



ATHI WATER WORKS DEVELOPMENT AGENCY



STRATEGIC PLAN

2023 - 2027



Accelerating Access to Water and Sanitation

Vision

“Access to clean water and sustainable wastewater management for all”

Mission

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

Core Values

Collaboration

Accountability

Professionalism

Innovation

Transparency

(CAPIT)

Forward

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 during the strategic period is *"Access to clean water and sustainable wastewater management for all"*. The development of this Strategic Plan is a culmination of an extensive participatory process involving the Management, Board of Directors, 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. 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 the mandate and that all the strategic pillars, strategic objectives, and key performance indicators are well aligned to the expected outcomes at the end of the strategic period 2023–2027. That is why we have strategically retained the strategic theme for this fifth-generation strategic plan to be *"Accelerating Access to Water and Sanitation."*

I wish to acknowledge from the very onset that we face exciting challenges while executing 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 Development Agenda. The Board recognizes the catalyst to achieving the objectives set in this Strategic Plan is developing a high-performance culture, innovation, embracing change and effective engagement with key stakeholders especially through effective corporate communication.

In this regard, the Board shall give management full support during the implementation of this Strategic Plan. The Board will also provide the necessary oversight and advocate for the required resources to achieve the goals and objectives set out in 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 this 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 this 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.

Charles Karondo

CHAIRPERSON, BOARD OF DIRECTORS

Preface and Acknowledgement

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 others. These are key enabler 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, established automated systems for project management, 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, Forth Medium-Term Plan of the Vision 2030, Big 4 Development Agenda, 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 Bottom-up Economic Transformation Agenda (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 primary 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.

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

- a) Institutional Strengthening
- b) Water and Sewerage Coverage
- c) Research and Development
- d) Environmental and Social Sustainability
- e) Resource Mobilization for infrastructure development

During the 2023–2027 plan period, the Agency is 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 policies 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 206 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

AG. CHIEF EXECUTIVE OFFICER

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Acronyms and Abbreviations

AFD	Agence Francaise De Developpement
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
WWDA	Water Works Development Agency

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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 "*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 Fifth-Generation Strategic Plans, 2023-2027. The guidelines spell out the significance 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 (PESTELE) 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;

- a) Inadequate access to clean, reliable, and affordable water and sewerage services
- b) Weak institutional capacity to deliver specialized services and the enhanced mandate of bulk water service provision,
- c) Unsustainable financing models hinged on domestic general government resources and external debt facilities
- d) Environmental, climate change and social sustainability,
- e) Inadequate research, innovation and development for decision making.

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) The development of priority water infrastructure projects to increase population with coverage to water to 85% from the current 76% by 2027,
- b) By 2027, achieve 60% access to sewerage sanitation coverage in our area of jurisdiction, paying special attention to peri-urban and informal settlement,
- c) Pursue innovative resource mobilization strategies to raise KES. 206 billion by 2027 for water and sanitation infrastructure development,
- d) Strengthen AWWDA institutional capacity and create appropriate management systems for smooth implementation of our mandate,
- e) Create a climate for research, innovation and development that spurs innovative technologies for evidence-based water infrastructure interventions,
- f) Identify and operationalize environmental sustainability measures which are consistent with our mandate,

- g) Identify and operationalize social sustainability measures which are consistent with our mandate,

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. 206 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. INTRODUCTION

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% of the National, but Murang'a and Kiambu which 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 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 sewerage 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, minimize risks 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 of 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 of 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;
- b) 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) 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;
- e) 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;
- f) 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;
- g) 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;
- h) 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.
- **Sustainable Management of Water Resources:** 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.
- **Water Security 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.
- **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:** 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.

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.

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 4th MTP

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 MTV IV, the water has been identified as one of the enablers of vision 2030 in the infrastructure sector. The infrastructure sector plays a critical role as a driver and an enabler in providing cost-effective 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;

1. Construction of Small Dams and Water Pans: The project focuses on ensuring Kenya is drought resilient by enhancing availability of adequate and safe water storage for multi-purpose use.
2. Water Harvesting for Irrigation and 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 metropolis
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 public institution projects, 4,787 roof catchment structures,
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 Bottom-Up Economic Transformation Agenda (BETA) that 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 available. 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 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. 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:

- a) To assess and evaluate availability, reliability, quality, and vulnerability of country's water resources up to around 2050 taking into consideration climate change
- b) To renew the National Water Master Plan towards the year 2030 taking into consideration climate change
- c) 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 Andand 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 of 2016 vide Legal Notice No. 28 of 26th April 2019 formed the Water Services Boards. The Water Act of 2002 provided the legal framework for the implementation of a new institutional arrangements 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 which entrenched water as a constitutional right by establishing a right to “to clean and safe water in adequate quantities” and Article 21 which placed an obligation to the state and every state organ to take steps to progressively realize this right.

Together with article 6, 174, 175, and 176 of the constitution which creates a two-tier government with water as a shared function between the national and county governments. The role of water services boards therefore became infrastructure development. 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 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.

AWWDA area of jurisdiction includes the counties of Nairobi, Kiambu and Muranga covering 5,800.4Km² (figure 1) with a total population 8,304,892 people. AWWDA draws its mandate from the Water Act of 2016. As per the Act, the Agency's mandate include; Undertaking the development, maintenance and management of National Public Waterworks; Operating 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; Providing 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; Providing to the cabinet secretary technical support in discharge of his or her functions under the constitution the Water Act 2016, and Provision of Bulk Water Services.

Since the establishment of the Agency, AWWDA has had five, 5-years strategic plans. The first strategic plan for 2003-2007 focused on operationalization of the former Athi Water Services Board (AWSB) established under the Water Act of 2002. The second strategic plan for 2008-2012 focused on institutional strengthening of AWSB and the nine (9) Water Services Providers (WSPs). This was to enhanced operational efficiency and sustainability of both the Board and the WSPs. Following the successful implementation of various interventions meant to establish and strengthen WSPs operational efficiency, the third strategic plan 2012-2017 focused on investments. AWWDA embarked on rehabilitation, expansion and development of various water and sewerage infrastructure. The Agency's capacity to mobilized funds also increased dramatically over the years from Kshs.5 billion in 2007 to Kshs.30 billion in 2012, Kshs.74 billion in 2017 and over Kshs 200 billion in 2022. Most of these funds were mobilized from the Government and development partners for water and sewerage infrastructure development.

