6.3	By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
Target: 6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
Target: 6.5	By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
Target: 6.7	By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies
Target: 6.8	Support and strengthen the participation of local communities in improving water and sanitation management.

The Sustainable Development Goals (SDGs) 2015–2030 provides a plan of action for the people, planet and prosperity. Out of the seventeen goals, five additional six goals are pertinent to AWWDA and have been addressed in the Strategic Plan through the following initiatives:

- a) Good health and well-being (SDG 3): AWWDA shall uphold the highest standards of water and sewerage production, transmission and distribution in order to provide safe and clean water to the people in its jurisdiction;
- Gender Equality (SDG 5): AWWDA shall accelerate mainstreaming of gender equality in projects and programmes by incorporating compliance to one third gender rule in procurement and recruitment;
- c) Clean Water and Sanitation: AWWDA shall design and develop water and sewerage infrastructure to increase access to water and good sanitation to the people in its jurisdiction;
- d) Industry, innovation and infrastructure (SDG 9): AWWDA will develop quality, reliable, sustainable and resilience water and sewerage infrastructure to support economic development and human wellbeing with a focus on affordable and equitable access for all;
- e) Sustainable cities and communities (SDG 11): AWWDA shall develop water and sewerage infrastructure in order to increase access to water and sewerage services in urban areas;

- f) Responsible Consumption and Production: AWWDA shall undertake internal process audits and ensure compliance to industry best practice in order to ensure responsible production of water;
- g) Climate action (SDG 13): AWWDA will combat negative impacts of project development through environmental mitigation, climate change measures and compliance with NEMA requirements in all development projects.

1.2.2. | Africa Union Agenda 2063

The African Union (AU) Agenda 2063, the "Africa we want" is a framework document for inclusive growth and sustainable development and a global strategy to optimize the use of Africa's resources for the benefit of all Africans. The AU Agenda 2063 aspires for a prosperous Africa, based on inclusive growth and sustainable development. For the water sector, some of the goals and priority areas pertinent to the development of Africa include;

- Universal Access to Water and Sanitation:
 The goal is to achieve universal access to clean and safe drinking water and adequate sanitation facilities for all Africans. This entails ensuring access to basic water supply, improved sanitation, and promoting hygiene practices to improve health outcomes and living standards. AWWDA seeks to contribute to this goal by investing in strategic water and sanitation infrastructure able to increase access to water and sanitation coverage.
- The goal is to sustainably manage water resources to meet current and future needs. This involves promoting integrated water resources management, protecting water ecosystems, and enhancing resilience to climate change impacts on water availability and quality. As climate change puts pressure on water resources, AWWDA will make deliberate effort in conservation of water resources including, but not limited to an integrated approach to water resources management.

WaterSecurity and Water-Energy-Food Nexus:

The goal is to achieve water security, ensuring the availability and sustainable management of water resources for multiple uses, including agriculture, energy generation, and industrial activities. The water-energy-food nexus approach aims to optimize the interlinkages and trade-offs between water, energy, and food production to enhance resource efficiency and ensure water and food security. As AWWDA invest in water and sewerage infrastructure development, the Agency has made a decisive effort to invest in green energy generation has been infused in the strategy.

- Water Infrastructure Development: The goal is to enhance water infrastructure development to improve access to water supply and sanitation services. This includes the construction, rehabilitation, and maintenance of water supply systems, wastewater treatment facilities, and irrigation infrastructure to support agricultural productivity and socio-economic development.
- Research and Innovation (R&D): The goal is to promote research, innovation, and capacity building in water and sanitation sectors. This includes encouraging research on water-related challenges, technology development for water and sanitation services, and strengthening institutional capacities for efficient water resources management. AWWDA puts greats value on Research and Development. R&D has therefore been considered as a key result area.

1.2.3. | East Africa Community Vision 2050

The rationale for the Vision 2050 is to provide a platform for the region to enhance transformation for growth and development and move the community to a higher income cohort and subsequently achieve an upper middle-income status. The vital development concerns identified in the EAC Vision 2050 include: persistent poverty; unbalanced distribution of economic and social infrastructure; inadequate social cohesion; lack of human capital; sub-optimal utilization of natural resources; inadequate exploitation of mineral resources; poor infrastructure that hampers development; increasing unemployment especially among the youth;

unplanned urban setting; low investment in research and development; low levels of industrialization and lack of competitiveness; insufficient energy supplies; and weak accountability.

The Vision 2050 focuses on initiatives that will create gainful employment to the economically active population. In terms of water, the region projects to achieve 92.9% access to water while at the same time achieving 90% access to improved sanitation. This is consistent with the national aspirations and aspirations of AWWDA. AWWDA will put in place water and sanitation infrastructure capable of driving access to water to 85% by 2027 and 100% access to sanitation services. It therefore means that AWWDA will be in a position to achieve and sustain 100% access to water by 2050.

1.2.4. Constitution of Kenya

The Constitution of Kenya 2010 sets out expectations of the people of Kenya as it relates to access to water and sewerage services. Articles 43 of the Kenyan Constitution 2010 entrenches water as a constitutional right by establishing a right to "reasonable standards of sanitation" and "clean and safe water in adequate quantities". The constitution under Article 21 further places an obligation on the government to take steps to progressively realise this right. It is the mandate of the Agency to develop bulk water and sewerage infrastructure that will facilitate access to water and sanitation for all. The Agency will pursue this mandate through effective stakeholder engagement, equitable treatment of individual citizens and groups and sound practices in social and environmental mitigation and stewardship.

1.2.5. Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and MTP IV

The AWWDA's 2023-2027 strategic plan has been aligned to the Kenya Vision 2030 development blueprint. Vision 2030 represents Kenya's long-term plan, with the aims of making Kenya a globally competitive and prosperous country. The plan is anchored on three pillars including Economic, Social and Political Governance. With respect to infrastructure, the Plan's objective is to provide cost-effective world-class water and sewerage infrastructure facilities and services in support of

Vision 2030. The plan has prioritized the development of water and sewerage infrastructure to increase access to water and sewerage services under the Vision 2030. In the MTP IV, the water infrastructure has been identified as one of the enables of vision 2030. The infrastructure sector plays a critical role as a driver and an enabler in providing costeffective public utilities, infrastructure facilities and services critical for socio-economic development. The investments in infrastructure have contributed significantly to the annual growth of Gross Domestic Product. Priorities and interventions in the MTP IV which are closely related to the BETA and which AWWDA will contribute to include;

- 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 multipurpose use.
- Water Harvesting for Domestic use: The projects aim at providing reliable safe and clean water through water harvesting for domestic use and recharge of ground
- 3. Affordable Housing: The project entails construction of 200,000 affordable housing units annually. AWWDA will work to provide safe and reliable water and sanitation
- 4. Markets Development: The project entails construction and completion of: Six (6) Metropolitan area markets- AWWDA will provide water connections to the markets within its area of jurisdiction
- 5. Completion of Ongoing/Stalled Domestic Water Projects
- 6. 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 in order to increase the urban sewerage coverage from 32 per cent to 40 per cent.
- 7. Rural Water and Sanitation: The project targets to implement the rural water and sanitation component of the National Water and Sanitation Investment and Financing Plan. It covers all 290 constituencies targeting rural households and it entails drilling, rehabilitation and solarisation of 4.452 boreholes, 4,398 pubic institution projects, 4,787 roof catchment structures. AWWDA will

implement rural and informal sector water and sanitation project as part of the integrated water development,

8. Kenya Urban Support Program Phase II: The objective of the project is to strengthen the capacities of urban municipalities in order to improve delivery and resilience of urban infrastructure and services. In addition, the project aims to enhance the contribution of the private sector in urban planning and development and support the transition of refugee camps into integrated host communities and refugee settlement

Currently, the Government of Kenya is implementing BETA which is operationalized through the MTP IV. This is anchored on five key pillars of Agriculture, MSMEs, Housing and Settlement, Health Care and Digital superhighway and creative Economy. AWWDA has aligned the strategy to the BETA and will contribute in the following areas;

Micro, Small and Medium Enterprises (MSMEs)

In support of MSMEs, AWWDA will ensure that established market places are connected to piped water systems and have proper sanitations.

Housing and Settlement

Adequate supply of water and sanitation infrastructure is an essential component of housing and settlement to support the development of affordable housing and encourage settlement. AWWDA work hand in hand with sector players to ensure that water and sewerage infrastructure are availed. This should be able to ensure that the settlements are safe and secured.

Health Care

Water plays a critical role in health. The AU and EAC strategies are clear on the need to have clean and safe water. The government has shifted investment in health towards primary health care (PHC), this calls for preventive and promotive health. PHC will require investment in affordable water and proper sanitation. AWWDA will therefore prioritize investments geared at making water and sanitation services available to all.

Agriculture

Food security is important and water is important in ensuring that the rural communities are able to

pursue their agricultural activities without fear of lack of water. AWWDA will ensure that investment in water infrastructure is accelerated in the rural and peri-urban areas where most people are engaged in Agriculture. Clear and safe water will ensure that the rural population is protected from preventable disease and useful man hours to pursue productive agriculture.

Digital Superhighway and Creative Economy

AWWDA will be both a consumer and producer of digital transformation. The Agency's priority will be to optimize water service provision by adopting the top of the range market technology. These include complete automation and digitization of the water systems. Research and development are another area where AWWDA will play a role in incubation, translation and dissemination of water related technologies. The disruptive technologies are aimed at improving service provision.

The AWWDA's 2023-2027 Strategic Plan has been aligned to the Kenya Vision 2030 development blueprint. Vision 2030 represents Kenya's longterm plan, with the aims of making Kenya a globally competitive and prosperous country. The plan is anchored on three pillars including Economic, Social and Political Governance. With respect to infrastructure, the Plan's objective is to provide cost-effective, world-class water and sewerage infrastructure facilities and services in support of Vision 2030. The plan has prioritized the development of water and sewerage infrastructure to increase access to water and sewerage services under the Vision 2030. The MTPs consolidate the targets under Vision 2030, the Sector Plans and the International Obligations that Kenya is a signatory to. Other National Instruments that the Fund is aligned to include the National Water Master Plan 2030, the Water Supply Development Plan, the Water Resources Development Plan, The Kenya National Water and Sanitation Investment and Financing Plan 2022-2030, and the Environmental Management Plan. The government has also identified the key investments that it seeks to achieve in the water sector in the next five years.

1.2.6. | Sector Policies and Laws

One of the key sector plans is the National Water Master Plan. The National Water Master Plan 2030 was launched on 26th March 2014. It is a product of an intensive study of Kenya's water resources and meteorological conditions to facilitate planning for development and management of the same. The objectives of the master plan were:

- To assess and evaluate availability, reliability, quality, and vulnerability of country's water resources up to around 2050 taking into consideration climate change
- To renew the National Water Master
 Plan towards the year 2030 taking into consideration climate change
- To formulate an action plan for activities of WRA up to 2022 to strengthen their capability
- d) To strengthen the capacity of water resources management through transfer of technology

The National Water Master Plan 2030 provides a more integrated, proactive and comprehensive implementation plan in the water sector. The prioritization of the interventions on development of water and sewerage infrastructure in the Strategic Plan 2023–2027 is still aligned to the National Water Master Plan 2030.

Other key sector policies, plans and laws that will form the critical foundation for the implementation of the strategy include;

- a) Kenya Law, Constitution (2010),
- b) Water Act 2016, No. 43
- c) WASREB Guidelines, 2008
- d) The Environmental Management and Coordination (Amendment) Act Of 2015
- e) The Climate Change Act, 2016
- f) The Community Land Act, 2016
- g) County Integrated Development Plans (2023-2027)
- h) The Forest Conservation and Management Act, No. 34 Of 2016
- i) The Environment and Land Court Act, 2011
- j) The Agriculture Act (Cap. 318), 1955
- k) County Government Act, 2012
- l) The Public Health Act (Cap. 242), 1986
- m) The Public Finance Management Act (2012)
- n) The Cities and Urban Areas Act (2011)
- o) The Water Act (2016)
- p) State corporation Act

1.3. History of the organization

In 2002, the government through the Water Act 2002 and vide Gazette Notice No. 1775 of 21st March, 2003 formed the Water Services Boards. The Water Act of 2002 provided the legal framework for the implementation of a new institutional arrangement based on the need to separate management of water resources from water supply and sewerage provision. It is the Water Act of 2002 that formed Athi Water Services Boards as one of the water services boards in Kenya. In 2010, the country adopted a new constitution with very important implication to the water sector. Articles 43, entrenched water as a constitutional right by establishing a right to "to clean" and safe water in adequate quantities" and Article 21 placed an obligation to the state and every state organ to take steps to progressively realize this right.

Articles 6, 174, 175, and 176 of the constitution created a two-tier government with water as a shared function between the national and county governments. However, to realize the provisions of the constitution, reforms in the water sector became apparent and urgent, especially the cross-county nature of some of the water projects. In 2016, the national parliament enacted the Water Act, 2016. The Water Act defines national water works as water works development agencies, with the new mandate of development of national public water works. AWWDA is one of the nine Water Works Development Agencies (WWDAs) established under the Ministry of Water and Sanitation, established under the Water Act 2016 vide Legal Notice No. 28 of 26th April 2019.

Figure 1: Map of AWWDA Area of Jurisdiction

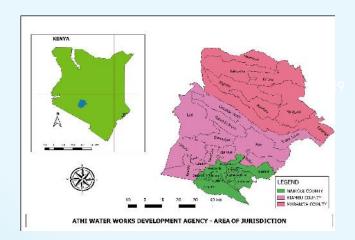


Table 1.2: AWWDA Factsheet

Indicator	Nairobi	Kiambu	Muranga
Land area (Km²)	696.1	2,543.5	2,558.9
Population (2021)	4,648,814	2,576,626	1,079,452
Population Density(persons/Km²)	7099.1	763.7	440.9
Water Coverage (%)-WSPs	86	70	71
Sanitation Coverage (%)	93.6	93	99.78
Sewered Sanitation Coverage ¹ (%)	50	24	13
Pop served SSSPs	288,891	422,664	214,150
Pop served by Regulated WSPs	4,004,318	1,802,491	767,825
Total coverage	92%	86%	91%
NRW	50%	35%	43%
No of SSSPs	309	158	96
Regulated WSPs	3	10	5

Source: Water Services Regulatory Board (WASREB)-Impact Report No.15 of 2023.

1.4. | Methodology of Developing the Strategic Plan

The strategic plan was developed following the immediate review of the 2018–2022 Strategic Plan alongside the National Guidelines for the development of the 5th generation strategic plans issued by the National Treasury and Economic Planning. The process involved moderating discussions for defining and articulating the vision, mission statement and core values of the Agency. The process also included facilitation and moderation of the process for identifying thematic areas and strategic issues of the plan that require improvement, as well as reviewing the corresponding activities to be undertaken during the remaining plan period.

Consultative forums were organized and conducted for various key stakeholders to gather information on key issues that require strategic focus and formulate strategies that would suitably address them. The review of the Strategic Plan was done in line with the balanced scorecard framework and through interactive reviews with various stakeholders.

An assessment of the Agency's 2018–2022 Strategic Plan was conducted based on a combination of planning documentation as well as stakeholder engagement through surveys, interviews, and workshops. These include:

- a) The Kenyan Constitution 2010;
- b) Water Act 2016 and other relevant policing laws
- c) Medium Term Plan IV
- d) Strategic Plan for the period 2018-2022
- e) Performance contracts
- f) Performance contract implementation reports
- g) Ministry of Water Annual Status Report 2021

In summary, the process of developing the strategic plan involved;

- Internal reflections and brainstorming
- Performance Review
- Consultations with Management, Staff, BoD and external stakeholders
- Internal Analysis
- Strategy Development Sessions
- Board Validation Sessions
- Stakeholder Validation Workshop



2.1. Overview

This chapter provides the Vision, Mission and Core values. It also covers the Key Result Areas, Strategic Objectives and Outputs. AWWDA recognizes that it must anchor its operations on certain principles and values. The implementation of its objectives, strategies and activities will be guided by the Vision, Mission and Core Values.

2.2. Mandate

Water Act of 2016 gives AWWDA the mandate of development, maintenance and management of water and sewerage infrastructure in the counties of Nairobi, Kiambu and Muranga Counties covering 5,800.4Km² with a total population of 8,304,892 people. Under the Constitution of Kenya 2010, the National Government (through the Ministry of Water, Sanitation & Irrigation) has the overall responsibility to avail water in sufficient quantity and quality to support development of the country. The Ministry provides the policy and regulatory frameworks, coordination, oversight, supervision, liaison with other state agencies and any services necessary for the smooth functioning of the water sector. Other players in the water sector include Water Sector Trust Fund (Water Fund), Kenya Water Institute (KWI), National Irrigation Authority (NIA), National Water Conservation and Pipeline Corporation (NWCPC), National Water Harvesting and Storage Authority (NWHSA), Water Services Regulatory Board (WASREB), County Governments and The National Environment Management Authority (NEMA).