Figure 1: Map of AWWDA Area of Jurisdiction

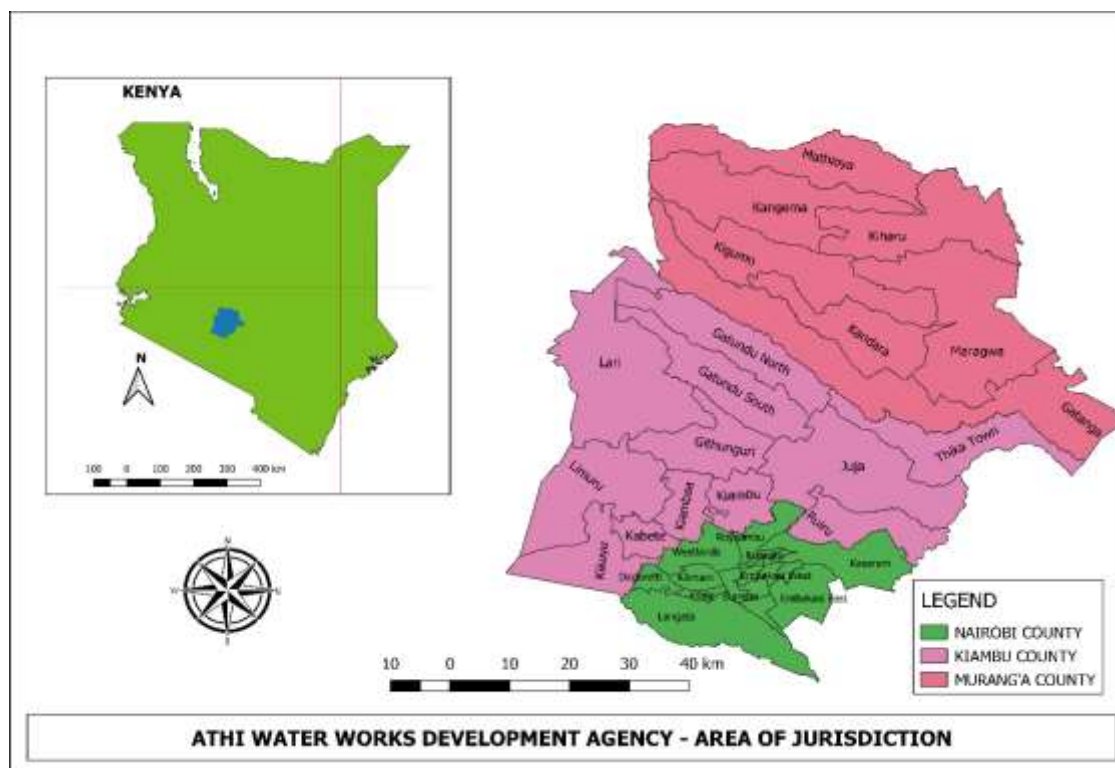


Table 1.2: Key Statistics

Indicator	Nairobi	Kiambu	Muranga
Land area (Km ²)	696.1	2,543.5	2,558.9
Population (2021)	4,648,814	2,576,626	1,079,452
Population Density(persons/Km ²)	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

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 2020; Water Act 2016 and other relevant policing laws
- b) Fourth Medium Term Plan (MTP IV)
- c) Strategic Plan for the FY 2018–2022
- d) Performance contracts
- e) Performance contract implementation reports
- f) 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

¹ Source: Water Services Regulatory Board (WASREB)-Impact Report No.15 of 2023.

- Internal Analysis
- Strategy Development Sessions
- Board Validation Sessions
- Stakeholder Validation Workshop

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2. STRATEGIC DIRECTION

2.0. 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.

2.1. 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,
- c) 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.

2.2. Vision Statement

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

2.3. 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

2.4. Strategic Goals

1. Increase access to water and sewerage coverage in the area of jurisdiction
2. 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
5. Enhanced resource mobilization for infrastructure development

2.5. 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.

2.6. 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.

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3. SITUATIONAL AND STAKEHOLDER ANALYSES

3.0. Overview

This chapter provides a review of the extent of implementation of the 2018–2022 Strategic Plan. 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, 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 even Legal matters.

3.1.1.1. Macro-environment

A review of the macro-economic environment looked at how Kenya is performing on the Economic, Social, Political, Legal, Technology, and Environmental 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) 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.

b) Social and cultural Environment

Socially, we looked at Skills, labour market and Human Development Index (HDI). On HDI, we looked at skills where Kenya scored 56/100, ranks 5/33 in Africa and

97/141 globally where she previously scored 95/141. On labour market, Kenya scores 59/100, ranks 13/33 in Africa and 79/141 globally having ranked 95/140 previously. This is notable improvement. Regarding HDI, Kenya scores 0.574/100, ranks 14/47 in Africa and globally ranked 147/189 having been improved from 148/189 previously. With a Gini coefficient of 41%, 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.

c) Political Environment

Politically, we looked at the political stability & absence of violence/terrorism, governance effectiveness, corruption control, regulatory quality and peace. On Political Stability and absence of violence and terrorism Kenya scores -1.16, and ranks 36/48 in Africa and ranks 187/214 global from a previous global ranking of 186/214. On governance effectiveness, Kenya scores 0.41, ranks 10/48 in Africa and ranks 128/214 global having previously ranked 125/214 globally. On corruption control, Kenya scores -0.85, ranks 30/48 in African and ranks 169/214 globally having ranked 177/214 previously. On regulatory quality, Kenya scores -0.23, ranks 10/48 in Africa, ranks 118/214 globally even from previous ranking. With regards to peace, Kenya scores 2.3, ranks 28/44 in African, ranks 119/163 globally from the previous rank of 120/163. AWWDA being a key Agency of the government aligns itself to the government development Agenda as outlined in the BETA.

d) Technological/Infrastructure 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) Environment/Ecological

On environment we looked at Kenya's performance on environment, water and sanitation, agriculture, and natural disaster. On environmental performance Kenya score 47.2/100, ranks 14/46 in Africa, ranks 130/180 globally. On water and sanitation,

Kenya scores 63/100, ranks 45/46 in African, ranks 178/180 globally. On agriculture, Kenya scores 27.25/100, ranks 22/46 in Africa and 104/180 globally. While on natural disaster risks Kenya scores 10.30/100, ranks 15/46 in Africa and ranks 41/180 globally having improved from 76/176 globally. 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
Socio-cultural	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