The core functions of the Agency are drawn from the Water Act of 2016 which include:

- a) Undertake the development, maintenance and management of National Public Waterworks.
- 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 waterworks are handed over to a county government, joint committee, authority of county government or water services provider,
- Provide reserve capacity for purposes of providing water services where 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 government and water providers, and
- e) Provide to the cabinet secretary technical support in discharging of his or her functions under the Water Act 2016.

2.3. Vision Statement

Our Vision is our statement of intent, which aims to energize and drive our organisation and people to new heights and constant achievement.

Access to clean water and sustainable wastewater management for all

2.4. Mission Statement

Mission is an umbrella statement defining the basic nature and scope of AWWDA's business, who is to be served, how to serve them and key stakeholders.

Accelerate access to water services through innovative development, maintenance and management of infrastructure for socio-economic growth

2.5. Strategic Goals

- Increase access to water and sewerage coverage in the area of jurisdiction
- Institutional capacity strengthening for accelerated water and sewerage infrastructure development
- 3. Adoption of research and innovation for the uptake of evidence-based decision making
- 4. Environmental and social sustainability in projects and programmes
- Enhanced resource mobilization for infrastructure development

2.6. | Core Values

We believe that the following core values would help us achieve our Vision, Mission and Goals by ensuring a consistence operation mode. The following are our corporate values;

- **a) Collaboration:** Maximize our collective talents through active participation, teamwork and partnerships based on mutual trust, respect, support, cooperation, and effective communication.
- **b)** Accountability: At the core of accountability is reliability and personal responsibility. We value the ability of our staff and organization to honour our commitments, to our stakeholders and to each other. We take ownership of our Strategic intent and seek to exceed the expectations of our stakeholders as we become as great as possible.
- c) Professionalism: We deliver the highest quality and standard in results across all levels of our organizational operation to create a culture of professionalism and effective execution based off the highest standards possible with the resources available.
- **d) Innovation:** We shall continuously improve our processes, nurture new ideas, exceptional talent and embrace modernization by introducing new methods and interventions through Research and Development.
- **e) Transparency:** In our operations, we will endeavor to uphold honesty and open communication with all our stakeholders.

2.7. | Quality Policy Statement

AWWDA is committed to providing adequate, safe, sustainable water & sewerage services. We shall endeavour to achieve our objectives through extension of water & sewerage services and ensure that these services meet the minimum service levels. We shall continually maintain and improve efficient and effective Quality Management Systems meeting both the regulatory and the ISO 9001:2015 requirements.





3.0. Overview

This chapter provides a review of the extent to which the 2018–2022 strategic plan was implemented. The chapter highlights key achievements, challenges experienced, and the lessons learnt. It also provides an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT), Political, Economic, Social, Technological, Environmental and Legal (PESTEL) and stakeholder mapping as well as the macroeconomic environment.

3.1. | Situational Analysis

A current situation analysis and environmental scan was undertaken using various tools that would allow comprehensive and detailed documentation of the process and outcomes

3.1.1. External Environment

In this plan, AWWDA uses the PESTEL to analyse the macroeconomic environment since Health matters have dominated Political, Economic, Social, Technology and Legal matters.

3.1.1.1. Macro-environment

A review of the macro-economic environment looked at how Kenya is performing on the Political, Economic, Social, Technology and Legal front and how this is likely to affect the operation of the Agency. It also provides comparison with African countries, the global macroeconomic environment. These are based on current world bank and IMF latest data.

a) Political Environment

Politically, we looked at the political stability & absence of violence/terrorism, governance effectiveness, corruption control, regulatory quality and peace. The Constitution of Kenya encapsulates the right of every Kenyan to clean and safe water in adequate quantities and the right to reasonable standards of sanitation. Satisfying these rights require additional and enormous resources to develop the necessary and enabling infrastructure. This calls for the political goodwill to provide effective governance structure, adequate financial resources, strong regulatory framework for the water sector. The political institutions at both National and County levels have shown progressive desire to strengthen the water sector through the review and up the reform processes in the sector to accelerate the attainment

of these rights. It is anticipated that the reform process will also lead to enhanced accountability. AWWDA being a key Agency of the government aligns itself to the government development Agenda as outlined in the BETA.

b) Economic Environment

The performance of the economy is fundamental to the developments in the infrastructure projects. Financing infrastructure in the water sector has been dominated by debt, therefore, the fiscal space is an important indicator for the sector. Notably, the expected widening of the fiscal deficit will be driven by reduced economic activity, which could lead to a slowdown in revenue generation. As such, any fiscal consolidation efforts will be adversely affected due to the limited fiscal space. Despite the outlook indicating lower interest rates because of the accommodative monetary policy stance, there still exists high refinancing and interest rate risk. AWWDA will have to undertake resource mobilization by targeting the non-traditional sources such as exchequer allocation, but focus on sources such as PPPs. There will also be need to optimize utilization of available resources for greater value for money. Finally, the Agency will have to pursue to greater heights, internal revenue generation models for long term sustainability.

c) | Social Environment

Kenya remains a socially stable country, but inequality is high enough to warrant improvement. AWWDA has a great opportunity to improve this directly through its activities on water and sewerage infrastructure development. Improved livelihood arises out of construction and maintenance of water and sewerage infrastructure has resulted into employment, wealth creation, improved security and access to social amenities along project areas. It also brings about social and cultural integration within the communities along the project area.

As the population increases and education opportunities expand, the need and urge to migrate to the urban areas for jobs and better opportunities (especially the appeal of the new metropolis being development as county headquarters), will build pressure on all services, including water and waste water services. This will further reinforce the need for increased investments in infrastructure and supply of water and sewerage services to meet this growing demand.

d) Technological Development

Technological changes provide room for operational efficiency. To address technological challenges facing the water sector, AWWDA will seek innovative ways to engage various stakeholders to implement smart technologies such as smart metering to address high NRW which currently stands at above 30 percent. One way to address this challenge is by employing smart bulk metering at the offtake stage. This will involve installation of GSM enabled smart meters at various water offtakes to water service providers. The Agency is already in the process of piloting smart metering at Kigoro, Karimenu and Ngethu treatment plants which are being prepared for smart water metering. Most WSPs have embraced smart readings and communication with their customers on billing. This provides an opportunity for AWWDA to implement smart technologies as this will ultimately save on time, cost and bring about efficiency.

e) Ecological

Climate change has become a reality that the water sector has to contend with. As we develop water and sewerage infrastructure in a climate impacted environment, it will be important that integrated, climate-smart water systems are developed. Sustainable extraction of water resources will require consideration of investments in catchment area protection. This demonstrates that AWWDA has opportunities to improve our environmental score by its environmentally conscious strategies.

f) Legal and Regulatory Factors

These are factors relating to changes in laws and its impact on society. The country has become litigious owing to the Fundamental freedoms enshrined in the constitution. The changes could have positive and negative impacts on the AWWDA and its activities in the various sectors. There is need to monitor the changes in laws and ensure the AWWDA adapts to these changes and remains relevant. Some of the laws and policies have also been restrictive to the AWWDA's operations and require lobbying for their review.

3.1.2. Summary of Opportunities and Threats

The review of the AWWDA's PESTEL is summarized below. The table also give possible opportunities and threats:

Table 3.1: Summary of opportunities and Threats

Category	Opportunities	Threats
Political	Stable political environment Favorable water policies Political goodwill in the water sector to enhance water policies through reforms Political interest on climate change mitigation, improving intergovernmental relations	Weak intergovernmental relations when it comes to water works and water service provision Inadequate support from counties
Economic	Private sector interest in investment in water sector Increasing demand for water at household and firms' level	The fiscal space is narrowing due to international market instability and ongoing wars in the middle east and Europe, Market volatility which affects most projects with are forex dominated Inflationary pressure

Category	Opportunities	Threats
Social	Many communities are appreciating the positive externalities of projects Availability of affordable labour since most project rely on local labour	Communities continue to have attachment to their land and resist sewerage projects There is also slow acquisition of land and tendency to vandalize projects
Technological	Available cost-effective technology in the water sector with long term benefits	High sunk cost of new technologies coupled with steep learning covers High rates of technological obsoleteness Cyber attacks
Ecological	Heightened political will to address climate change Increase climate financing/climate proofing	Depleted water sources, and pollution Harsh climatic conditions,
Legal	Improving legislative environment	Increasing litigations in the water sector

The Agency has identified strategies to address the threats. Table 3.2 indicates the Agencys key threats cross-mapped with strategic objectives.

Table 3.2: Cross-Mapping of Threats and Suggested Way Forward

Threats	Way forward
Depletion of local natural water sources.	 Research on sustainable utilization of available water resources Explore wastewater re-use technologies Enhance catchment area conservation efforts
Environmental degradation	 Develop climate resilient infrastructure Implement strategies for adaptation to climate change Liaise with other government agencies including counties on proper land use planning to mitigate negative effects
Insecurity	 Implement security control measures for the Agency's critical assets Train staff on emergency incidence response Liaise with security agencies to enhance security at project sites Sensitize project stakeholders to address the high expectations that give rise to insecurity

Threats	Way forward
Vandalism of project Structures	Sensitize the public.Research on alternative materials.
Cyber attacks	Acquire enterprise SSL certificates, implement corporate unified threat management protection system and encryption.

3.1.3. | Internal Environment

This section looks at the Agency's competitive edge arising from the internal factors. It looks at the governance and administrative structures, internal business processes, resources and capability with a view of determining the strengths and weaknesses. The section ends with an analysis of the stakeholders.

3.1.3.1 Governance and Administrative Structures

The leadership of AWWDA is headed by the Board of Directors. The Board comprises of a good mix of experienced and highly trained professionals and has instituted appropriate leadership and governance structures. The Board has guided the management appropriately and this has created a good working relationship.

AWWDA core mandate is in infrastructure development. Therefore, the technical department has three departments which address infrastructure planning and design, infrastructure development, and bulk water operations. This is supported by the directorate responsible for finance. Other key specialized units include supply chain management, internal audit and compliance unit as well as the corporation secretary and the legal services units. The Agency also has a highly trained, experienced, qualified and skilled staff. Development and training opportunities have been made available to staff. The Board is keen to keep the staff well motivated and has extended a generous budget to staff welfare.

3.1.3.2 Internal Business Processes

AWWDA is ISO 9001:2015 certified with standard operating procedures for all the service delivery points in the organization. The organization has recently reviewed the internal process and identified areas of optimization under its business processes re-engineering.

Table 3.3: Internal Processes Analysis

S/No.	Functional	Key Processes and	Areas of Strength	Areas of Weaknesses
	Technical Technical	 Systems Preparation of project proposals/concept notes, Project pre-feasibility and feasibility studies, Project Financing, Project implementation Supervision Commissioning of completed projects 	 Existing master plans for water and sewerage Revised institutional system with potential to support core mandate 	 Length process in securing financing for projects Inadequate Professional Staff Delayed Approvals Delays in land acquisition due to lengthy processes Slow progress of work
	Human Resource/ Capacity	Recruitment and selection procedures Training and development procedures Rewards, Pay and benefits processes procedures Human Resource management information system	 Clear Human Resource Policies and procedures manual. Automated HR processes 	 Slow implementation of the revised organization structure. Lack of staff retention mechanisms Delayed revision of salary structure due to the long processes with the concerned agency. In adequate training budget arising from austerity Government measures
	Finance	 Advise the board on all matters, finance, resource mobilization and Investments Coordinate financial, resource mobilization and investment Initiate development of policies Ensure financial prudence and discipline for financial accounting, planning, Treasury management, Budgeting and budgetary controls. 	 Updated Financial Manual Qualified staff Clear progression guidelines Government and Develop partner confidence in the AWWDA financial management systems 	 Staffing gaps in the resource mobilization and the Monitoring and Evaluation department. Full absorption and capacity of the Enterprise management system. Inadequate counterpart funding for AWWDA Projects.
	Administration		 Digitization of records Records tracing mechanism 	Delayed records appraisals and establishment of archives.

S/No.	Functional Area	Key Processes and Systems	Areas of Strength	Areas of Weaknesses
	ICT	 Development of Institutional ICT Strategy, Policies and procedures. Planning and Implementation of ICT projects Management of ICT operations of the Agency Development and implementation of business continuity protocols. 	 Government's push for digital transformation agenda Collaborative approach within the ICT players in State Agencies 	 Inadequate Financing of ICT projects Low operational budget Lack of technical training for ICT staff
	Supply Chain	 Development of Sourcing Strategy Market Survey and Analysis Establishment of Sustainable Contract management Strategies Implementation of E-Procurement Development of Procurement risk management strategies 	Clear and well- established Internal Controls Trained and experienced internal capacity Existing Laws that guide on transparency and encourage competitive sourcing	 Lengthy Lead times Non-Performance by contractors and Consultants Exposure to Litigation Delays in payments of Suppliers/Contractors/Consultants Gaps in contract management implementation Economic Inflation leading to forex losses leading to contract variations / high costs in project implementation
	Internal audit and risk management	The department is responsible for undertaking objective assessment of the adequacy and effectiveness of internal control systems, risk management and corporate governance.	 Internal Controls; Risk Management; Corporate Governance. 	Understaffed.

3.1.3.3. Resources and Capabilities

Resource based analysis has been used to identify the internal strengths and weaknesses. Athi Water has strong revenue base and has over time won development partners goodwill and in turn received funding for its projects. The Board has put in place the Enterprise Resource Planning system and control systems for effective and efficient management of its resources.

3.1.4. Summary of Strengths and Weaknesses

Based on the analysis of the internal environment, the identified strength and weaknesses are outlined in table 3.5;

Table 3.4: Summary of Strengths and Weaknesses

No	Factor	Strength	Weaknesses
1	Governance and administrative structures	A good mix of experienced and highly trained professional board members Good working relationship between the board and management Confidence from various stakeholders	High turnover of board members creating lack of continuity
2	Internal Business Processes	Existing strategies (connectivity strategy), procedure manuals, policies and SOPs Experience in management of programmes	Weak operational linkages with WSPs
3	Resources and Capabilities	Competent staff, own offices, strong internal control systems Highly trained team Good working environment	An under-established institution lack of trained staff on bulk operation Weakening team spirit, sense of entitlement beginning to creep into the organization
		Bulk operator gazetted and Karimenu II fully operationalized	Over reliance on external funding huge financing gap Not self sustaining financially

Strategic Response to Weaknesses

Strategies have been put in place to address the weaknesses that may impact negatively on the execution of the strategies. Internal weaknesses have been cross-mapped with strategic objectives to attain a clear view on strategic responses against each weakness. Table 3.6 indicates weaknesses cross-mapped with strategic objectives.

Table 3.5: Cross-Mapping of Weaknesses and Suggested Way Forward

Weaknesses	Way forward
Weak project and contract Management	 Continuously train project staff on project and contract management. Develop and review risk management framework.
Inadequate professional staff	Recruitment of professional staff and independent contractors after thorough prequalification.
Barriers to internal communication and coordination	Implement a corporate unified collaboration system and Business Process Re-engineering.
Inadequate data Management	Develop and implement data managemetnt manual and set up an Electronic Document Management System

3.1.5. Analysis of Past Performance

3.1.5.1. Key Achievements

During the Strategic Plan period 2018–2022, the Agency planned to pursue seven (7) key result areas. These included increased water coverage, increased sewerage and sanitation coverage, investment and resources mobilization, operationalization of bulk water services, research and development, leadership and governance and finally institutional sustainability.

In term of water coverage, the Agency increased water coverage from 72.1 percent in 2018 to 76 percent in 2022. To achieve this, new water sources were with capacity to produce 403.400m3/day. The Agency also developed additional bulk water transmission system of 350km to transmit the additional water produced. In order to have additional capacity to treat the water produced, AWWDA developed new water treatment plan with capacity to treat 196,000m3/day. It was also important that the Agency strengthens the water distribution network in Nairobi and other towns. This was intended to enhance last mile connectivity. A total of 1,129km of additional pipelines of varying diameters were laid. In order to address future water demand, AWWDA prepared water development plans for the three counties of Nairobi, Kiambu and Murang'a.

In addressing sewerage and sanitation coverage AWWDA increased sewered sanitation coverage from 34 percent to 50 percent during the 2018-2022 strategic planning window. This fell short of the 70 percent targeted for the period. During that period, a total of 1,214km of trunk and reticulation sewer lines were laid in Nairobi and its environs. The Agency completed the expansion of sewerage treatment plant with additional capacity of 96,000m3/day. As part of future plans to address increasing demand, the Agency developed long term sewerage development plan.

During the 2018-2022, the Agency was able to put in place aggressive resource mobilization measures which enabled the Agency to raise KES 262.02 billion against a target of KES. 242.03. During the same period, the Agency strengthened internal processes, including operationalization of the ERP system and rolling out of the bulk water services which played a key role in enhancing financial prudence.

In the operationalization of the bulk water systems, the Agency fully implemented the establishment of operation and command centers at Kigoro and Karimenu II water supply systems. The centers are fully equipped with advance technology, communication channels, hardware, software and physical infrastructure needed to optimize bulk water services. One of the key result areas has remained research and development.

With support from NACOSTI, the Agency was able to draw out a research and development strategy which also provided the Agency with the opportunity to engage other research institutions in collaborative research work in water and sewerage.

Strengthening leadership and governance remained an important imperative for the Agency. The Agency continued to implement measures aimed at maintaining statutory and regulatory measures. These measures were consistent with the requirements of Mwongozo. These were done alongside efforts to institutionalize integrity and anticorruption measures. Key achievement in this area was the review of instruments of leadership in the organization to provide for clarity and effectiveness in the delivery of the organization's mandate.

Finally, during the planned period, the Agency sought to purse water and infrastructure development while ensuring human, financial and environment sustainability. The Agency set aside KES. 10 million for the implementation of environmental protection activities. The Agency reviewed the organization structure to provide for a new structure which could support the implementation of the organization's mandate. Some of these activities were key in ensuring that there was smooth transition to the Water Act of 2016. Even with these achievements, it is important to note that addressing NRW remained a challenge. The NRW increased by 8 percentage point from 30 percent to 38 percent over the planned period.

3.1.5.2. Challenges

During the implementation period 2018-2022, AWWDA experienced challenges which affected its performance. These include;

- Weak Institutional capacity to deliver specialist internal needs for AWWDA,
- 2. Inadequate research and innovation for development and decision making. While the Agency set up a research and innovation unit, the unit was not resourced financial or through the provision of the needed human resources to support research,
- 3. Low culture of use of data and knowledge management. Data remains key in evidence generation and decision making. The Agency is not fully in sync with data use and rely more on consultants in technical guidance,
- 4. High cost of implementing resettlement action plan (RAP); land acquisition/ compensation, wayleaves, forest moratorium issues for large infrastructure projects
- 5. Disruption of planned projects and programmes by the COVID-19 pandemic,
- 6. Slow project implementation due to inadequate funds, delayed disbursements, and inadequate

- counterpart funding which negatively impacted the implementation of projects
- Weak coordination mechanisms among state and non-state actors on planning and development leading to inefficient spending on development of water resources
- 8. Climate change and associated extreme weather events threaten sustainable development of water resources,
- 9. High energy cost of water production impeding affordability of water.

3.1.5.3. Lessons Learnt

The major lessons learnt during the implementation of the strategic plan during the FY 2018-2022 include:

- Timely payment of outsourced services saved the Agency money in terms of interest that would have been accrued,
- 2. Employee engagement is becoming critical since it leads to high productivity than increase of renumeration.
- 3. Given the appropriation of budget that goes to AWWDA, its key that the Agency demonstrates Value for Money for the citizens.
- 4. There is a need to strengthen corporate communication arm of the Agency.
- 5. Its key that the Agency builds a corporate social responsibility strategy to increase its social capital.
- 6. The Agency needs to Strengthen Governance to enhance organizational reputation, and capability.
- Structure follows strategy, the right organizational structure is key in effective execution of strategy.
- 8. Budget is a tool to execute strategy. In that regard, there is need to ensure that the strategy is aligned to the Agency's mandate.
- 9. The need for the Agency to build a culture that will support strategy execution and that culture is a high-performance organizational culture.
- There is a need for an investment plan to fund the gaps in the development and management of water and sanitation including the use of an alternative model of financing projects (PPPs model)
- Strengthen the Monitoring and Evaluation system to ensure timely completion of planned programmes/projects.

3.2. | Stakeholder Analysis

AWWDA undertook stakeholders mapping as analysed below:

Table 3.6: Stakeholder Analysis

Stakeholder	Role/Functions of Stakeholder	Stakeholder's expectations from the Authority	Authority's expectation from the stakeholder
Ministry of Water, Sanitation and Irrigation	 Parent ministry in charge of policy formulation and oversight. Facilitate funding of water projects 	 Fulfilment of mandate; Achievement of targets specified in the Performance Contract; Submission of annual reports. 	 Facilitate timely funding; and Involve the Agency in policy formulation.
Water Service Regulatory Board	Protect the interests and rights of consumers in the provision of water services in line with section 72(10) (a-p)	 Collaboration in development of water and sewerage infrastructure as per the prescribed standards Adherence to set service delivery standards 	 Support in timely approval of tariffs and issue of required licenses Information sharing on water matters.
Engineers Board Kenya (EBK)	Regulation of engineers	Provide opportunities for employment and training to members	Provision of professional and ethical engineers.
The National Treasury and Economic Planning	 Provision of funds Provides focus areas through Vision 2030 and MTP IV Monitor compliance to the Public Finance Management Act (PFM) and Treasury circulars. 	 Prudent utilization of funds to meet specified targets. Aligning plans to government development agenda (BETA, Vision 2030 and MTP IV). 	Facilitate adequate and timely funding.
Ministry of Lands Physical Planning	 Facilitation of acquisition of land for project development. Provision of survey maps and other land records. Long term Physical Planning 	Submissions of requests for land	 Fast track provision of land for development; Ensure land meant for project development is not illegally allocated.
Office of the Attorney General	 Review and advise on contractual matters and MoU's Financing agreements 	Conformity to the law	Ensure speedy review and advice on Contractual agreements and MoU's

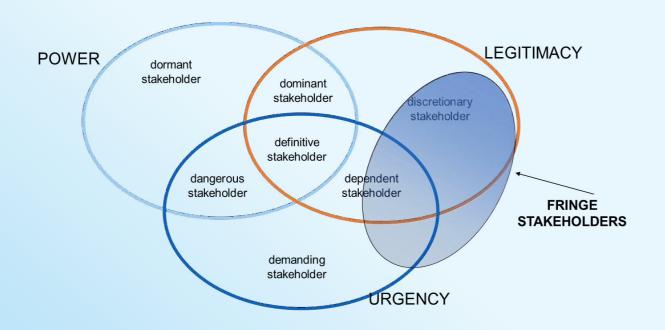
Stakeholder	Role/Functions of Stakeholder	Stakeholder's expectations from the Authority	Authority's expectation from the stakeholder
The public	 Utilization of the water and sewerage services as required; and Provision of manpower and goodwill. 	 Quality, safe and adequate water; Corporate Social Responsibility programmes; Compliance to Health and safety, Environmental and Social laws and safeguards; Socio-economic empowerment and jobs 	 Utilize the water and sewerage services as required. Assist in elimination of vandalism; Provide labour; Cooperation and goodwill during project implementation; Provide feedback.
Contractors, Consultants and Suppliers	Construction, rehabilitation and maintenance of water and sewerage infrastructure. Design and supervision of works	Timely payment of work done Adherence to the law during project procurement and implementation.	 Construct and maintain water and sewerage infrastructure as per the technical specifications and period. Delivery of services within contracted standard and timelines. Quality designs and effective supervision of works.
Employees/ Staff	Implementation of the mandate of the Agency	 Working tools and conducive working environment; Proper and timely remuneration; Job security; Recognition and motivation; Career progression. 	Compliance with the core values and code of conduct. Achieve set targets. Enhanced productivity.
Media	Disseminates information to the Public	Provision of information for dissemination.	Conduct their business professionally.

Stakeholder	Role/Functions of Stakeholder	Stakeholder's expectations from the Authority	Authority's expectation from the stakeholder
Ministry of Devolution and ASAL	 Management of devolution affairs Coordination of intergovernmental relations Capacity building at the Counties 	 Integrated planning and implementation of projects Capacity building of devolved units on project development Development of water and sewerage infrastructure in the ASAL 	 Sensitization and capacity building of Counties on role of National Government Organize forums to facilitate information
County Governments	Implementation of County Governments functions as defined in the fourth schedule of the constitution	Collaboration on planning and development of water and sewerage infrastructure.	Champion stakeholder engagement at local level on project development Assist in securing of land for project development and CSR projects Support implementation of projects traversing County
Development partners	Funding of projects through loans, grants and technical support.	 Implementation of projects as planned. Prudent utilization of funds. Adherence to financing agreements and contractual requirements. 	Timely approvals. Timely disbursement of adequate funds Provision of technical support where necessary.
Banks and Insurance Companies	Financing and guarantee of works, • goods and services	 Information sharing on contractors and consultants Collaboration between the Agency and contractors on financial matters 	 Accurate information on contractors. Financing and insurance services to the contractors and consultants Participate in PPP and Annuity programmes.

Training and Research Institutions.	Human Resource development Research on new materials, processes, and technology	Proper identification of training and research needs.	 Provide quality and effective training; Advise on new processes, materials, and technologies.
NEMA	Approval of Environmental •Social Impact Assessment (ESIA) and issuance of licenses	Undertaking of ESIA in compliance with NEMA requirements	Prompt approval of ESIA reports and issuance of licenses.
Parliament of Keny	Enactment of law Oversight on Budget allocation and utilization	Prudent and timely utilization of resources	 Allocation of adequate budgetary resources. Engagement in preparation of Bills or Acts relevant to water and sewerage infrastructure development. Development of facilitative laws.

3.3. Stakeholder Mapping and Engagement framework

The strategic plan presents an analysis of the stakeholders based on the desirable social good that they represent based on their power, legitimacy, and urgency attributes; this will improve the stakeholder engagement strategy. The stakeholders with three attributes (Power + Urgency + Legitimacy) are definitive stakeholders and have high salience. The ones with 2 attributes are expectant stakeholders and have middle salience while those with one attribute are called latent stakeholders, they have low salience. Stakeholders that have none of the three attributes are fringe stakeholders.



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Figure 2: Stakeholder Mapping Conceptual Model

Table 3.7: Stakeholder's categorization based on power, legitimacy, Urgency

Type of Stakeholder	AWWDA Stakeholders
Definitive Stakeholder	Ministry of Water, Sanitation and irrigation
(Power + Legitimacy +Urgency)	Ministry of Interior and coordination of national government
High salience	The National Treasury and Economic Planning
Must participate in the decision making of the	Development Partners
Agency	
	Water Service Regulatory Board (WASREB)
	County Governments
	Water Service Providers (WSPs)
	AWWDA Staff
	Board of Directors
	Media
	Communities (depending on the extent to which land is private)
Expectant stakeholder	Regulatory Authorities
With two qualities	National Land Commission
(Power + Legitimacy+ Urgency)	
Middle salience	
Agency ought to consult them	
<u>Latent stakeholder</u>	Local Administration
Low salience	Religious Groups/Civil Societies
Balance between informing and consulting them.	Politicians
	Consumer
	Contractors/Consultants/Suppliers
Fringe stakeholder	Communities
Work with for CSR projects only	



Arising from the situation analysis of the Agency's operating environment, AWWDA has identified strategic issues that will have to be addressed in the current strategic plan to so that the Agency is able to achieve its vision. The analysis has also brought forth opportunities and strengths that the Agency can build on to achieve its strategic objectives.

4.1. | Strategic issues

From the analysis, the following issues have emerged as significant to the Agency and would require strategic focus;

4.1.1. Inadequate access to clean, reliable and affordable water and sewerage services

AWWDA serves the capital city of Kenya, which contributes 60% to the National GDP. Nairobi informal settlements are also known to have unique requirements that calls for non-conventional approaches to water and sanitation services provision. In the last 5 years, AWWDA raised water coverage in Nairobi area to 86%. The average water coverage in the entire area of jurisdiction increased to 75.6%. However, there is still serious gaps in water coverage in the informal settlement and rural areas that require urgent attention. The high level of non-revenue water which currently stands over 50% in the entire area together with increasing demand for water by businesses remains a challenge that will have to be addressed during this strategic period.

In terms of sewerage service, AWWDA area of jurisdiction remains below 50%. There is every need to fast track investment and implementation of sewerage projects to achieve a desirable coverage of sewered sanitation.

4.1.2. Weak Institutional capacity to deliver specialized services and the enhanced mandate of bulk water service provision

The institution is characterized by underestablishment and inadequate human and technological resources to support specialized operations such as bulk water services. The institution also faces gaps in human resources to support specialized audits. Strengthening the institution of AWWDA will also provide for the competitive edge needed to support

4.1.3. Unsustainable financing models hinged on domestic general government resources and external debt facilities.

This has led to huge financing gap for major projects. The narrowing fiscal space calls for the exploration of alternative and innovative financing models to support infrastructure development. Resource mobilization in an environment where the fiscal legroom has reduced amid depressed economy will require the Agency to explore alternative financing models that are affordable.

4.1.4. | Environmental, climatechanges and social sustainability

Compliance with and mitigation of adverse environmental factors for improved livelihoods and sustainable water and sewerage infrastructure has become a big concern. The effects of climate change in the catchment areas together with unsustainable anthropogenic activities is making investment in water infrastructure development a risky investment. It will be important to climate proof the existing infrastructure as we also integrate climate proofing in the design of new infrastructure. At the same time, investing in people to understand optimal exploitation of environment goods will be paramount. The degradation of catchment and riparian areas has not only played a role in the environment destruction, but also reduced flows and quality of water in the rivers. This degradation contributes heavily to the increase in siltation and sedimentation in our rivers, dams and lakes, affecting the amount of water stored within the reservoirs and therefore more incidences of flooding. Destruction of catchment and riparian areas for agriculture contributes heavily to water resource pollution as evidenced by the presence of wastewater, heavy metals and agrochemicals in rivers and water bodies. Cleaning water of low quality requires a high amount of energy and resources and also increases the cost of delivering water to the people.

4.1.5. Inadequate Research, innovation and development for decision making

Research, innovation and development is important in technologically disruptive environment AWWDA operates in. Sustainable development in the sector amid financial challenges, environmental and climate change challenges as well as high-cost human resource capital calls for a robust research and innovative environment for efficiency and effectiveness. A data driven and evidence-based institution will be required to promote research and knowledge management.

4.2. | Strategic Goals



4.3. | Key Result Areas

AWWDA has identified five (5) strategic issues in Strategic Plan 2023–2027. The KRAs include:

4.3.1. | Water and Sewerage Coverage

In addressing water and sewerage coverage, AWWDA will develop water storage capacity by 461,000m3/day. This will involve the construction of priority dams in the area of jurisdiction. The Agency will further explore the development of new water sources which will involve the drilling and equipping of boreholes, generation of alternative energy sources, and development of various intakes across the counties. AWWDA will further develop water transmission networks as well as expand the

distribution networks in the various counties. Finally, AWWDA will invest in additional water treatment plants to treat additional water. It is important that the Agency take necessary steps in management and rehabilitation of existing water infrastructure. It will also call for a reduction of non-revenue water by 20 percent. By 2027, it is expected that water coverage in the area of jurisdiction will increase to 85 percent.

For the case of sewerage coverage, AWWDA will expand the waste water treatment capacity alongside the expansion of the sewer networks. In order to address the wastewater treatment needs in the medium urban towns, the Agency will develop medium capacity wastewater treatment plants using modern technologies. The Agency will also develop sanitation management facilities in the informal settlements. It is expected that the sewered sanitation coverage will increase to 60 percent by 2027.

4.3.2. Institutional Capacity Strengthening

Addressing institutional capacity is key in achieving the core mandate of the Agency. Strengthening the capacity of the institution will therefore involve implementing strategic asset management, enhancina information and communication technology as an enabler, improving human capital capacity by undertaking a review of the organization structure and enhance performance management systems. A number of policies will be reviewed during the plan period as well as enhance compliance with governance requirements. It is further expected that the Agency will enhance institutional reputation and branding.

4.3.3. | Research, Innovation and Development

Promotion of the uptake of research and innovation will be key during the planned period. The government put emphasis on the need to optimize all processes through digitalization. In order to increase efficiency through research, AWWDA will promote adoption of appropriate technologies as well as strengthen network and collaboration with relevant water and sewerage research bodies. What is key to this will be the institutionalization of research through relevant research policies and systems.

4.3.4. | Environmental and Social Sustainability

Climate change has become one of the most severe environmental challenges facing water sector. The adverse climate events (frequent droughts and floods) coupled with pollution attributed to anthropogenic activities in the catchment areas not only affect availability of water, but also compromise the quality of water resources. In AWWDA's area of jurisdiction, the increasing social effects of projects being implemented will have to be addressed to mitigate any negative effects of the projects. To address issues of environmental conservation, the Agency will continue to undertake the various environmental and social impact assessments to establish basis for interventions. It is important that implementation of projects be done with minimize destabilization of communities. AWWDA will ensure complete implementation of resettlement action plans.