Category	Opportunities	Threats
		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 obsolescence Cyber attacks
Environmental	Hightened 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 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.	<ul style="list-style-type: none"> • Research on sustainable utilization of available water resources • Explore wastewater re-use technologies • Enhance catchment area conservation efforts
Environmental degradation	<ul style="list-style-type: none"> • Develop climate resilient infrastructure • Implement strategies for adaptation to climate change <ul style="list-style-type: none"> • Liaise with other government agencies including counties on proper land use planning to mitigate negative effects
Insecurity	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 addresses infrastructure planning and design, infrastructure development, and bulk water operations. This is supported by the directorate responsible for finance. Other key specialized units 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 all 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 3:1: Internal Processes Analysis

S/No.	Functional Area	Key Processes and Systems	Areas of Strength	Areas of Weaknesses
1.	Technical	<ul style="list-style-type: none"> • Preparation of project proposals/concept notes, • Project pre-feasibility and feasibility studies, • Project Financing, • Project implementation • Supervision 	<ul style="list-style-type: none"> • Existing master plans for water and sewerage • Revised institutional system with potential to support core mandate 	<ul style="list-style-type: none"> • Length process in securing financing for projects • Inadequate Professional Staff • Delayed Approvals • Delays in land acquisition due

S/No.	Functional Area	Key Processes and Systems	Areas of Strength	Areas of Weaknesses
		<ul style="list-style-type: none"> Commissioning of completed projects 		<ul style="list-style-type: none"> to lengthy processes Slow progress of work
2.	Human Resource/Capacity	<ul style="list-style-type: none"> Recruitment and selection procedures Training and development procedures Rewards, Pay and benefits processes Human Resource management information system 	<ul style="list-style-type: none"> Clear Human Resource Policies and procedures manual. Automated HR processes 	<ul style="list-style-type: none"> 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. Inadequate training budget arising from austerity Government measures
3.	Finance	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Updated Financial Manual Qualified staff Clear progression guidelines Government and Develop partner confidence in the AWWDA financial management systems 	<ul style="list-style-type: none"> 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.
4.	Administration	<ul style="list-style-type: none"> Records management 	<ul style="list-style-type: none"> Digitization of records 	<ul style="list-style-type: none"> Delayed records appraisals and

S/No.	Functional Area	Key Processes and Systems	Areas of Strength	Areas of Weaknesses
		<ul style="list-style-type: none"> system and procedures Motor vehicle utilization procedures 	<ul style="list-style-type: none"> Records tracing mechanism 	<ul style="list-style-type: none"> establishment of archives.
5.	ICT	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Government's push for digital transformation agenda Collaborative approach within the ICT players in State Agencies 	<ul style="list-style-type: none"> Inadequate Financing of ICT projects Low operational budget Lack of technical training for ICT staff
6.	Supply Chain	<ul style="list-style-type: none"> Development of Sourcing Strategy Market Survey and Analysis Establishment of Sustainable Contract management Strategies Implementation of E-Procurement Development of Procurement risk management strategies 	<ul style="list-style-type: none"> Clear and well-established Internal Controls Trained and experienced internal capacity Existing Laws that guide on transparency and encourage competitive sourcing 	<ul style="list-style-type: none"> 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

S/No.	Functional Area	Key Processes and Systems	Areas of Strength	Areas of Weaknesses
7.	Internal audit and risk management	<ul style="list-style-type: none"> The department is responsible for undertaking objective assessment of the adequacy and effectiveness of internal control systems, risk management and corporate governance. 	<ul style="list-style-type: none"> Internal Controls; Risk Management; Corporate Governance. 	Understaffed.

3.1.3.3. Resources and Capabilities

The 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 3.5: Summary of Strengths and Weaknesses

No	Issue	Strength	Weaknesses
1	Leadership and Governance	<p>A good mix of experienced and highly trained professional board members</p> <p>Good working relationship between the board and management</p> <p>Confidence from various stakeholders</p>	High turnover of board members creating lack of continuity
2	Technical Services and Development	<p>Existing strategies (connectivity strategy), procedure manuals, policies and SOPs</p> <p>Experience in management of programmes</p>	Weak operational linkages with WSPs
3	Human Resource Management and Development	<p>Competent staff, own offices, strong internal control systems</p> <p>Highly trained team</p>	<p>An under-established institution</p> <p>lack of trained staff on bulk operation</p>

No	Issue	Strength	Weaknesses
		Good working environment	Weakening team spirit, sense of entitlement beginning to creep into the organization
4	Financial Resources and Management	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 3.6: Cross-Mapping of Weaknesses and Suggested Way Forward

Weaknesses	Way forward
Weak project and contract Management	<ul style="list-style-type: none"> Continuously train project staff on project and contract management. Develop and review risk management framework.
Inadequate professional staff	<ul style="list-style-type: none"> Recruitment of professional staff and independent contractors after thorough prequalification.
Barriers to internal communication and coordination	<ul style="list-style-type: none"> Implement a corporate unified collaboration system and Business Process Re-engineering.
Inadequate data Management	Develop and implement data management 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 achieved the following progress as per the key result areas:

Table 3.7: Key achievements, 2018-2022

Table 3.7: Key achievements, 2018-2022

Strategy	Unit of Measure	Target Output	Achievement for FY 2018– 2022	
			Accomplished	Variance
Objective 1: To increase the percentage of the population with access to safe water within the area of jurisdiction from 72.1 percent to 80 percent by 2022.				
Strategy 1.1: Develop new water sources to increase production from 664,000m³/day to 1,067,400/day by 2022	m³/day	403,400	334,000	(69,400)
Strategy 1.2: Increase bulk water transmission infrastructure by 206.5kms by 2022	Km	206.5	350	143.5
Strategy 1.3 Develop water treatments plants for the Metros with addition capacity of 385,500m³/day by 2022	m³/day	385,500	196,000	189,500
Strategy 1.4: Strengthen water distribution network in Nairobi and other towns	km	1279	1129	(150)
Strategy 1.5: Prepare water development plans	%	100	100	0
Objective 2: To increase percentage of the population with access to improved sanitation within the area of jurisdiction from 47% to 70% by 2022				
Strategy 2.1: Prepare long term sewerage development plans	No	4	4	0
Strategy 2.2: Extension of trunk and reticulation sewers for Nairobi and other towns by 1,369 Km by 2022	Km	1369	1214	(155)
Strategy 2.3: Increase the capacity of sewerage treatment plants for the Metros by 123,500m³/day by 2022	m³/day	123,500	96,000	(27,500)
Objective 3: To initiate resource mobilization strategies to generate Kshs. 242.026 billion for financing water and sanitation infrastructure development by 2022				
Strategy 3.1: Develop and implement investment	Ksh.	242.026	262.017	19.991