4.3.4. Resource Mobilization for infrastructure development

In order to fully implement the strategic plan, AWWDA requires to mobilize Kshs.209 billion. The Agency will also have to improve in the efficiency in use of the available resources. Raising resources will involve improving internal revenue generation, implementing innovative financing solutions, full operationalization of bulk water systems, and mobilizing additional resources from the government. The Agency will also pursue public-private partnership, leverage on commercial financing and collaborate with county governments to increase last mile connectivity.

Table 4.1: Strategic Issues, Goals and Key Result Areas

Strategic Issue	Goal	Key Result Area
Lack of access to clean, adequate, reliable and affordable water and sewerage services	Increased access to water and sewerage coverage in the area of jurisdiction	Water and Sewerage Coverage
Weak Institutional capacity to deliver specialized services and the enhanced mandate of bulk water service provision	Institutional capacity strengthening for accelerated water and sewerage infrastructure development	Institutional Capacity Strengthening
Unsustainable financing models hinged on domestic general government resources and external debt facilities.	Enhanced resource mobilization for infrastructure development	Resource Mobilization for infrastructure development
Environmental, climate changes and social sustainability	Environmental and social sustainability in projects and programmes	Environmental and Social Sustainability
Inadequate Research, innovation and development for decision making	Promotion of research and innovation for the uptake of evidence-based decision making	Research, Innovation and Development



In this section, the strategic objectives and strategic choices that will address issues identified are discussed. The section also gives out the outcomes and projected results in during the strategic planning window. The strategic objectives and strategies are aligned to the KRAs.

5.1. | Strategic Objectives

The outcomes annual projections are represented in table 5.1.

Table 5.1: Outcomes Annual Projections

KRA 1: Water and Sewerage Cove	erage						
Strategic Objective	Outcome	Outcome	Projection	ons			
		Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
Increase access to water to 85% from the current 76% by 2027	Increased access to water services coverage	% of people in the service area with access to water services	76	78	81	83	85
By 2027, achieve 60% access to sewered sanitation coverage in our area of jurisdiction	Increased access to sewered sanitation services coverage	% of people in the service area with access to sewerage services	50	52	55	57	60
KRA 2: Institutional Capacity Strengt	hening						
Strengthen AWWDA institutional capacity for enhanced productivity	Improved Institutional performance	% progress	89	90	91	92	93
KRA 3: Enhanced Research, Innovation	on and Developm	ent					
Adopt research, innovation and development that spurs innovative technologies for water and sanitation service interventions	Enhanced use of innovative technologies	% progress	100	100	100	100	100
KRA 4: Environmental and Social Sus	tainability	l.		l		ı	l
Identify and operationalize environmental sustainability measures	Enhanced environmental conservation	% progress	100	100	100	100	100
Identify and operationalize social sustainability measures	Improved social sustainability	% progress	100	100	100	100	100
KRA 5: Resource Mobilization for infr	astructure devel	opment					
Pursue innovative resource mobilization strategies to raise KES. 209 billion by 2027	Increased investments for infrastructure projects	Amount (Mn. Kshs)	20,359	49,862	30,458	58,585	47.580

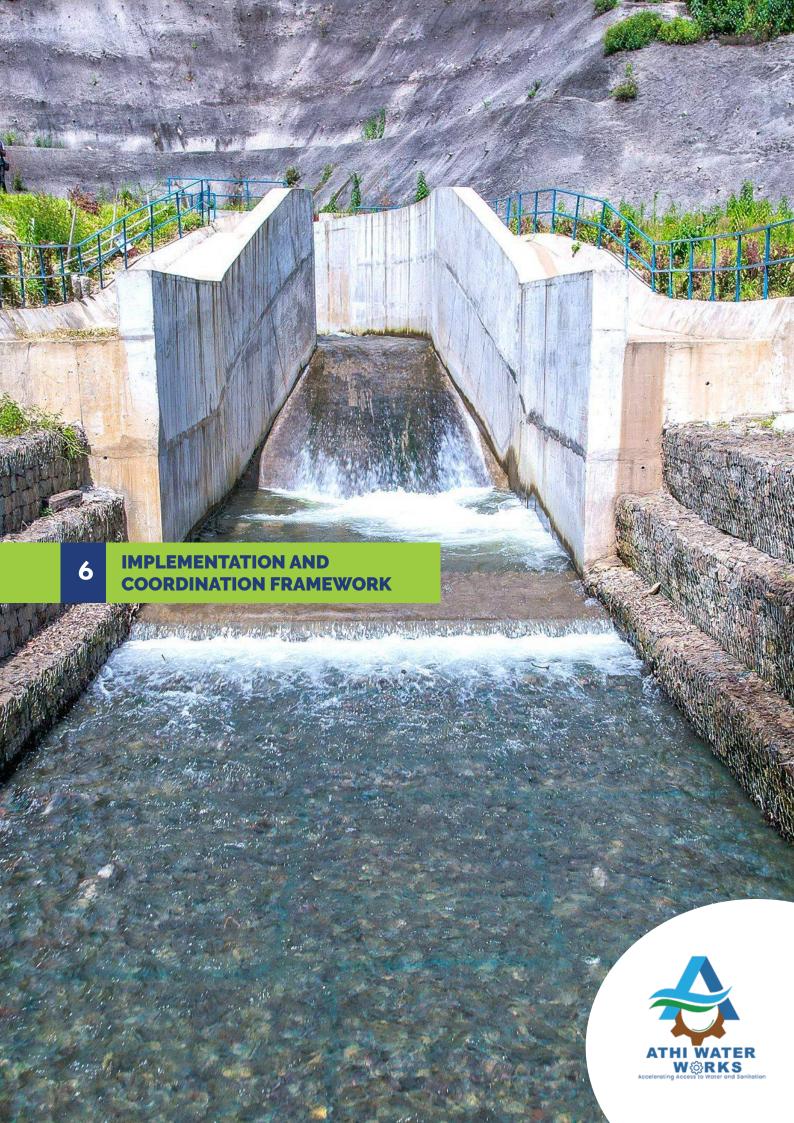
5.2. | Strategic Choices

For each strategic objective, AWWDA has proposed a number of strategies to address the gaps. These are summarized in table 5.2.

Table 5.2: Summary of Strategic Objectives and Strategies

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No.	Objectives	Strategies
KRA 3	: Enhanced Research, Inr	novation and Development
1	Adopt research, innovation and development that spurs innovative technologies for water and sanitation service interventions	Promote research, development and adoption of appropriate technology
KRA 4	: Environmental and Soc	ial Sustainability
1	Identify and operationalize environmental sustainability measures.	Enhance Environmental protection and compliance Promote climate resilience in projects
2	Identify and operationalize social sustainability measures	Manage project related community grievances Enhance community engagement and participation Promote occupational health and safety in projects Promote fair labor practices in projects Promote fair and just compensation of project affected persons
KRA 5	: Resource Mobilization f	or infrastructure development
1	Pursue innovative resource mobilization strategies to raise KES. 209 billion by 2027	Increase Internal Revenue Generation Implement Innovative Financing Solutions Mobilize the Resources from GoK and Development Partners Operationalize the Bulk Water Works



In this chapter, the implementation and coordination framework are presented. It outlines the institutional organization's structure and the relevant human resources establishment and skills available for the implementation of the strategic plan. It also the resource gaps in the establishment alongside the human resource development strategies during the implementation phase. The risks and mitigation measures are also identified under each strategic objective.

6.1. | Implementation Plan

6.1.1. Action Plan

Table 6.1 provides a detailed implementation plan for the strategic plan. The implementation plan sets forward an outline of the strategic objectives for each of the goals and KRAs. The plan further gives the various outputs with their accompanying indicators as well as the annual targets over the 5-year period. These are costed for each of the calendar year. Finally, the plan duly assigns responsibilities to different functional areas and support.

6.1.2. | Annual Work plan and Budget

In order to track progress and ensure that the implementation plan is progressively implemented, AWWDA will develop annual institutional work plan with will be cascaded to the functional departments. The annual work plan will be aligned to the institutional annual budget and the procurement plan. Annual budget will adopt the activity-based costing. The annual work plan for the 1st year of this strategic plan is appended. The annual work plan will also provide the basis for annual performance contracting.

6.1.3. Performance Contracting

The annual work plan, approved procurement plan and the approved budget will form the foundation for annual performance contracting. As a management tool, the performance contract will provide the Agency with the opportunity to track and fast track vision 2030 projects and projects that are key in driving the BETA.

6.2. Coordination Framework

6.2.1. Institutional Framework

AWWDA has gone through organizational restructuring with the purpose of providing institutional framework for operating bulk water services. The reorganization was also meant to address the identified skill gaps and provide for career growth of staff as a way of addressing retaining skill-sets. It is imperative therefore that the approved organization structure is implemented. A review shows that there is urgent need for technical staff to support the core mandate of the Agency. The Agency reviewed human resource and procedure manual as well as career guideline to align them to the approved structure. In the first year of implementation of the plan, the Agency will review key policies, plans and operating procedures to ensure that they are all in congruence with the strategic direction of the Agency.

6.2.2. Staff Establishment, Skills set and Competence Development

AWWDA has an approved establishment of 242 staff with a ratio of 64:36 technical staff to support staff. The current in-posts are 85 with a variance of 157 staff. The detailed establishment per cadre is summarized in Table 6.2 below:

Table 6.1: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-post C	Variance D= (B-C)
CEO	1	1	0	-1
Director	4	4	2	-2
Deputy Director	17	17	8	-9
Assistant Director	32	32	13	-19
Principal Officer	46	46	11	-35
Senior Officer	42	42	29	-13
Officer	53	53	13	-40
Technicians, Assistant Officer, Assistant Officers	26	26	8	-18
Artisan/Plumbers/Senior Driver (Common Cadre) Snr Office Assistant	10	10	1	-9
Driver /Office Assistant. (Common Cadre)	8	8	0	-8
Office Attendant I/Support	3	3	0	-3
Total	242	242	85	-157

Skills Set and competency development

For the Agency to adequately resource the staff establishment with the requisite competencies the following skills in line with the Agency's career guidelines have been earmarked for implementation in order to equip staff to enable them perform efficiently and effectively.

Table 6.2: Skills Set and Competency Development

S/NO	CADRE	SKILL SET	SKILL GAP	COMPETENCY DEVELOPMENT
1.	Engineers (Electrical and Mechanical)	 (i) Have Bachelor's Degree in Electrical Engineering, Mechanical Engineering, Mechatronics Engineering or its equivalent qualification from a recognized institution; (ii) Have Master's Degree in Electrical Engineering, Mechanical Engineering, Mechatronics Engineering or its equivalent qualification from a recognized institution; (iii) Be registered by the Engineers Board of Kenya (EBK) as a Professional Engineer; (iv) Have Certificate in Management Course lasting not less than four (4) weeks from a recognized institution (v) Certificate in Supervisory Course lasting not less than two (2) weeks from a recognized institution. 	Disciplines of (i) Mechatronics (ii) Electricals (iii) Mechanical (iv) Leadership (v) Supervisory (vi) Computer skills	Undertake resource mobilization and recruit the appropriate cadre of staff in the strategic period
2.	Surveyors	 (i) Bachelor's Degree in Survey, Photogrammetry, or its equivalent qualification from a recognized institution; (ii) Master's Degree in Survey, Photogrammetry or its equivalent qualification from a recognized institution; (iii) Master's Degree in Project Management, Business Administration, Strategic Management or its equivalent qualification from a recognized institution; (iv) Registration with the Institution of Surveyors of Kenya; (v) Certificate course in Geographic Information Systems; (vi) Certificate in Leadership Course Lasting not less than four (4) weeks from a recognized institution; (vii) Certificate in Management Course lasting not less than four (4) weeks from a recognized institution; and (viii) Certificate in Supervisory Course lasting not less than two (2) weeks from a recognized institution. 	Disciplines of (i) Survey (ii) Photogrammetry (iii) GIS (iv) Leadership (v) Supervisory (vi) Computer skills	Undertake resource mobilization and recruit the appropriate cadre of staff in the strategic period

S/NO	CADRE	SKILL SET	SKILL GAP	COMPETENCY DEVELOPMENT
	Hydrogeologist	 (i) Bachelor's Degree in Hydrology, Geosciences or its equivalent qualification from a recognized institution; (ii) Master's Degree in Hydrology, Geosciences, Geo-Physics or its equivalent qualification from a recognized institution; (iii) Master's Degree in Project Management, Business Administration, Strategic Management or its equivalent qualification from a recognized institution; (iv) Registration with the Geological Society of Kenya; (v) Member of Geological Board of Kenya; (vi) Diploma in Project Management, Business Administration, Strategic Management or its equivalent qualification from a recognized institution; (vii) Certificate course in Geographic Information Systems; (viii) Certificate in Leadership Course Lasting not less than four (4) weeks from a recognized institution; (ix) Certificate in Management Course lasting not less than four (4) weeks from a recognized institution; and (x) Certificate in Supervisory Course lasting not less than two (2) weeks from a recognized institution. 	Disciplines of (i) Hydrology (ii) Geoscience (iii) Geophysics (iv) GIS (v) Leadership (vi) Supervisory (vii) Computer skills	Undertake resource mobilization and recruit the appropriate cadre of staff in the strategic period
	Draughtmen	 (i) Diploma in any of the following disciplines: Cartography, Building, and Civil Engineering or its equivalent qualification from a recognized institution. (ii) Higher Diploma in Land Survey or its equivalent qualification from a recognized institution. (iii) Be a member of relevant Professional Body/Institution. (iv) Certificate in Supervisory Skills Course lasting not less than two (2) weeks. 	Disciplines of (i) Cartography (ii) Building and Construction (iii) Land Survey (iv) Supervisory (v) Computer skills	Undertake resource mobilization and recruit the appropriate cadre of staff in the strategic period

S/NO	CADRE	SKILL SET	SKILL GAP	COMPETENCY DEVELOPMENT
	Research and Innovation	 (i) Bachelors' degree in any of the following fields: - Economics, Engineering, Statistics, Economics and Mathematics, Economics and Statistics, Economics and Finance or any other equivalent qualification from a recognized institution; (ii) A postgraduate degree or equivalent qualification in Economics, Engineering, Public Policy Management, Finance, Statistics, Project Planning and Management, or any other equivalent qualification from are cognized institution. (iii) Attended a Management Course lasting not less than four (4) weeks from are recognized institution; (iv) Attended a project management Course lasting not less than four (2) weeks from are recognized institution; Certificate in computer application skills from a recognized institution. 	Disciplines of (i) Engineering statistics (ii) Economics and mathematics (iii) Economics and Finance (iv) Public Policy Management (v) Leadership (vi) Supervisory (vii) Computer skills	Undertake resource mobilization and recruit the appropriate cadre of staff in the strategic period
	Health and Safety	 (i) Masters' degree in any of the following fields: occupational health and safety or a related field, such as biology, chemistry, or engineering. (ii) Bachelors' degree in any of the following fields: occupational health and safety or a related field, such as biology, chemistry, or engineering. (iii) Attended a Management Course lasting not less than four (4) weeks from are recognized institution; (iv) Attended a project management Course lasting not less than four (2) weeks from are recognized institution; (v) Certificate in computer application skills from a recognized institution. 	Disciplines of; (i) Occupational health and safety (ii) Chemistry (iii) Biosafety (iv) Chemical engineering (v) Leadership (vi) Supervisory (vii) Computer skills	Undertake resource mobilization and recruit the appropriate cadre of staff in the strategic period

6.2.3. Leadership

The Board of Directors will take leadership in the implementation of the strategic plan. The day-to-day oversight will be provided by the Chief Executive Officer who will chair the strategy implementation committee. The office responsible for strategy, monitoring and evaluation will provide secretariat to the committee. Additionally, there shall be thematic subcommittees that shall be responsible for each of the key result areas in the strategic plan.

6.2.4. Systems and Procedures

The agency has developed various policies, manuals, guidelines, procedures, standard operating procedures and software systems that is required for the effective and efficient implementation of the strategic plan 2023-2027. In addition, the Agency is in the process of completing the ISO 9001 2015 re-certification towards achievement of quality standards, and has continued with the digitization of records and execution of value chain framework in the provision of bulk water.

There will need to update some of the systems to comply with relevant Government directives such as the single pay bill number and the soon to be launched e-procurement and centralized human resource management systems.

6.3. Risk Management Framework

The Agency faces potential risks that may hamper successful implementation of this Strategic Plan. To ensure effective implementation of the proposed strategies, the Agency has developed and integrated into the Plan a robust risk management strategy. The strategy shall ensure that risks are identified in a timely manner and mitigation measures are promptly implemented to minimize their negative impact.

Risk Management shall form an integrated part of planning, controlling, and reporting procedures in the Agency. All programmes and activities of the Agency will be subjected to risk assessment and appropriate mitigation measures put in place to ensure that risks are effectively managed as per the enterprise risk management framework. The Agency shall identify uncertainties, analyze risks and prioritize risks to effectively mitigate on their potential impact. In controlling the risks, the Agency shall act to mitigate

the effect of the risks and implement emergency plan for risks deemed to be significant.

The Agency has developed an Enterprise Risk Management Policy, which provides the framework to manage the risks associated with its strategies. The Policy provides guidelines for risk assessment, monitoring and management. To ensure key risks are identified and analyzed, the Agency has defined risks in the context of its strategy; prepared risk profiles including a description of the material risks, the risk level and action plans used to mitigate the risk and regularly reviewed and updated the risk profiles.

During the Plan period, the Agency shall use an enterprise-wide approach for the management of key corporate risks. The Board shall monitor the effectiveness of the management system and ensure follow-up on all major risks. Among others, the Board will have oversight responsibility to review risk management policies, processes and accountabilities within the Agency and the adequacy and effectiveness of the overall programmes set up by management to manage risks.

The Agency has identified several key Risks that may affect the achievement of it is Strategic Objectives as stated in the plan. Consequently, the plan has programmed strategies and activities to be implemented to mitigate on the effects of the risks. The following are the major risks to the Strategic Plan's execution that may undermine the effective functioning of the Agency and the requisite mitigation measures.

Table 6.3: Risk Management Framework

Risk	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
Inadequate and delayed	М	Н	Н	Pursue alternative financing streams
exchequer funding				Sustain existing Partnerships
				Branding (Reputational Positioning)
Governance, leadership challenges and corruption	М	Н	L	Entrenchment of corporate governance mechanisms
				Continuous staff training and implementation of the ethics and anticorruption measures
				Building corporate image
Climate Change/ Environmental degradation/	Н	Н	Н	Climate change adaptation and mitigation measures
Environmental Pollution/ Intoxication				Cross Counties water sharing models
				Community engagement
				Reputational building before cases occurs
				Strategic positioning
High Staff turnover	М	Н	М	Develop a career progression guideline to retain competent staff
				Introduce various incentives to motivate and retain staff
				Knowledge management Strategy
Non-Compliance with Laws, Regulations and financing	L	Н	М	Regularly review contracts to ensure compliance.
agreements, Corporate reputation affected				Carry out compliance audits
Misalignment of the Departmental Strategies with the investment model of the Agency	L	Н	М	Periodic review and adjustments on SP activities and implementation of departmental policies and procedures
Noncompliance with service	М	Н	М	Enforce the provisions of the service charter.
charter on payments to suppliers and disbursements to implementing partners				Ensure processing of suppliers' payment on time

Risk	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
Failure to reach target population with water and sewerage services	М	Н	М	Continuously carry out, progress review, resource mobilisation and financing mechanisms
Project sustainability	М	Н	М	Enhanced appraisal and implementation process In-depth analysis of the results of the Operations Monitoring and learning Communicate with Counties and WSPs on steps to take to operationalise non-functioning infrastructure and follow-up
Low absorption of allocated funds	М	Н	М	Engage with the Ministry and Donors on timely allocation of funds Carry out periodic analysis of the Fund's fund absorption rate Enhanced capacity technical departments

L-Low (chances of occurring or having an impact are very low)

M-Medium (chances of occurring are rare and the impact may not significantly disrupt operations)

H-High (there is a high possibility of occurrence and the impact will disrupt operations at AWWDA



This section looks at the financial requirements for implementing the strategic plan, the available financing, the funding gaps, resource mobilization strategies as well as financial management at AWWDA.

7.1. | Financial Requirements

The total amount required to implement the Strategic Plan is KES. 209.125 billion. The exchequer, Development Partners and Private Partners will be the main sources of the financial resources to implement the Plan. The Agency will also work with County Governments to mobilize resources, and Public-Private Partnerships (PPPs), and it will also use commercial financing and endowment fund. Table 7.1 below presents a summary of the cost of implementation of the FY2022/2023 - 2027/2028 Strategic Plan as per the key result areas.

Table 7.1: Financial Resource Requirements for implementing the strategic plan

S/N	Cost Item (KRA)		Pr	ojected E	stimates (M	illion)	
		Year 1	Year 2	Year 3	Year4	Year 5	Total
1	Water and Sewerage Coverage	20,180	39,330	28,085	47.259	44.197	179,050
2	Institutional Strengthening	900.5	1,950	1,750	1,575	1,800	7,975.5
3	Environment and Social sustainability	2,500	4.350	3,800	3.540	3,000	17,190
4	Resource Mobilization	150	500	800	950	150	2,550
5	Research and Development	8	12	8	20	30	78
6	Administrative Cost	340	380	420	540	600	2,280
	Total	24,079	46,522	34,863	53,884	49,777	209,125

The financing gap provides the basis for resource mobilization. In table 7.2, the financing gap is presented for the next 5 years;

Table 7.2: Resource Gap

Financial Year	Estimated Financial Requirements (Kshs. Mn)	Estimated Allocations (Kshs. Mn)	Variance (Kshs. Mn)
Year 1	24,079	16,148.00	(7,931.00)
Year 2	46,522	38,591.85	(7,930.15)
Year 3	34,863	26,932.83	(7,949.17)
Year 4	53,883	45,933.83	(7,930.17)
Year 5	49.777	41,847.00	(7,930.00)
Total	209,125	169,453.51	(39,670.49)

7.2. Resource Mobilization Strategies

The projects and programmes the Strategic Plan will be financed by both internal and external sources. The anticipated sources of finance include:

7.2.1. Government Financing

AWWDA will continue to bid for resources through MTEF budgets, concentrating on priority programs in accordance with Kenya Vision 2030 and its MTP IV which positions the government Agenda. In order to improve its financial situation, it will also look into ways of generating internal revenues through the operation of bulk water services.

7.2.2. Development Partners

AWWDA will reach out to various Development Partners both existing and new development partners who will contribute resources for purposes of financing water and sewerage projects. Agency will develop a resource mobilization strategy that will be used to market project proposals on socio economic development and investment opportunities for donor funding.

7.2.3. | Public-Private Partnerships.

AWWDA will implement Public Private Partnership Act, 2021 which provides for the participation of the private sector in the financing, construction, development, operation or maintenance of infrastructure to develop and finance projects. This will be done through the three (3) models of PPP; Build Operate and Transfer (BO&T), Engineering Procurement Construction (EPC), and Handover and Design Build and Finance (DB&F).

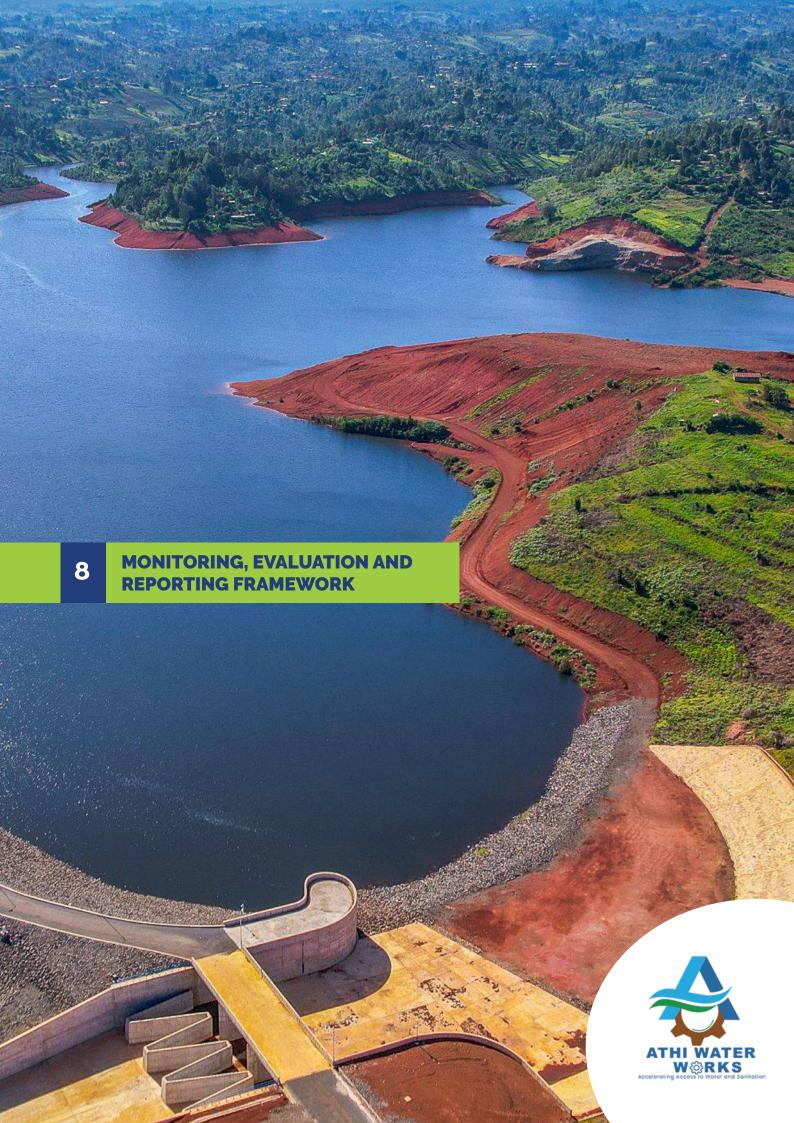
7.2.4. Other Financial Sources

AWWDA will take advantage of existing sources of finance such as climate fund which will be applied on climate proofing of existing and new water infrastructure. Additionally, AWWDA will liaise with county governments and water service providers to support the implementation of the last mile connection.

7.2.5. Resource Management

Effective and efficient financial management is necessary in achieving the goals set out in this strategy plan. The Agency will therefore;

- i. Automate processes and services to ensure efficiency and transparency;
- ii. Undertake business process reengineering to eliminate bottlenecks and redundancy in the business processes;
- iii. Enhance research and innovation in order to minimise cost of construction and develop efficient and effective mechanisms in management of the water and sewerage project, especially the bulk water management;
- iv. Fully implement the finance modules in the ERP to improve internal controls and enhance accountability;
- v. Undertake pre-feasibility and feasibility studies to ensure projects are prioritized for high value investments;
- vi. Adopt productivity management to improve efficiency and effectiveness in the delivery of results; and
- vii. Integrate risk-based management principles and practices to reduce exposure.



M&E plays an integral role in projects and programmes implementation. Even then, M&E is critical in tracking progress, knowledge generation through lessons learnt, and ensuring that implemented project are impactful and desirous of the conceived objectives. Informed decisions are guided by data; therefore, M&E reports will provide data needed to inform management and the Board on timely remedial actions. This Chapter provides the institutional framework and frequency of monitoring and reporting. The Agency shall undertake Monitoring, Evaluation and Reporting to ensure that the Strategic Plan implementation is as planned, and timely remedial action will be taken to correct any deviation.

Effective planning ends up with effective strategy implementation. But this can only be achieved with an effective functional monitoring and evaluation framework. An effective monitoring and evaluation mechanism will help ensure cost effectiveness, timeliness and quality in achieving the objectives in the strategic plan.

8.1. | Monitoring Framework

The Monitoring, Evaluation and Reporting process will be undertaken both at the Board and Management levels. The nature and scope of reporting will include:



At the Board's level quarterly review meetings will be held between the Senior Management and the Board. During these meetings, the Board will review progress reports from the CEO indicating overall progress made M&Eon key strategic objectives.

Corporate Planning will coordinate Monitoring, Evaluation and reporting on the implementation of the strategic plan to the management. It will provide technical support and facilitate M&E capacity building across the Agency. The Senior Management will take full responsibility of overseeing the implementation of the Plan over the entire Strategic Planning period. The Senior Management will continuously monitor and evaluate all strategies, activities and outcomes with a view to advising the Board of Directors on a quarterly basis the implementation status as well as offer feasible policy and strategic alternatives. The Agency will document the lessons learnt during implementation of the Plan and ensure that this information is available on its knowledge management platform.

The Agency will also cascade the Strategic Plan downwards to all directorates/departments, regions and all staff through the Annual work plans and performance management tools. The directorates will monitor programmes and projects administered within their respective jurisdictions and subsequently submit semi-annual and Annual Monitoring reports to the corporate planning, who will in turn submit the same to the Senior Management. These reports will be reviewed regularly against the set targets to measure progress.

8.2. Performance Standards

To ensure effective participatory monitoring, evaluation and learning, there will be need to:

- a) Determine the Key Performance Indicators at the outcome, output and efficiency level as outlined in the implementation matrix,
- b) Establish the requisite baselines. Where there are no baselines, they shall be established within the first year.
- Establish standard formats for data collection and reporting;
- d) Clearly spelt out documents to be prepared, periods covered, and details of information to be supplied;
- e) Implement a Performance Management system making every officer to be accountable to the use of resources and attainment of set objectives; and
- f) Effectively use available resources to ensure smooth implementation of the strategic plan.

The following performance measures shall inform the Monitoring and Evaluation Plan.

Outcome Indicators

 The outcome indicators will measure the specific changes or results achieved as a result of interventions. They are quantitative including proportion of persons accessing safe water; proportion of persons accessing dignified sanitation.

Output Indicators

 The output indicators will measure the direct products, services, or activities delivered by a program or project. The indicators quantify the volume or extent of work completed including number of research studies on water services undertaken or amount of money raised from GoK or number of staff trained.

Efficiency Indicators:

 Efficiency indicators assess how well resources such as time, money or personnel are used to achieve desired results. Efficiency indicators for example productivity indices will be used to evaluate the cost-effectiveness of the strategies.

Effectiveness Indicators

• Effectiveness indicators measure the extent to which an intervention achieves its intended objectives. They provide insight into whether an intervention is achieving its goals and targets such as increase in area under conservation or number of projects completed and operational or project efficiency levels.

Impact Indicators:

 Impact indicators assess the broader, longterm effects of an intervention on the target population or community. They evaluate the changes in quality of life, well-being, and social conditions that can be attributed to the interventions for example economic development and access to services.

Stakeholder Satisfaction:

 Stakeholder satisfaction indicators measure the perceptions and feedback of beneficiaries, participants, and other stakeholders regarding the intervention's quality, relevance, and impact. Beneficiary or customer satisfaction index are measures of stakeholder satisfaction.

8.3. | Evaluation Framework

This Plan sets the course and direction for AWWDA's business for the next five years. It prioritizes the Agency's forward programmes through successive strategic Plans, annual work plans and other delivery mechanisms. To assess whether the Agency will have realized its Vision, meaningful performance measures have been defined for each of the KRAs, Progress will be monitored through annual targets emanating from the Strategic Plan, which will be set out within the annual work plans, and achievements against which will be published in Annual Reports. The Agency will be deemed to be realizing its Mandate when the strategic objectives have been achieved. The evaluation plan will help determine objectively the relevance, effectiveness and efficiencies of the activities proposed in the strategic plan. A mid-term evaluation will be undertaken with the purpose of verifying that the plan is on the right track and provide information to correct observed deficiencies including the revision of objectives, strategies or activities. The mid-term review will be conducted mid-2025. The final evaluation will assess the achievement of the activities of the plan and identify and document the success or failure. The final evaluation will be undertaken at the end of the plan period which is 2027.

The four primary reasons for evaluation in AWWDA are:

- Improving performance through learning by providing feedback to programme/ project implementers and managers
- 2. Improving accountability and transparency of public spending by government and its entities. Is the funding of government interventions making a difference and demonstrating success in an equitable way among different groups in Kenya? Is it providing value for money?
- 3. Augmenting the current knowledge by determining what works, what does not work with regard to government policies, strategies, programmes and projects, for whom and under what circumstances. Knowledge is key in informing future government policies which will primarily be decided according to available evidence
- Generate evidence for decision making in policy making, planning, resource allocation and implementation

The evaluations will be guided by key questions to address key evaluation criteria including relevance, effectiveness, efficiency, impacts and or sustainability. Some of the questions shall include:

- a) To what extent were the planned objectives consistent with customer needs and expectations?
- b) How were the financial, technical and human resources utilized to achieve the desired results?
- c) To what extent the objectives were achieved, or are expected to be achieved, taking into account their relative importance?
- d) What were / are the positive and negative effects achieved / produced during the strategy implementation period?
- e) What were/are the major obstacles to reaching the desired goals in the strategic plan? What can be done to overcome these obstacles?
- f) What are the lessons learnt that can inform further strategy development?