financing Strategies to generate financial resources of Kshs. 242.026 billion				
Strategy 3.2: Increase AWWDA Income generating capacity by 5% annually through developing Self-sustainability funding initiatives.	%	100	100	0
Strategy 3.3: Enhance financial prudence by 20%.	%	100	100	0
Objective 4: To operationalize bulk water services provision by 2020				
Strategy 4.1: Establish command and operation centers on a combination of advance technology, communication channels, hardware, software and physical infrastructure.	%	100	100	0
Strategy 4.2: In consultation with the regulator and the stakeholders, institutionalize bulk water operations	%	100	100	0
Objective 5: To promotes research, development and adoption of appropriate technology				
Strategy 5.1: Facilitate investment in research and development that is able to increase corporate research output.	%	100	100	0
Objective 6: To strengthen leadership and governance for efficiency and productivity				
Strategy 6.1: Maintain statutory and regulatory compliance	%	100	100	0
Strategy 6.2: Enhance institutional integrity and anti-corruption measures	%	100	100	0
Strategy 6.3: Review and strengthen instruments of leadership in the organization	%	100	100	0

Objective 7: To pursue water and sanitation infrastructure development while ensuring human resources, financial and environment sustainability.				
Strategy 7.1: To set aside Kshs 2 million per annum for environmental protection and climate change mitigation measures.	Kshs. (Million)	10	10	0
Strategy 7.1: To Reduce Non-Revenue Water to 30% by 2022	%	30	38	(8)
Strategy 7.2: To Ensure a smooth transition to the Water Act 2016 by 2019	%	100	100	0
Strategy 7.3: Improved work environment	%	100	100	0
Strategy 7.4: Review AWWDA organizational structure by 2018 to support the AWWDA strategy	%	100	100	0
Strategy 7.5: Maintain statutory and regulatory compliance	%	100	100	0

3.1.5.2. Challenges

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

1. Weak Institutional capacity to deliver specialist internal needs for AWWDA,
2. Inadequate research and innovation for development and decision making,
3. Low culture of use of data and knowledge management,
4. Strategic Plan not communicated strategically for Agency's branding though it is documented,
5. High cost of implementing resettlement action plan (RAP); land acquisition/compensation, wayleaves, forest moratorium issues for large infrastructure projects.
6. Disruption of planned projects and programmes by the COVID-19 pandemic,
7. Slow project implementation due to inadequate funds, delayed disbursements, and inadequate counterpart funding which negatively impacted the implementation of projects.
8. Weak coordination mechanisms among state and non-state actors on planning and development leading to inefficient spending on development of water resources.
9. Climate change and associated extreme weather events threaten sustainable development of water resources,
10. 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 2018/2019 and 2022/2023 include:

- i. Timely payment of outsourced services saved the Agency money in terms of interest that would have been accrued.
- ii. Employee engagement is becoming critical since it leads to high productivity than increase of remuneration.
- iii. Given the appropriation of budget that goes to AWWDA, its key that the Agency demonstrates Value for Money for the citizens.
- iv. There is a need to strengthen corporate communication arm of the Agency.
- v. Its key that the Agency builds a corporatesocial responsibility strategy to increase its social capital.
- vi. The Agency needs to Strengthen Governance to enhance organizational reputation, and capability.
- vii. Structure follows strategy, the right organizational structure is key in effective execution of strategy.
- viii. 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.
- ix. The need for the Agency to build a culture that will support strategy execution and that culture is a high-performance organizational culture.
- x. 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).
- xi. 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 3.8: 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	<ul style="list-style-type: none"> Parent ministry in charge of policy formulation and oversight. Facilitate funding of water projects 	<ul style="list-style-type: none"> Fulfilment of mandate; Achievement of targets specified in the Performance Contract; Submission of annual reports. 	<ul style="list-style-type: none"> Facilitate timely funding; and Involve the Agency in policy formulation.
Water Service Regulatory Board	<ul style="list-style-type: none"> Protect the interests and rights of consumers in the provision of water services in line with section 72(10) (a-p) 	<ul style="list-style-type: none"> Collaboration in development of water and sewerage infrastructure as per the prescribed standards Adherence to set service delivery standards 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Provision of funds Provides focus areas through Vision 2030 and MTP IV Monitor compliance to the Public Finance Management Act (PFM) and Treasury circulars. 	<ul style="list-style-type: none"> Prudent utilization of funds to meet specified targets. Aligning plans to government development agenda (BETA, Vision 2030 and MTP IV). 	<ul style="list-style-type: none"> Facilitate adequate and timely funding.
Ministry of Lands Physical Planning	<ul style="list-style-type: none"> Facilitation of acquisition of land for project development. Provision of survey maps and other land records. Long term Physical Planning 	<ul style="list-style-type: none"> Submissions of requests for land 	<ul style="list-style-type: none"> Fast track provision of land for development; Ensure land meant for project development is not illegally allocated.
Office of the Attorney General	<ul style="list-style-type: none"> Review and advise on contractual matters and MoU's Financing agreements 	<ul style="list-style-type: none"> Conformity to the law 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Utilization of the water and sewerage services as required; and Provision of manpower and goodwill. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Construction, rehabilitation and maintenance of water and sewerage infrastructure. Design and supervision of works 	<ul style="list-style-type: none"> Timely payment of work done Adherence to the law during project procurement and implementation. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Implementation of the mandate of the Agency. 	<ul style="list-style-type: none"> Working tools and conducive working environment; Proper and timely remuneration; Job security; Recognition and motivation; Career progression. 	<ul style="list-style-type: none"> Compliance with the core values and code of conduct. Achieve set targets. Enhanced productivity.
Media	<ul style="list-style-type: none"> Disseminates information to the Public 	<ul style="list-style-type: none"> Provision of information dissemination. 	<ul style="list-style-type: none"> Conduct their business professionally.
Ministry of Devolution and ASAL	<ul style="list-style-type: none"> Management of devolution affairs Coordination of intergovernmental relations 	<ul style="list-style-type: none"> Integrated planning and implementation of projects 	<ul style="list-style-type: none"> Sensitization and capacity building of Counties on role of National Government Organize forums to

Stakeholder	Role/Functions of Stakeholder	Stakeholder's expectations from the Authority	Authority's expectation from the stakeholder
	<ul style="list-style-type: none"> Capacity building at the Counties 	<ul style="list-style-type: none"> Capacity building of devolved units on project development Development of water and sewerage infrastructure in the ASAL 	<ul style="list-style-type: none"> facilitate information
County Governments	<ul style="list-style-type: none"> Implementation of County Governments functions as defined in the fourth schedule of the constitution 	<ul style="list-style-type: none"> Collaboration on planning and development of water and sewerage infrastructure. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Funding of projects through loans, grants and technical support. 	<ul style="list-style-type: none"> Implementation of projects as planned. Prudent utilization of funds. Adherence to financing agreements and contractual requirements. 	<ul style="list-style-type: none"> Timely approvals. Timely disbursement of adequate funds Provision of technical support where necessary.
Banks and Insurance Companies	Financing and guarantee of works, <ul style="list-style-type: none"> goods and services 	<ul style="list-style-type: none"> Information sharing on contractors and consultants Collaboration between the Agency and contractors on financial matters 	<ul style="list-style-type: none"> Accurate information on contractors. Financing and insurance services to the contractors and consultants Participate in PPP and Annuity programmes.
Training and Research Institutions.	<ul style="list-style-type: none"> Human Resource development Research on new materials, processes, and technology 	<ul style="list-style-type: none"> Proper identification of training and research needs. 	<ul style="list-style-type: none"> Provide quality and effective training; Advise on new processes, materials, and technologies.

Stakeholder	Role/Functions of Stakeholder	Stakeholder's expectations from the Authority	Authority's expectation from the stakeholder
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 Kenya	• Enactment of law • Oversight on Budget allocation and utilization	• Implementation of the law • 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.

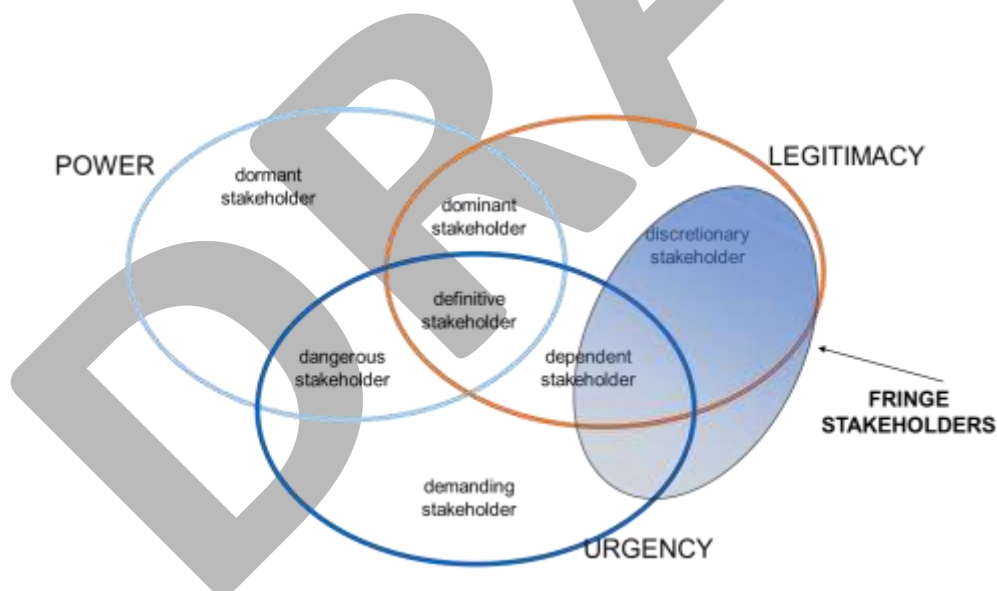


Figure 2: Stakeholder Mapping Conceptual Model

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

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

4. STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0. Overview

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 under establishment 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, climate changes 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

- a. Increased access to water and sewerage coverage in the area of jurisdiction
- b. Institutional capacity strengthened for accelerated water and sewerage infrastructure development
- c. Adoption of research and innovation for the uptake of evidence-based decision making
- d. Environmental and social sustainability in projects and programmes
- e. Enhanced resource mobilization for infrastructure development

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, enhancing 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.

4.3.5. Resource Mobilization for infrastructure development

In order to fully implement the strategic plan, AWWDA requires to mobilize Kshs.206 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

5. STRATEGIC OBJECTIVES AND STRATEGIES

5.0. Overview

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 Coverage							
Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
Develop water infrastructure projects to increase population with 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 sewerage sanitation coverage in our area of jurisdiction, paying special attention to peri-urban and informal settlement.	Increased access to sewerage sanitation services coverage	% of people in the service area with access to sewerage services	50	52	55	57	60
KRA 2: Institutional Capacity Strengthening							
Strengthen AWWDA institutional capacity and create appropriate management systems for smooth implementation of our mandate	Improved Institutional performance	% progress	89	90	91	92	93
KRA 3: Enhanced Research, Innovation and Development							

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 Sustainability							
Identify and operationalize environmental sustainability measures which are consistent with our mandate.	Enhanced environmental conservation	% progress	100	100	100	100	100
Identify and operationalize social sustainability measures which are consistent with our mandate.	Improved social sustainability	% progress	100	100	100	100	100
KRA 5: Resource Mobilization for infrastructure development							
Pursue innovative resource mobilization strategies to raise KES. 206 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 5.3.