Table 8.1: Outcome Performance Matrix

KRA 1: Increased Water and Sewerage Covera	age					
Strategic Objective	Outcome	Outcome	Baseline	-	Target	
		Indicator	Value	Year	Mid- Term	End-Term
Increase access to water to 85% from the current 76% by 2027	Access to water services	% Coverage	76	2022	80	85
By 2027, achieve 60% access to sewered sanitation coverage in our area of jurisdiction.	Access to sewered sanitation	% Coverage	48	2022	55	60
KRA 2: Institutional Capacity Strengthening						
Strengthen AWWDA institutional capacity for enhanced productivity	Institutional performance	% progress	89	2022	91	93
KRA 3: Enhanced Research, Innovation and D	evelopment					
Adopt research, innovation and development that spurs innovative technologies for water and sanitation service interventions	Enhanced Research and innovation	% progress	100	2022	100	100
KRA 4: Environmental and Social Sustainabili	ty					
Identify and operationalize environmental and social sustainability measures	Enhanced environmental and social sustainability	% Progress	100	2022	100	100
KRA 5: Resource Mobilization for infrastructu	re development					
Pursue innovative resource mobilization strategies to raise KES. 209 billion by 2027 for water and sanitation infrastructure development	Increased investments for infrastructure projects	Amount (Kshs-Mn)	20,359	2022	100,679	209,125

8.3.1. | Mid-Term Evaluation

Mid-term evaluation will be conducted in the intermediate stages of the implementation of the strategic plan. The aim is to address any potential problems in design and implementation. Specifically, the following two evaluations will be undertaken;

Table 8.2: Mid-Term Evaluation Approaches

Type of evaluation	Objective(s)	Evaluation Timing
Design evaluation	This evaluation is aimed at analysing the theory of change, the internal logic and consistency of the strategies, programmes and projects, to determine if the theory of change appears to be plausible. It also assesses the quality of the indicators and the assumptions underpinning the theory of change.	Within the first year, or possibly later (but not later than the 2 nd quarter of the 3 rd calendar year of the implementation of the strategy
Implementation evaluation	This evaluation focuses on the internal dynamics of the strategy and attempts to determine how successfully the strategies, programmes, and projects aligned with the logic model strategy	During the life cycle of strategy, programmes, and projects.

8.3.2. | End-Term Evaluation

End-term evaluation will be carried out at the end, or close after the end, of the implementation of the strategy. The evaluation will include;

Table 8.3: End-Term Evaluation Approaches

Type of evaluation	Objective(s)	Evaluation Timing
Outcome evaluation	This evaluation measures results to determine how well strategy achieved its objectives. Outcome evaluation will focus on questions that investigate the changes projects and programme beneficiaries and the difference the programme made for them.	At least 1–2 years after of implementation, depending on the life cycle of the programme/ project.
Impact evaluation	This evaluation provides information about the impact of the interventions undertaken during the strategic window-positive and negative, intended and unintended, direct and indirect. Impact evaluation must establish the cause of observed changes (in this case 'impacts') referred to as causal attribution (also referred to as causal inference).	Within 3–5 years of implementation.
Economic evaluation	This evaluation determines if the cost of interventions were commensurate with the benefits. This evaluation adopts two approaches of (i) cost-effective analysis and (ii) cost/benefit analysis.	At any time of the life cycle of the programme/ project.

8.3.3. | Reporting framework and feedback mechanism

The Reporting of the progress made and the achievements shall be guided by table 8.2.

Table 8.4: Reporting Framework

Type of Report	Reporting to	Reporting by	Frequency
End Term Evaluation Report	Board of Directors	Board Subcommittee	End of Strategic Plan Period
	Board Subcommittee	CEO	End of Strategic Plan Period
	CEO	Strategic Plan Implementation Committee	End of Strategic Plan Period
	Strategic Plan Implementation Committee	AWWDA Departments and Divisions	End of Strategic Plan Period
Mid Term Evaluation Report	Board of Directors	Board Subcommittee	Mid Term of Strategic Plan Period
	Board Subcommittee	CEO	Mid Term Strategic Plan Period
	CEO	Strategic Plan Implementation Committee	Mid Term of Strategic Plan Period
	Strategic Plan Implementation Committee	AWWDA Departments and Divisions	Mid Term of Strategic Plan Period
Quarterly Progress	Board of Directors	Board Subcommittee	End of Every Quarter
Reports	Board Subcommittee	CEO	End of Every Quarter
	CEO	Strategic Plan Implementation Committee	End of Every Quarter
	Strategic Plan Implementation Committee	AWWDA Departments and Divisions	End of Every Quarter
Monthly Progress Reports	AWWDA Departments and Divisions	Heads of departments/ sections	End of Every Month

ANNEX 1: IMPLEMENTATION MATRIX

Strategy	Key Activity	Expected Output	Output Indicator		Target					Budget (Kshs. Mn)	Mn)				Responsibility	
				for 5 years	5	\$	>	>	×	5		ş	>	×	l ear	Support
Strategic Issue: Laci	Strategic Issue: Lack of access to clean, adequate, reliable and affordable water and sewerage services	quate, reliable and affor	dable water and sew	rerage serv	rices							5.	14	C.	Leau	anodene
Strategic Goal: Incre	Strategic Goal: Increased access to water and sewerage coverage in the area of jurisdiction	d sewerage coverage ir	ı the area of jurisdict	ion												
KRA 1: Water and Sewerage Coverage	werage Coverage															
Outcome: Increased	Outcome: Increased access to water services Coverage	s Coverage														
Strategic Objective.	Strategic Objective: Increase access to water to 85% from the current 76% by 2027	r to 85% from the currer	nt 76% by 2027													
Development of Water Dams with a storage capacity of 461,000m3/day	Construct Ruiru II Dam to produce 40.000m3/d	Dam Constructed of 40,000m3/d storage	No. of Dams Constructed	н	Ţ.	<u> </u>	①			3,000.00	1,500.00	0 0 0 0	1,500.00	1,000.00	Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Construct 15M High Kamiti Earth Fill Dam to produce 10,000m3/d	Dam constructed of 10,000m3/d	No. of Dams Constructed	ਜ	(-)	<u>.</u>	(-)		(-)	2,000,00	2,000.00	1,000.00			Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Construct Thika 3A dam to produce 36.ooom3/d	Dam constructed of 36,000m3/d	No. of Dams Constructed	п	(-)	÷	(-)		(-)	2,000.00	2,000.00	2,000.00	2,000.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Construct Gatamayu Dam to produce 40.000m3/d	Dam constructed of 40,000m3/d	No. of Dams Constructed	ਜ	(-)	÷	(-)			4,000.00	4,000.00	4,000.00	3,000,00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Construct Kinyona. Kimakia and Tuthu Dams to produce 40.000m3/d	Dam constructed of 40,000m3/d	No. of Dams Constructed	₽	<u>-</u>	<u> </u>	(-)		ı.	1,000.00	1,000,00				Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Construct Thirrika Dam to produce 15.000m3/d	Dam constructed of 15,000m3/d	No. of Dams Constructed	ਜ	:	<u>.</u>	(-)		Ū.	4,000.00	2,000,00	1,000.00	1,000.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Construct Maragua IV Dam and South Mathioya Tunnel to produce 140,000m3/d	Dam constructed of 140,000m3/d	No. of Dams Constructed	ਜ	:	<u>.</u>	(-)		<u> </u>	8,000,00	00.000	8,000.00	7,000.00	8,000.00	Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Construct Ndarugu II Dam to produce 140,000m3/d	Dam constructed of 140,000m3/d	No. of Dams Constructed	ᆏ	<u> </u>	<u>.</u>	(-)		Ū.	12,000.00	10,000,00	10,000.00	8,000,00		Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
		6														

		Output Indicator Ta	Target Ta for 5	Target				Budget (Kshs. Mn)	. Mn)				Responsibility	
		x	ears Y1	1 Y2	۲3	74	Y5	٧٦	Y2	۲3	Y4	Y5	Lead	Support
Drilling, Test Pumping and Equipping of SoNr Drilled Borehole in Klambu, Muranga and Nairobi to Produce 10,000m3/d	SoNo. Boreholes Drilled and Equipped	No. of boreholes 5:	50 10	01 10	10	10	10	150.00	150.00	150.00	150.00		Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
Develop Wanyaga Develo intake to produce water i 6.000m3/d 6.000m	Developed water intake of 6,000m3/d	No of water intakes 1	<u> </u>	(-)	(-)	Ħ	(-)		150.00	100.00			Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
Develop Alternative energy source to produce 2MW for water source pumping	ped tive energy	No of energy source developed	<u> </u>	<u>.</u>	<u> </u>	₩	Ĩ	250.00	250.00	250.00	250.00		Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
Develop Gatuthu intake Developed to produce 3.000m3/d water intake 3.000m3/d 3.000m3/d	of	No of water intakes 1	<u> </u>	(·	<u> </u>	∺	<u> </u>		100.00	50.00			Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
Develop Chathanda Develo and Saba Saba intakes intake I to produce 7.500m3/d 7.500m	Developed water intake to produce 7.500m3/d	No of water intakes 2 constructed	<u> </u>	(-)	(-)	Ħ	ਜ		100.00	100.00	100,00		Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
Develop Karimenu - Maryfill intake to pro intake to pro produce 15,000m3/d 15,000m3/d	vater	No of water intakes 1	-	(-)	н	①	①	100.00	200.00	200.00			Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
Develop Kagaa intake to produce 3,000m3/d intake 3,000m	Developed water intake to produce 3.000m3/d	No of water intakes 1	<u> </u>	(-)	ਜ	©	(-)				150.00		Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
Develop Mukuyu Develo intake to produce intake i 4.000m3/d 4,000m	Developed water intake to produce 4,000m3/d	No of water intakes 1	<u> </u>	(-)	H	Ū.	<u> </u>			100.00	100.00		Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
Develop Komothai Developed intake to pre g.ooom3/d g.ooom3/d	water	No of water intakes 1 constructed	<u> </u>	(-)	П	<u> </u>	(-)			200:00	200.00		Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
Construct Mugutha Developed intake to produce 6.000m3/d 6.000m3/d	water	No of water intakes constructed	(T)	(-)	<u> </u>	П	①			150.00	100.00		Directorate of Infrastructure Development	MWSI, MWSI, TNT-EP, WASREB, NLC, WRA
Construct Ndarugu Develci Intake to produce intake i 9.000m3/d 9,000m	Developed water intake to produce og.ooom3/d	No of water intakes constructed	(-)	(-)	(-)	П	(-)		400.00				Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
Develop Masinga Develo Intake Water Supply Intakes Maragua, Kiharu and Gatanga areas to produce 30,000m3/d	Developed water intakes to produce 30.000m3/d	No of water intakes 4	<u> </u>	(-)	(-)	N	2		400.00	40 0.00	100.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA

Strategy	Key Activity	Expected Output	Output Indicator	Target	Target				Bu	Budget (Kshs. Mn)	dn)				Responsibility	
				_	Y1 Y	Y2 Y	Y3 Y4	4 Y5	Τ,		Y2	۲3	Y4	Y5	Lead	Support
Develop Water Transmission Networks	Lay 70km Transmission mains from Maragua Dam to Nairobi	Water transmission pipelines laid	No. of KMs of water transmission pipes laid	70	15	15	15 15	10			2,400.00	2.400.00	2,400.00	2,400.00	Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay 43km Transmission mains from Ruiru Dam to Kiambu and Karuri	Water transmission pipelines laid	No. of KMs of water transmission pipes laid	43	5	13	10 10	ۍ		1,000.00	2,000.00	1,500.00	1,000.00	500.00	Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay 40km Transmission mains in Nairobi Areas	Water transmission pipelines laid	No. of KMs of water transmission pipes laid	40	7	10	10 10	2	1,0	1,000.00	2,000.00	1,500.00	1,000.00	500.00	Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay 140km Ndarugu II Dam Transmission mains	Water transmission pipelines laid	No. of KMs of water transmission pipes laid	140	<u> </u>	(-)	40	100	0		5,000.00	10,000.00	3.000.00	2,000.00	Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay 150km Transmission mains in AWWDA Area	Water transmission pipelines laid	No. of KMs of water transmission pipes laid	150	30	2 20	20 20	08		3,000.00	7,500.00	7.500.00	1,000.00	1,000.00	Directorate of Infrastructure Development	MWSI TNT-EP. WASREB. NLC, WRA
Expand Water Distribution Networks	Lay 40km Distributions Pipelines in Githunguri	Water distribution pipelines laid	KMs of water distribution pipes laid	40	(-)	10	10 10	10		200.00	200.00	200.00	200.000	200.00	Directorate of Infrastructure Development	MWSI, TNT-EP; WASREB; NLC, WRA
	Lay 100km Distributions Pipelines in Thika	Water distribution pipelines laid	KMs of water distribution pipes laid	100	20	50	20 20	20		900.00	900.00	500.00	500.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay 50km Distributions Pipelines in Lari Kagaa Areas	Water distribution pipelines laid	KMs of water distribution pipes laid	20	10 11	10	10 10	10		200.00	200:00	200.00	200,000	200.00	Directorate of Infrastructure Development	MWSI, TNT-EP. WASREB, NLC, WRA
	Lay 150km Distributions Pipelines in Utawala, Ruai, Mihango and Kamulu Areas	Water distribution pipelines laid	KMs of water distribution pipes laid	150	20	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	30	0.		1,000,00	1,000.00	1, 00,00 0,00	500.00	500.00	Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Construct Nairobi Informal settlements distribution network by 20km	Water distribution pipelines laid	KMs of water distribution pipes laid	20	(-)	2	2	ro			400.00	300.00	300.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA

Development of Construction Natural Capacity	tana tana	Expected Output	Output Indicator	Target 7	Target					Budget (Kshs. Mn)	Min)				Responsibility	
Constr Ndum capac				_	Y1 \	Y2 Y	۲3 ۲	۲4	Y5	Υı	Y2	Y3	74	Y5	Lead	Support
+000	Construct Ruiru II Dam Ndumberi WTP of capacity 40,000m3/d	Constructed water treatment plants to produce 40,000m3/d	No of water treatment plants constructed	2	(-)	(-)	(-)	П	н	1,000.00	500.00	500:00			Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
Dam)	Construct Ndarugu 2 Dam WTP of capacity 140.000m3/d	Constructed water treatment plants to produce 140,000m3/d	No of water treatment plants constructed	1)	(-)	(-)	(-)	1	(-)	3,000.00	1,000.00				Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
Const and St capac	Construct Chathanda and Saba Saba WTP of capacity 7,500m3/d	Constructed water treatment plants to produce 7.500m3/d	No of water treatment plants constructed	5	(-)	(-)	(-)	1	1		200.00	200.00			Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
Const WTP 0	Construct Kamiti WTP of capacity 10,000m3/d	Constructed water treatment plants to produce 10,000m3/d	No of water treatment plants constructed	11	·	-)	(-)	1	<u>-</u>	300.00	200.00				Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
Const WTP of	Construct Thika 3A WTP of capacity 36.000m3/d	Constructed water treatment plants to produce 36,000m3/d	No of water treatment plants constructed	1 ((-)	-)	(-)	1	(-)	1,000.00	500.00				Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
Const WTP 0 40,000	Construct Gatamayu WTP of Capacity 40,000m3/d	Constructed water treatment plants to produce 40,000m3/d	No of water treatment plants constructed	1 ((-)	(-)	(-)	1	(-)	1,000.00	1,000.00				Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
Devel treatm comb of 30.0 Mugul Mukuy Kiamb Coloni	Develop various water treatment plants of combined capacity of 30,000mg/d for Mugutha. Wanyaga. Mukuyu Gatuthu. Klambu and Muranga Colonial Dam sources	Constructed water treatment plants to produce 30,000m3/d	No of water treatment plants constructed	9	0	÷	3	n	m		750.00	750.00			Directorate of infrastructure Development	MWSI, TNT-EP WASREB, NLC, WRA
Const - Man capac	Construct Karimenu – Mary Hill WTP of capacity 15,000m3/d	Constructed water treatment plants to produce 15,000m3/d	No of water treatment plants constructed	1 ((-)	(-)	(-)	1	(-)		900.009	200.00			Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
Rehabilita infrastruc accordan practices	Rehabilitate infrastructure in accordance with best practices	Water infrastructure rehabilitated	No of Water infrastructures rehabilitated							250.00	250.00	250.00	250.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
Reduction of Non- Adopti Revenue Water Technology 20% monite Distrib Distrib Distrib Distrib Elsek did smart	Adoption of Appropriate Technology to monitor storage and Distribution such as leak detectors and smart meters	Reduction of Non- water by 20%	% reduction	50	4	4		4	4	125.00	125.00	125.00	125.00		Directorate of Bulk Water Management	MWSI, TNT-EP. WASREB. NLC, WRA
Enhar Sector under buildir Countil	Enhance Water Sector Governance by undertaking capacity building of WSPs and Counties	WSPs capacity built	No of WSPs capacity built	51	m	m m		м	N	20.00	20.00	30.00	30.00		Directorate of Bulk Water Management	MWSI, TNT-EP. WASREB. NLC, WRA
Opera Metrol Opera on NR	Operationalize Metropolis Bulk Water Operator by setting KPI on NRW	Metropolis Bulk Water Operationalized	No of metropolis operationalized		(-)		÷	•	①	500.00	500.00				Directorate of Bulk Water Management	MWSI, TNT-EP, WASREB, NLC, WRA