Table 5.1: Summary of Strategic Objectives and Strategies

No.	Objectives	Strategies
KRA 1: Increased Water and Sewerage Coverage		
1	Develop priority water infrastructure projects to increase population with access to water to 85% from the current 76% by 2027	Development of Water Dams with a storage capacity of 461,000m ³ /day
		Development of new Water Sources to produce additional 106,500m ³ /d
		Develop Water Transmission Networks of 483km
		Expand Water Distribution Networks by 360km
		Development of water treatment Plants with capacity to treat additional 360km
		Management and Rehabilitation of Water Infrastructure
		Reduction of Non- Revenue Water

No.	Objectives	Strategies
		Timely project completion
2	By 2027, achieve 60% access to sewerage sanitation coverage in our area of jurisdiction, paying special attention to peri-urban and informal settlement.	Expand Waste Water Treatment Capacities to treat additional 138,00m3/d
		Expand Sewer Networks by 880km
		Develop and implement 5 waste water treatment in medium urban centers with capacity to treat 1000m3/d
		Develop and implement 20Nr of Sanitation management Facilities
KRA 2: Institutional Capacity Strengthening		
1	Strengthen AWWDA institutional capacity and create appropriate management systems for smooth implementation of our mandate	Implement strategic asset management
		Improve human capital capacity
		Enhance Policy compliance
		Enhance Environmental, Social and Governance compliance
		Enhance institutional reputation, brand, partnerships, and collaboration
		Enhance information and communication technology
KRA 3: Enhanced Research, Innovation and Development		
1	Create a climate for research, innovation and development that spurs innovative technologies for evidence-based water infrastructure interventions	Promote research, development and adoption of appropriate technology
KRA 4: Environmental and Social Sustainability		
1	Identify and operationalize environmental and social sustainability measures which are consistent with our mandate.	Enhance Environmental protection and compliance
		Promote climate resilience in projects
		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 for infrastructure development		
1	Pursue innovative resource mobilization strategies to raise KES. 206 billion by 2027 for water and sanitation infrastructure development	Increase Internal Revenue Generation
		Implement Innovative Financing Solutions
		Mobilize the Resources from GoK and Development Partners
		Operationalize the Bulk Water Works

6. IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0. Overview

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 Workplan and Budget

In order to track progress and ensure that the implementation plan is progressively implemented, AWWDA will develop annual institutional workplan with will be cascaded to the functional departments. The annual workplan will be aligned to the institutional annual budget and the procurement plan. Annual budget will adopt the activity-based costing. The annual workplan 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 6.2: 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 6.3: Skills Set and Competency Development

S/NO	CADRE	SKILL SET	SKILL GAP	COMPETENCY DEVELOPMENT
1.	Engineers (Electrical and Mechanical)	<ul style="list-style-type: none"> (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	<ul style="list-style-type: none"> (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; 	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
		(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.		
8.	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

S/NO	CADRE	SKILL SET	SKILL GAP	COMPETENCY DEVELOPMENT
9.	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 (vi)	Undertake resource mobilization and recruit the appropriate cadre of staff in the strategic period
10.	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
11.	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.	Disciplines of; (i) Occupational health and safety (ii) Chemistry	Undertake resource mobilization and recruit the appropriate cadre of staff in the strategic period

S/NO	CADRE	SKILL SET	SKILL GAP	COMPETENCY DEVELOPMENT
		(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.	(iii) Biosafety (iv) Chemical engineering (v) Leadership (vi) Supervisory (vii) Computer skills	

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 its 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.

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Table 6.4: Risk Management Framework

Risk Class	Risk Category	Risk	Consequence of Risk	Impact	Likelihood	Mitigation Measures	Responsibility
External	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)	CEO
Internal	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
External	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

Risk Class	Risk Category	Risk	Consequence of Risk	Impact	Likelihood	Mitigation Measures	Responsibility
Internal	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 Introduce various incentives to motivate and retain staff Knowledge management Strategy	CEO Directors
Internal	Operational risk	Non-Compliance with Laws, Regulations and financing agreements, Corporate reputation affected	Costly litigation Termination of financing agreements	High	Low	Regularly review contracts to ensure compliance. Carry out compliance audits	Compliance with Laws & Regulations
Internal	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
Internal	Operational risk	Noncompliance with service charter on payments to suppliers and disbursements to implementing partners	Unrealised fund disbursement by Development Partners and 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
Internal	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

Risk Class	Risk Category	Risk	Consequence of Risk	Impact	Likelihood	Mitigation Measures	Responsibility
Internal	Operational Risk	Project sustainability	Funded projects may not achieve the intended 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
Internal	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)

7. RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0. Overview

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. 206.85 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	Key Result Area	Total Cost (Millions)	Projected Estimates (Million)				
			Year 1	Year 2	Year 3	Year4	Year 5
1	Water and Sewerage Coverage	179,050	12,250	31,400	20,155	39,329	36,267
2	Institutional Strengthening	7,975.5	900.5	1,950	1,750	1,575	1,800
3	Environment and Social sustainability	17,190	2,500	4,350	3,800	3,540	3,000
4	Resource Mobilization	2,550	150	500	800	950	150
5	Research and Development	78	8	12	8	20	30
6	Administrative Cost	2,280	340	380	420	540	600
	Total	206,843.5	38,591.85	26,932.83	45,933.83	41,847.00	38,591.85

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)
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Year 1	20,359	16,148.00	4,211.00
Year 2	49,862	38,591.85	11,270.15
Year 3	30,458	26,932.83	3,525.17
Year 4	58,585	45,933.83	12,651.17
Year 5	47,580	41,847.00	5,733.00
Total	206,843.5	169,453.51	37,390.49

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 2023–2027. In order to improve its financial situation, it will also look into ways to generate 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.

8. MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0. Overview

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:

1. Progress made in implementation against what was planned;
2. Causes of deviation from Plan, if any;
3. Areas of difficulties and suggested solutions to challenges that may adversely affect implementation; and
4. Proposed corrective measures.

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&E on 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.
- c. 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.

o 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.

o 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.

o 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.

o 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.

o Impact Indicators:

- Impact indicators assess the broader, long-term 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.

o 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;

1. 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.
4. 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: Evaluation Framework

KRA 1: Increased Water and Sewerage Coverage						
Strategic Objective	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
Develop priority water infrastructure projects to increase population with access to water to 85% from the current 76% by 2027	Access to water services	% Coverage	76	2022	80	85
By 2027, achieve 70% access to adequate and equitable sanitation coverage in our area of jurisdiction, paying special attention to peri-urban and informal settlement.	Access to sewerage sanitation	% Coverage	48	2022	60	70
KRA 2: Institutional Capacity Strengthening						
Strengthen AWWDA institutional capacity and create appropriate management systems for smooth implementation of our mandate	Institutional performance	% progress	89	2022	91	93
KRA 3: Enhanced Research, Innovation and Development						
Create a climate for research, innovation and development that spurs innovative technologies for evidence-based water infrastructure interventions	Enhanced Research and innovation	% progress	15	2022	35	50
KRA 4: Environmental and Social Sustainability						
Identify and operationalize environmental and social sustainability measures which are consistent with our mandate.	Enhanced environmental and social sustainability	% Progress				
KRA 5: Resource Mobilization for infrastructure development						

Pursue innovative resource mobilization strategies to raise KES. 206 billion by 2027 for water and sanitation infrastructure development	Increased investments for infrastructure projects	Amount (Kshs-Mn)	20,359	2022	100,679	206,843
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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	Within 3–5 years of implementation.

	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).	
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 Reports	Board of Directors	Board Subcommittee	End of Every Quarter
	Board Subcommittee	CEO	End of Every Quarter

Type of Report	Reporting to	Reporting by	Frequency
	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 for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Issue: Lack of access to clean, adequate, reliable and affordable water and sewerage services															
Strategic Goal: Increase access to water and sewerage coverage in the area of jurisdiction															
KRA 1: Water and Sewerage Coverage															
Outcome: Increased access to water services Coverage															
Strategic Objective: Develop priority water infrastructure projects to increase population with access to water to 85% from the current 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	1	-	-	-	1	-	3,000.00	1,500.00	3,000.00	1,500.00	1,000.00	Directorate of Infrastructure Development
	Construct 15M High Kamiti Earth Fill Dam to produce 10,000m3/d	Dam constructed of 10,000m3/d	No. of Dams Constructed	1	-	-	-	1	-	2,000.00	2,000.00	1,000.00			Directorate of Infrastructure Development
	Construct Thika 3A dam to produce 36,000m3/d	Dam constructed of 36,000m3/d	No. of Dams Constructed	1	-	-	-	1	-	2,000.00	2,000.00	2,000.00	2,000.00		Directorate of Infrastructure Development
	Construct Gatamayu Dam to produce 40,000m3/d	Dam constructed of 40,000m3/d	No. of Dams Constructed	1	-	-	-	1	-	4,000.00	4,000.00	4,000.00	3,000.00		Directorate of Infrastructure Development
	Construct Kinyona, Kimakia and Tuthu Dams to produce 40,000m3/d	Dam constructed of 40,000m3/d	No. of Dams Constructed	1	-	-	-	1	-	1,000.00	1,000.00				Directorate of Infrastructure Development
	Construct Thiririka Dam to produce 15,000m3/d	Dam constructed of 15,000m3/d	No. of Dams Constructed	1	-	-	-	1	-	4,000.00	2,000.00	1,000.00	1,000.00		Directorate of Infrastructure Development
	Construct Maragua IV Dam and South Mathioya Tunnel to produce 140,000m3/d	Dam constructed of 140,000m3/d	No. of Dams Constructed	1	-	-	-	1	-	8,000.00	9,000.00	8,000.00	7,000.00	8,000.00	Directorate of Infrastructure Development

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Construct Ndarugu II Dam to produce 140,000m3/d	Dam constructed of 140,000m3/d	No. of Dams Constructed	1	-	-	-	1	-	12,000.00	10,000.00	10,000.00	8,000.00		Directorate of Infrastructure Development
Development of new Water Sources	Drilling, Test Pumping and Equipping of 50Nr Borehole in Kiambu, Muranga and Nairobi to Produce 10,000m3/d	50No. Boreholes Drilled and Equipped	No. of boreholes drilled	50	10	10	10	10	10	150.00	150.00	150.00	150.00		Directorate of Infrastructure Development
	Develop Wanyaga intake to produce 6,000m3/d	Developed water intake of 6,000m3/d	No of water intakes constructed	1	-	-	-	1	-		150.00	100.00			Directorate of Infrastructure Development
	Develop Alternative energy source to produce 2MW for water pumping	Developed Alternative energy source	No of energy source developed	1	-	-	-	1	-	250.00	250.00	250.00	250.00		Directorate of Infrastructure Development
	Develop Gatuthu intake to produce 3,000m3/d	Developed water intake of 3,000m3/d	No of water intakes constructed	1	-	-	-	1	-		100.00	50.00			Directorate of Infrastructure Development
	Develop Chathanda and Saba Saba intakes to produce 7,500m3/d	Developed water intake to produce 7,500m3/d	No of water intakes constructed	2	-	-	-	1	1		100.00	100.00	100.00		Directorate of Infrastructure Development
	Develop Karimenu - Maryhill intake to produce 15,000m3/d	Developed water intake to produce 15,000m3/d	No of water intakes constructed	1	-	-	1	-	-	100.00	200.00	200.00			Directorate of Infrastructure Development

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Develop Kagaa intake to produce 3,000m3/d	Developed water intake to produce 3,000m3/d	No of water intakes constructed	1	-	-	1	-	-				150.00		Directorate of In Development
	Develop Mukuyu intake to produce 4,000m3/d	Developed water intake to produce 4,000m3/d	No of water intakes constructed	1	-	-	1	-	-			100.00	100.00		Directorate of In Development
	Develop Komothai intake to produce 9,000m3/d	Developed water intake to produce 9,000m3/d	No of water intakes constructed	1	-	-	1	-	-			200.00	200.00		Directorate of In Development
	Construct Mugutha Intake to produce 6,000m3/d	Developed water intake to produce 6,000m3/d	No of water intakes constructed	1	-	-	-	1	-			150.00	100.00		Directorate of In Development
	Construct Ndarugu Intake to produce 9,000m3/d	Developed water intake to produce 9,000m3/d	No of water intakes constructed	1	-	-	-	1	-		400.00				Directorate of In Development
	Develop Masinga Intake Water Supply Maragua, Kiharu and Gatanga areas to produce 30,000m3/d	Developed water intakes to produce 30,000m3/d	No of water intakes constructed	4	-	-	-	2	2		400.00	400.00	100.00		Directorate of In Development
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 In Development
	Lay 43km Transmission mains from Ruiru	Water transmission pipelines laid	No. of KMs of water	43	5	13	10	10	5	1,000.00	2,000.00	1,500.00	1,000.00	500.00	Directorate of In Development