	Support	MW/SI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MW/SI, TNT-EP, WASREB, NLC, WRA						MW/SI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP. WASREB. NLC. WRA
Responsibility	Lead	Directorate of Planning and Design	Directorate of Planning and Design	Directorate of Planning and Design	Directorate of Planning and Design						Directorate of Infrastructure Development	Directorate of Infrastructure Development	Directorate of Infrastructure Development	Directorate of Infrastructure Development	Directorate of Infrastructure Development	Directorate of Infrastructure Development	Directorate of Infrastructure Development
	Y5		200:00	200.00	500.00												
	Y4	1,000.00	200:00	200:00	500.00												1,000.00
	Y3	1,000.00	200:00	200:00								2,500.00		300.00	300.00	400.00	1,000.00
Mn)	Y2	1,000.00	200.00	200.00	500.00						1,000.00	2,500.00	500.00	500.00	500.00	600.00	
Budget (Kshs. Mn)	Y1	1,000.00	200.00	200.00	00000						1,000.00	5,000.00					
	Y5	100	100	4	н						<u> </u>	(-)	(-)	(-)	(-)	<u>-</u>	<u></u>
	7,4	100	100	4	п						ਜ	₽	Ħ	Ħ	T.	Ħ	ਜ
	43	100	100	4	H						T	<u> </u>	(-)	(-)	(-)	①	①
jet	42	100	100	4	н					ion	<u> </u>	<u> </u>	(-)	(-)	(-)	Ĵ.	<u> </u>
Target Targ	ars Y ₁	100	0 100	4	ਜ	ge services				of jurisdict	①	(T)	(-)	(-)	(-)	<u> </u>	①
Output Indicator Ta	ye	% of Comprehensive project plans and designs developed	% of prepared 100 due diligence undertaken	No of Project monitoring reports	No of approved 5 budget allocations	Strategic Issue: Lack of access to clean, adequate, reliable and affordable water and sewerage services	in the area of jurisdiction			Strategic Objective: By 2027, achieve 60% access to sewered sanitation coverage in our area of jurisdict	No of waste water treatment plants constructed	No of waste water treatment plants constructed	No of waste water treatment plants constructed	No of waste water treatment plants constructed	No of waste water treatment plants constructed	No ofwaste water treatment plants constructed	No ofwaste water treatment plants constructed
Expected Output		Comprehensive project plans and designs developed	Contractor's due diligence reports prepared	Project monitoring reports Prepared	Approved budget allocation	 tuate, reliable and affo	d sewerage coverage		vices Coverage	sess to sewered sanita	Constructed waste water treatment plants of capacity 15,000m3/d	Constructed waste water treatment plants of capacity 90,000m3/d	Constructed waste water treatment plants of capacity 3.000m3/d	Constructed waste water treatment plants of capacity 4.000m3/d	Constructed waste water treatment plants of capacity 4.000m3/d	Constructed waste water treatment plants of capacity 6.000m3/d	Constructed waste water treatment plants of capacity 16,000m3/d
Key Activity		Prepare comprehensive project plans and designs by engaging competent professionals	Carry out due diligence on all contractors and supervising before award	Project monitoring and coordination by integration of ICT in the monitoring of projects	Adequate and timely budget allocation by engaging stakeholders in planning and budgeting	of access to clean, adeq	Strategic Goal: Increased access to water and sewerage coverage in the area of jurisdiction	werage Coverage	Outcome: Increased access to Sewerage Services Coverage	By 2027, achieve 60% acc	Develop Waste Water Treatment Plant of capacity 15,000m3/d for Thika	Develop Waste Water Treatment Plant of capacity 90,000m3/d for East Nairobi	Develop Sewer Treatment Plant of capacity 3.000m3/d for Githunguri	Develop Waste Water Treatment Plant of capacity 4,000m3/d for Kimende	Develop Waste Water Treatment Plant of capacity 4,000m3/d for Kenol- Makutano	Develop Waste Water Treatment Plant of capacity 6,000m3/d for Kangari – Kigumo- Kandara	Develop Waste Water Treatment Plant for Kahuro, Kangema, Maragua and Kiriani Kooms of combined
Strategy		Timely project completion				Strategic Issue: Lack	Strategic Goal: Incre	KRA 1: Water and Sewerage Coverage	Outcome: Increased	Strategic Objective:	Expand Waste Water Treatment Capacities						

Strategy	Key Activity	Expected Output	Output Indicator		Target				_	Budget (Kshs. Mn)	Mn)				Responsibility	
				years	1 ,	Y2 Y.	Y3 Y4		Y5	Y1	Y2	ү з	74	Y5	Lead	Support
Expand Sewer Networks	Lay 50km Trunk and Reticulation Sewers for Thika	Sewer trunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	20	①	10 10	01		20	200:00	200.00	200.00	200:00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay 400km Trunk and Reticulation Sewers for East Nairobi	Sewertrunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	400	50	50 50		100	150	200.00	200.00	500.00	600.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay 40km Trunk and Reticulation Sewers for Githunguri	Sewer trunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	04	Ω.	10	10		10	100.00	100.00	300.00	300.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay 30km Trunk and Reticulation Sewers for Kimende	Sewer trunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	30	①	5	10		10		200.00	350.00	350.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay zokm Trunk and Reticulation Sewers for Kenol- Makutano	Sewer trunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	50	<u> </u>	2	υ υ		2		200:00	200.00	200:00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay 60km Trunk and Reticulation Sewers for Kangari – Kigumo- Kandara	Sewer trunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	9	10	10 15	2 15		10	100.00	100.00	300.00	300.00		Directorate of Infrastructure Development	MWSI, TNT-EP. WASREB, NLC, WRA
	Lay 80km Trunk and Reticulation Sewers for Kahuro, Kangema, Maragua and Kiriani towns	Sewer trunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	8	10	30	0		10	100.00	100.00	400.00	200.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
	Lay 200 km secondary lateral sewers in AW/WDA area	Lateral sewers laid	KMs of lateral sewers laid	500	40	40 40	0 4 40		04	250.00	250.00	250.00	250.00		Directorate of Infrastructure Development	MWSI, TNT-EP. WASREB. NLC, WRA
Develop and implement waste water treatment in medium urban centers	Develop 5 No. Waste Water Treatment plants (Biodigesters) of capacity 1.000m3/d	Developed Waste Water Treatment plants (Blodigesters) of capacity 1,000m3/d	No of Developed Waste Water Treatment plants (Blodigesters)	ري ا	©	L N	N		ı		500.00	1,000.00	1,000.00		Directorate of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA
Develop and implement Sanitation management Facilities	Construct 20 No Integrated Ablution Blocks for Informal Settlements	Integrated Ablution Blocks for Informal Settlements constructed	No of Integrated Ablution Blocks for Informal Settlements constructed	50	①	ى د	Ω.		ى		500.00	900.00	500		Directorale of Infrastructure Development	MWSI, TNT-EP, WASREB, NLC, WRA

	Support						MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MIC&DE, ICTA	MIC&DE. ICTA	MIC&DE. ICTA, NC4	MIC&DE. ICTA, NC4
Responsibility	Lead						Department of Human Resources management and Administration/Corporation Secretary and legal Manager	Department of Human Resources management and Administration/Corporation Secretary and legal Manager	Department of Human Resources management and Administration/Corporation Secretary and legal Manager	Department of ICT	Department of ICT	Department of ICT	Department of ICT
	Y5												
	7,4						700.00	8.00	22.50				
	۲3					700.00	8.00	22.50					
s. Mn)	72					700.00	800	22.50	1.00	0001	0 &	0.5	
Budget (Kshs. Mn)	¥1						700.00	00.8	22.50	2.00	2.00	1.00	1,00
	γ5						100	100	100	-	50	÷.	÷.
	**						100	100	100	<u>-</u>	50	Ū.	<u> </u>
	Υ3	r operation	ı,				1000	100	100	3	15	①	<u> </u>
ىب	42	bulk wate	evelopmer				100	100	1000	<u> </u>	01	<u> </u>	<u> </u>
t Target	5	andate of	ucture de				100	100	100	н	ω	н	н
Target	years	anced ma	e infrastr			τλ	100	100	100	4	R	н	н
Output Indicator	Expected Output Output Indicator		water and sewerag			enhanced productivi	% registration and acquisition of title deeds issued, Wayleaves registered and secured water and wastewater infrastructure	% progress	% Of AWWDA VPE maintained	Approved ICT Strategy	% of electronic data digitized % of data protected/backed up	Approved cybersecurity strategy	Approved business continuity and disaster recovery plan
Expected Output			ening for accelerated		Ф	tutional capacity for ϵ	Acquired tittle deeds, registered wayleaves, and water and wastewater infrastructure.	Waste water assets secured	Maintained AWWDA VPE	ICT Strategy Document	Enterprise Intranet, Inventory/ Catalogue of Enterprise Information Assets	Cybersecurity strategy document	Updated business continuity and disaster recovery plan
Key Activity	Key Activity		Strategic Goal: Institutional capacity strengthening for accelerated water and sewerage infrastructure development	KRA 2: Institutional Capacity Strengthening	Outcome: Improved institutional performance	Strategic Objective: Strengthen AWWDA institutional capacity for enhanced productivity	Acquisition of ownership documents for land, wayleaves, water and wastewater infrastructure. Secure water, wastewater and the Agency's assets	Secure water, wastewater and the Agency's assets through implementing an asset management policy	Secure water, wastewater and the Agency's assets through Maintain AWWDA VPE	Develop ICT Strategy aligned to AWWDA Corporate Strategy and GOK Digitalization Strategy	Information Assets Management and Data Protection	Develop a Cybersecurity Strategy in line with the National Cybercrimes Coordination Committee (NC4)	Review and update Business continuity and Disaster recovery plans
Strategy		Strategic Issue: Weak Institutional capacity strengthening for accelerated water and sewerage infrastructure development KRA z: Institutional capacity Strengthening Outcome: Improved institutional performance Strategic Objective: Strengthen AWWDA institutional capacity for enhanced productivity Implement water and wastewater and the safewarder and the water and water assets through implementing an asset wastewater and the secured water assets through implementing an asset wastewater and the secured water and the secured water wastewater and the secured water assets through Maintain and the secured water a								Enhance information and communication technology			

	Support	MWSI, TNT-EP. WASREB. NLC, WRA	MW/SI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP, WASREB, NLC, WRA	MWSI, TNT-EP. WASREB. NLC. WRA	WSI, TNT-EP. WASREB. NLC, WRA
Responsibility	Lead	Department of Human Resources management and Administration	Department of Human Resources management and Administration	Department of Human Resources management and Administration	Department of Human Resources management and Administration	Department of Human Resources management and Administration	Department of Human Resources management and Administration	Corporation Secretary and legal Manager	Corporation Secretary and legal Manager	Directorate of Finance	Directorate of Finance	Supply chain management division	Corporation Secretary and legal Manager	Corporation Secretary and legal Manager
	Y5													
	Y4		750	80.00	1.00	1.50	125	7.50	5.00	2.50	3.75	2.50	2.50	37.50
	У3		7.50	90.00			1.25	5.00	5.00	250	3.75	2.50	250	3750
Mn)	Y2	1.00	750	00.06	2.00		1.25		5.00	2.50	3.75	2.50	2.50	37.50
Budget (Kshs. Mn)	Yı	2.00	7.50	90.00		1.50	1.25	7.50	5.00	250	3.75	2.50	250	3750
	Y5	(-)	ਜ	₽	₽	₽	100	Ħ	100	П	4	4	TI.	100
	74	<u>-</u>	ਜ	H	÷	(-)	100	(-)	100	Ħ	4	4	H	100
	۲3	①	н	Ħ	∺	①	100	Н	100	П	4	4	Н	100
et	Y2	(-)	ਜ	н	<u>-</u>	(-)	1000	(-)	100	Ħ	4	4	П	100
Targ	s Y1	H	н	ਜ	∺	ਜ	100	П	100	н	4	4	ਜ	100
Target	year	н	2	ant 5	s 3	CI	100	г г г	100	S	50	20 Tt	cs.	100 e
Output Indicator		No. of structured reviewed	No of Employees performance appraisal report	Number of relevant staff trainings annually	No of Employee satisfaction surveys	No of Employee work surveys conducted	% progress	No of Governance compliance audits reports	% score	No of financial statement reports	No of quarterly performance report	No of quarterly compliance report	No of board and management trainings conducted	% progress in successful prosecution of the Agency's cases
Expected Output		Reviewed organization Structure	Employees performance appraisal report	Staff training report	Employee satisfaction surveys conducted	Employee work surveys conducted	Developed and reviewed policies	Governance compliance audits reports	Evaluated score	Submitted annual financial statement reports	Prepared quarterly performance report	Prepared quarterly compliance report	Board and management trainings conducted	Successfully represented court cases and arbitration
Key Activity		Review of AWWDA organizational structure to include the bulk water operations in support of the strategy	Undertake performance appraisal and measure employee performance	Train and develop staff and management/ Team building	Periodically measure employee satisfaction levels	Measure employee work environment levels	Develop and review policies with the view of compliance with all the existing laws in water sector and public service	Carry out of governance compliance audits	Undertake Board evaluations	Prepare and submit annual financial statement to the Kenyan National Audit Office by 30th September every year	Prepare quarterly performance report to the Board and National Treasury	Prepare quarterly compliance report to PPRA, EACC	Enhance competency in Governance by training the Board and management on governance	Safeguard the organization against lightations and effective representation of the Agency in courts in case of litigations
Strategy		Improve human capital capacity					Enhance Policy compliance	Enhance Governance compliance						

Strategy	Kev Activity	Expected Output	Output Indicator		Target					Budget (Kshs. Mn)	Mn)				Responsibility	
				for 5		Ì	Ì		1							
					٧٦ ٢٨	Y2 \	۲3	Y4	Y5	۲ı	Y2	У 3	۲4	Y5	Lead	Support
Enhance institutional reputation and brand	Undertake effective PR and communication by developing communication strategy	Communication strategy developed	No of communication strategy developed	t.		÷	©	(-)	<u>:</u>		5.00				Department of Communication and CSR	WSI, TNT-EP, WASREB, NLC, WRA
	Engage stakeholders on institutional branding	Stakeholders' engagement report	No of Stakeholders engagement report	2	~			₽	1	5.00	5.00	5.00	5.00		Department of Communication and C	WSI, TNT-EP, WASREB, NLC, WRA
	Strengthen Corporate Social Responsibility by developing CSR strategy and carry out CSR activities	CSR strategy developed	No of CSR strategy developed	1	T.	<u> </u>	①	(-)	①	17.00					Department of Communication and C	WSI, TNT-EP, WASREB, NLC, WRA
Strategic Issue: Uns	Strategic Issue: Unsustainable financing models hinged on domestic general government resources a	lels hinged on domesti	c general governmen	t resource:	and exte	nd external debt facilities	acilities.									
Strategic Goal: Enh	Strategic Goal: Enhanced resource mobilization for infrastructure development	ion for infrastructure d€	evelopment													
KRA 3: Resource Mo	KRA 3: Resource Mobilization for infrastructure development	re development														
Outcome: Increased	Outcome: Increased investments for infrastructure projects	cture projects														
Strategic Objective.	Strategic Objective: Pursue innovative resource mobilization strategies to raise KES. 209 billion by 202	ce mobilization strateg	jies to raise KES. 209 b	oillion by 2	127											
Increase Internal Revenue Generation	Generate Kshs.10 billion from bulk water services	Additional Kshs.10 billion generated	Kshs (Million)	10,000	2000	2000	2000	2000	2000	25.00	25.00	25.00	25.00		Directorate of Finance	WSI, TNT-EP, WASREB, NLC, WRA
	Collect the outstanding debts Kshs. 5 billion from the WSPs	Outstanding debts collected	Kshs (Million)	5,000	200	200	1000	1500	1500	25.00	25.00	25.00	25.00		Directorate of Finance	WSI, TNT-EP, WASREB, NLC, WRA
Implement Innovative Financing Solutions	Generate Kshs.5 billion through Energy Generation from AWWDA facilities	Additional resources generated from energy production	Kshs (Million)	6,000	200	500	1000	1500	1500	25.00	25.00	25.00	25.00		Directorate of Finance	WSI, TNT-EP. WASREB. NLC. WRA
	Reengineering of AWWDA process to cut operating costs by 10%	Cost saving from the measures taken	% reduction	10	N	N	N	N	N	25.00	25.00	25.00	25.00		Directorate of Finance	WSI, TNT-EP, WASREB, NLC, WRA
	Generate additional revenue from permits and advertisement	Amount of money generated	Kshs (Million)	20	01	10	10	10	10	0.75	0.75	0.75	0.75		Directorate of Finance	WSI, TNT-EP, WASREB, NLC, WRA
Mobilize the Resources from Gok and Development Partners	Formulate project concepts to generate resources from the exchequer	Amount of money generate	Kshs (Million)	90,000	10,000	10,000	10,000	10,000	10,000	25.00	25.00	25.00	25.00		Directorate of Finance	WSI, TNT-EP, WASREB, NLC, WRA
	Develop project concepts to generate additional resources from the development partners	Amount of money generated from development partners	Kshs (Million)	75,000	10,000	10,000	15,000	20,000	20,000	25.00	25.00	25.00	25.00		Directorate of Finance	WSI, TNT-EP, WASREB, NLC, WRA
	Package project concepts to generate additional resources from PPP	Amount of money generated from PPPs	Kshs (Million)	75,000	10,000	10,000	15,000	20,000	20,000	25.00	25.00	25.00	25.00		Directorate of Finance	WSI, TNT-EP. WASREB. NLC, WRA

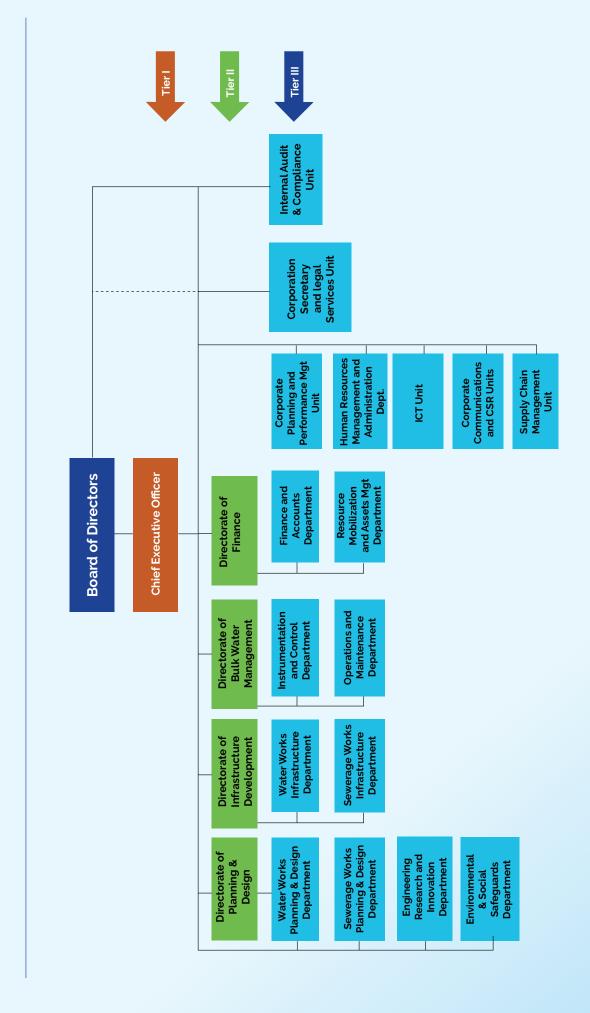
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	Support	WSI, TNT-EP, WASREB, NLC, WRA	WSI, TNT-EP, WASREB, NLC, WRA	WSI, TNT-EP, WASREB, NLC, WRA	WSI, TNT-EP, WASREB, NLC, WRA	WSI, TNT-EP, WASREB, NLC, WRA
Responsibility	Lead	Directorate of Bulk Water Management	Directorate of Bulk Water Management	Directorate of Bulk Water Management	Directorate of Bulk Water Management	Directorate of Bulk Water Management
	Y5					
	Y4	0.75	0.75	0.75	2.50	0.75
	Y3	0.75	0.75	0.75	250	0.75
Mn)	Y2	0.75	0.75	0.75	250	0.75
Budget (Kshs. Mn)	Yı	0.75	0.75	0.75	250	0.75
	Y5	100	100	100	100	100
	74	100	100	100	100	100
	۲3	100	100	100	100	100
	Y2	100	100	100	100	100
Target	۲٦	100	100	100	100	100
Target for 5	years	100	100	100	100	100
Output Indicator		% progress	% progress	% progress	% progress	% progress
Expected Output		Legislative and regulatory policies developed	Acquired license	Bulk tariff developed	Operational technology installed	Performance standards set
Key Activity		Ensure relevant legislation and regulations are in place	Acquisition of the licenses for bulk operations	Development of appropriate tariffs	operational technology	Set Performance standards
Strategy		Operationalize the Bulk Water Works				

	Support						WSI, TNT- EP, NEMA, . WRA, KFS	WSI, TNT- NEMA, WRA, KFS	WSI, TNT- EP. , NEMA., WRA, KFS	WSI, TNT- EP., NEMA., WRA, KFS	WSI, TNT- EP, NEMA, WRA, DOHSS KFS	WSI, TNT- EP, NEMA WRA DOHSS KFS	WSI, TNT-EP, DOHSSNLC, WRA	WSI, TNT- EP. , NEMA., WRA, KFS
Responsibility	Lead						Directorate of Planning and Design	Directorate of Planning and Design	Directorate of Planning and Design	Directorate of Planning and Design	Directorate of Planning and Design	Directorate of Planning and Design	Directorate of Planning and Design	Directorate of Planning and Design
	Y5						30.00	0.00	2.00	200.00	200.00	200.00	2.00	200.00
	Y4						30.00	0.00	2:00	200.00	200.00	200.00	2.00	200.00
	Y3						30.00	6.00	2.00	200.00	200,00	200.00	2.00	200.00
. Mn)	Y2						30.00	0.00	2.00	200.00	200.00	200.00	2.00	200.00
Budget (Kshs. Mn)	Yı						120	00.0	2.00	200.00	200	200.00	2.00	200.00
	Y5						100	100	100	100	100	100	100	100
	7,4						100	100	100	100	100	100	100	100
	۲3						100	100	100	100	100	100	100	100
	Y2						100	100	100	100	100	100	1000	100
Target	۲٦						100	100	100	100	100	100	100	100
Target for 5	years						100	100	100	1000	100	100	100	100
Output Indicator		×	rogrammes			oility measures	% completion Of ESIA reports and license obtained	% completion of audit report.	% completion of ESMP and RAP reports.	% preparation and implementation of environmental plans	% preparation of EHSS reports	% preparation of audit reports.	% compliance in registration with DOSHS.	% Integration of climate adaptation activities in projects
Expected Output		and social sustainabilit	ability in projects and p		ri Li	environmental sustainal	Environmental and Social Impact Assessments reports and Licenses	Environmental audit reports	Environmental and Social safeguards performance reports	Reports on implemented environmental protection plans	Reports on undertaken environmental health, safety and security of projects	Risk assessment and audit reports	workplaces registration certificate	Implemented climate adaptation activities
Key Activity		Strategic Issue: Environmental, climate changes and social sustainability	Strategic Goal: Environmental and social sustainability in projects and programmes	KRA 4: Environmental and Social Sustainability	Outcome: Enhanced environmental conservation	Strategic Objective: Identify and operationalize environmental sustainability measures	Undertake project specific Environmental and Social Impact Assessments (ESA) in line with EMCA and obtain EA License and clearance from development partners	Undertake environmental audit of projects/ operations	Monitor environmental and social performance of projects (ESMP & RAP)	identify relevant partners, prepare and implement environmental protection plans,	Develop and implement framework for safeguarding health, safety and security (EHSS) of workers and project host communities	Undertake project risk assessments. Carry out heath and safety audits for projects/ operations	Registration of construction sites and workplaces with DOSHS	Integration of climate adaptation activities in projects
Strategy		Strategic Issue: Enviro	Strategic Goal: Enviro	KRA 4: Environmental	Outcome: Enhanced	Strategic Objective: Ic	Environmental protection and compliance							

	Support					WSI, TNT- EP, NLC, WRA, KFS	WSI, TNT- EP,	WSI, TNT- EP, NLC, NEMA, WRA, KFS	WSI, TNT- EP, NLC, WRA, KFS, NEMA
Responsibility	Lead					Directorate of Planning and Design	Directorate of Planning and Design	Directorate of Planning and Design	Directorate of Planning and Design
	Y5					500.00	200.00	200.00	2:00
	Y4					500.00	200.00	200.00	2.00
	У3					500.00	200.00	200.00	2.00
. Mn)	Y2					500.00	200.00	200,00	2.00
Budget (Kshs. Mn)	Yı					900.00	200.00	200.00	2.00
	Y5					100	100	100	100
	74					100	100	100	100
	۲3					100	100	100	100
	Y2					100	100	100	100
Target	۲٦					100	100	100	100
Target for 5	years					100	100	100	100
Output Indicator		, ,	rogrammes			% preparation of grivances reports	% preparation of reports.	% preparation of reports and community engagements undertaken	% preparation of reports.
Expected Output		and social sustainabilit	ability in projects and p		ainability measures	Report on grievances management	Reports on GBW/SEA prevention measures undertaken	Reports on Community engagement	Reports on labour management
Key Activity		Strategic Issue: Environmental, climate changes and social sustainability	Strategic Goal: Environmental and social sustainability in projects and programmes	KRA 4: Environmental and Social Sustainability	Outcome: Identify and operationalize social sustainability measures	Develop and implement project specific and effective grievance redress mechanism for projects	Establish and implement project specific Gender Based Violences Saxual exploitation and abuse (GBV/SEA) prevention measures.	Develop and implement community engagement plans for projects	Develop and implement labour management plan
Strategy		Strategic Issue: Enviro	Strategic Goal: Environ	KRA 4: Environmental	Outcome: Identify and	Manage project related community grievances			

	Support						WSI, TNT-EP. WASREB, NLC, WRA	WSI. TNT-EP. WASREB. NLC, WRA	WSI, TNT-EP, WASREB, NLC, WRA	WSI, TNT-EP. WASREB, NLC, WRA	WSI, TNT-EP, WASREB, NLC, WRA	WSI, TNT-EP, WASREB, NLC, WRA	WSI, TNT-EP, WASREB, NLC, WRA	WSI. TNT-EP. WASREB. NLC, WRA	WSI, TNT-EP, WASREB, NLC, WRA
Responsibility	Lead						Department of Corporate planning and Performance Management/ Directorate of Planning and Design	Department of Corporate planning and Performance Management/ Directorate of Planning and Design	Department of Corporate planning and Performance Management/ Directorate of Planning and Design	Department of Corporate planning and Performance Management/ Directorate of Planning and Design	Department of Corporate planning and Performance Management/ Directorate of Planning and Design	Department of Corporate planning and Performance Management/ Directorate of Planning and Design	Department of Corporate planning and Performance Management/ Directorate of Planning and Design	Department of Corporate planning and Performance Management Directorate of Planning and Design	Department of Corporate planning and Performance Management/ Directorate of Planning and Design
	Y5						1.00	1.00		٥. ئ	1.00	3.00	1.00	0 0 ń	0.5
	Y4						1.00	100		0.5	1.00	3.00	1.00	3.00	0.5
	¥3						1.00	1.00		0.5	1.00	3.00	1.00	3.00	0.5
Mn)	Y2						1.00	1.00	0.5	0.5	1.00	3.00	1.00	3.00	0.5
Budget (Kshs. Mn)	1,4						1.00	1.00	0.5	1.00	3.00	3.00	3.00	3.00	1.00
	Y5						÷.	(-)	100	ĵ.	<u>-</u>	100	0	н	100
	44					nterventions	①	①	100	ਜ	<u> </u>	08	0	п	100
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Target Ta	years Y ₁		on making			logies for wa	H	11	100 100	3	H	100	H	4	100
Output Indicator		decision making	widence-based decision			purs innovative techno	No of reports on Capacity gap analysis	No of reports on research collaboration networked	% progress	No of Signed memorandum of understanding	No of develop institutional research policy	% progress	No of developed research proposal roadmap	No of Developed training modules	% progress
Expected Output		n and development for	ation for the uptake of e		development	and development that s	Capacity gap analysis report	Report on collaboration networked.	Established networks	Signed memorandum of understanding	Developed institutional research policy	Established R&D Unit	Developed research proposal roadmap	Developed training modules	M&E indicators for research and innovation developed
Key Activity		Strategic Issue: Inadequate Research, innovation and development for decision making	Strategic Goal: Promotion of research and innovation for the uptake of evidence-based decision making	KRA 5: Research, Innovation and Development	Outcome: Enhanced Research, innovation and development	Strategic Objective: Adopt research, innovation and development that spurs innovative technologies for water and sanitation service interventions	Undertake research capacity gap analysis	Initiate networking and Collaboration by Identifying collaborative opportunities	Identify existing networks relevant the Agency's mandate	Initiate memorandum of understanding	Develop institutional research policy	Establish an R&D Unit, Resourcing the Unit	Develop a 'research proposal roadmap' to guide officers	Develop and implement customizable training modules that can be deployed across the institution	Build monitoring Evaluation and learning for research.
Strategy		Strategic Issue: Inade	Strategic Goal: Promo	KRA 5: Research, Inno	Outcome: Enhanced I	Strategic Objective: A	Promote research, development and adoption of appropriate technology								

ANNEX III: ORGANIZATION STRUCTURE



ANNEX IV: Risk Management Framework

ž	Risk Category	Risk	Consequence of Risk	Impact	Impact Likelihood	Mitigation Measures	Responsibility
<u> </u>	Financial risk	Inadequate and delayed exchequer funding	Conflicts with PAPs Delay in completion of projects Cancellation of signed agreements	High	Medium	Pursue alternative financing streams Sustain existing Partnerships Branding (Reputational Positioning)	СЕО
<u> </u>	Reputational risk	Governance, leadership challenges and corruption	Reduced Development Partners' goodwill Reduced funding Reduced political support Corporate reputation affected, brand image	High	Medium	Entrenchment of corporate governance mechanisms Continuous staff training and implementation of the ethics and anticorruption measures Building corporate image	BOD, CEO
可·in	Environmental risk	Climate Change/ Environmental degradation/ Environmental Pollution/ Intoxication	Low water sources Conflict with upstream users High cost of water infrastructure development Reputational damage- Bad press	High	High	Climate change adaptation and mitigation measures Cross Counties water sharing models Community engagement Reputational building before cases occurs Strategic positioning	BOD, CEO
Ō	Operational risk	High Staff turnover	Loss of institutional memory and talent Low staff performance Reduced staff morale	High	Medium	Develop a career progression guideline to retain competent staff CEO Introduce various incentives to motivate and retain staff Showledge management Strategy	CEO Directors
Ō	Operational risk	Non-Compliance with Laws, Regulations and financing Costly litigation agreements. Termination of I	Costly litigation Termination of financing agreements	High	Low	Regularly review contracts to ensure compliance. Carry out compliance audits	Compliance with Laws & Regulations
0	Operational risk	Misalignment of the Departmental Strategies with the investment model of the Agency	Inadequate and inconsistent departmental Policies and Procedures	High	Low	Periodic review and adjustments on SP activities and implementation of departmental policies and procedures	CEO
0	Operational risk	Noncompliance with service charter on payments to suppliers and disbursements to implementing partners	Unrealised fund disbursement by Development Partners Government Leads to low absorption of funds	High	Medium	Enforce the provisions of the service charter. Ensure processing of suppliers' payment on time	All Departments
Õ	Operational Risk	Failure to reach target population with water and sewerage services	Failure to achieve mandate and objectives	High	Medium	Continuously carry out, progress review, resource mobilisation and financing mechanisms	CEO
<u> </u>	Operational Risk	Project sustainability	Funded projects may not achieve the intended High objectives	High	Medium	Enhanced appraisal and implementation process In-depth analysis of the results of the Operations Monitoring and learning Communicate with Counties and WSPs on steps to take to operationalise non-functioning infrastructure and follow-up	CEO. Directors
<u>ŏ</u>	Operational Risk	Low absorption of allocated funds	Failure to achieve the desired mandate	High	Medium	Engage with the Ministry and Donors on timely allocation of funds Carry out periodic analysis of the Fund's fund absorption rate Enhanced capacity technical departments	CEO, Directors

Low (chances of occurring or having an impact are very low)

Medium (chances of occurring are rare and the impact may not significantly disrupt operations)

High (there is a high possibility of occurrence and the impact will disrupt operations at AWWDA

ANNEX V: STRATEGY DEVELOPMENT COMMITTEE

No.	Name Name	Role
	Eng. Joseph Kamau	Ag. CEO, Chairperson
	Michael Kimotho	Member
	Joseph Mungai	Member
	Dr. Christine Mawia	Member
	Nyambura Mugo	Member
	Joyce Mukururi	Member
	Eng. James Muturi	Member
	Janet Langat	Member
	Abraham Birgen	Member
	Christopher Ochieng	Member
	Eng. Bonnie Nyandwaro	Member
	Dr. Jackson Otieno	Secretary





Athi Water Works Development Agency | Strategic Plan 2023 - 2027 -













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