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Dam to Kiambu and Karuri		transmission pipes laid												
	Lay 40km Transmission mains in Nairobi Areas	Water transmission pipelines laid	No. of KMs of water transmission pipes laid	40	5	10	10	10	5	1,000.00	2,000.00	1,500.00	1,000.00	500.00	Directorate of In Development
	Lay 140km Ndarugu II Dam Transmission mains	Water transmission pipelines laid	No. of KMs of water transmission pipes laid	140	-	-	40	100	100	-	5,000.00	10,000.00	3,000.00	2,000.00	Directorate of In Development
	Lay 150km Transmission mains in AWWDA Area	Water transmission pipelines laid	No. of KMs of water transmission pipes laid	150	30	50	20	20	30	3,000.00	7,500.00	7,500.00	1,000.00	1,000.00	Directorate of In Development
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	200.00	200.00	Directorate of In Development
	Lay 100km Distributions Pipelines in Thika	Water distribution pipelines laid	KMs of water distribution pipes laid	100	20	20	20	20	20	500.00	500.00	500.00	500.00		Directorate of In Development
	Lay 50km Distributions Pipelines in Lari Kagaa Areas	Water distribution pipelines laid	KMs of water distribution pipes laid	50	10	10	10	10	10	200.00	200.00	200.00	200.00	200.00	Directorate of In Development
	Lay 150km Distributions Pipelines in Utawala, Ruai, Mihango and Kamulu Areas	Water distribution pipelines laid	KMs of water distribution pipes laid	150	20	50	20	30	30	1,000.00	1,000.00	1,000.00	500.00	500.00	Directorate of In Development
	Construct Nairobi Informal settlements distribution network by 20km	Water distribution pipelines laid	KMs of water distribution pipes laid	20	-	5	5	5	5		400.00	300.00	300.00		Directorate of In Development
	Construct Ruiru II Dam Ndumberi	Constructed water treatment	No of water treatment	2	-	-	-	1	1	1,000.00	500.00	500.00			Directorate of In Development

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Development of water treatment Plants	WTP of capacity 40,000m3/d	plants to produce 40,000m3/d	plants constructed												
	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
	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	2	-	-	-	1	1		200.00	200.00			Directorate of Infrastructure Development
	Construct Kamiti WTP of capacity 10,000m3/d	Constructed water treatment plants to produce 10,000m3/d	No of water treatment plants constructed	1	-	-	-	1	-	300.00	200.00				Directorate of Infrastructure Development
	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
	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
	Develop various water treatment plants of combined capacity of 30,000m3/d for Mugutha, Wanyaga, Mukuyu, Gatuthu, Kiambu and Muranga Colonial Dam sources	Constructed water treatment plants to produce 30,000m3/d	No of water treatment plants constructed	6	-	-	-	3	3		750.00	750.00			Directorate of Infrastructure Development

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	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	-		500.00	500.00			Directorate of Infrastructure Development
Management and Rehabilitation of Water Infrastructure	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
Reduction of Non- Revenue Water by 20%	Adoption of Appropriate Technology to monitor storage and Distribution such as leak detectors and smart meters	Reduction of Non-water by 20%	% reduction	20	4	4	4	4	4	125.00	125.00	125.00	125.00		Directorate of Infrastructure Management
	Enhance Water Sector Governance by undertaking capacity building of WSPs and Counties	WSPs capacity built	No of WSPs capacity built	15	3	3	3	3	2	20.00	20.00	30.00	30.00		Directorate of Infrastructure Management
	Operationalize Metropolis Bulk Water Operator by setting KPI on NRW	Metropolis Bulk Water Operationalized	No of metropolis operationalized	1	-	1	-	-	-	500.00	500.00				Directorate of Infrastructure Management
Timely project completion	Prepare comprehensive project plans and designs by engaging competent professionals	Comprehensive project plans and designs developed	% of Comprehensive project plans and designs developed	100	100	100	100	100	100	1,000.00	1,000.00	1,000.00	1,000.00		Directorate of Infrastructure Planning and Design
	Carry out due diligence on all contractors and	Contractor's due diligence	% of prepared due diligence undertaken	100	100	100	100	100	100	200.00	200.00	200.00	200.00	200.00	Directorate of Infrastructure Planning and Design

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	supervising before award	reports prepared													
	Project monitoring and coordination by integration of ICT in the monitoring of projects	Project monitoring reports Prepared	No of Project monitoring reports	20	4	4	4	4	4	200.00	200.00	200.00	200.00	200.00	Directorate of P Design
	Adequate and timely budget allocation by engaging stakeholders in planning and budgeting	Approved budget allocation	No of approved budget allocations	5	1	1	1	1	1	500.00	500.00		500.00	500.00	Directorate of P Design
Strategic Issue: Lack of access to clean, adequate, reliable and affordable water and sewerage services															
Strategic Goal: Increase access to water and sewerage coverage in the area of jurisdiction															
KRA 1: Water and Sewerage Coverage															
Outcome: Increased access to Sewerage Services Coverage															
Strategic Objective: Achieve 60% access to adequate and equitable sanitation coverage in our area of jurisdiction by 2027, paying special attention to peri-urban and informal settlement.															
Expand Waste Water Treatment Capacities	Develop Waste Water Treatment Plant of capacity 15,000m3/d for Thika	Constructed waste water treatment plants of capacity 15,000m3/d	No of waste water treatment plants constructed	1	-	-	-	1	-	1,000.00	1,000.00				Directorate of Ir Development
	Develop Waste Water Treatment Plant of capacity 90,000m3/d for East Nairobi	Constructed waste water treatment plants of capacity 90,000m3/d	No of waste water treatment plants constructed	1	-	-	-	1	-	5,000.00	2,500.00	2,500.00			Directorate of Ir Development
	Develop Sewer Treatment Plant of capacity 3,000m3/d for Githunguri	Constructed waste water treatment plants of capacity 3,000m3/d	No of waste water treatment plants constructed	1	-	-	-	1	-		500.00				Directorate of Ir Development
	Develop Waste Water Treatment Plant of capacity	Constructed waste water treatment plants	No of waste water treatment	1	-	-	-	1	-		500.00	300.00			Directorate of Ir Development

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	4,000m3/d for Kimende	of capacity 4,000m3/d	plants constructed												
	Develop Waste Water Treatment Plant of capacity 4,000m3/d for Kenol- Makutano	Constructed waste water treatment plants of capacity 4,000m3/d	No of waste water treatment plants constructed	1	-	-	-	1	-		500.00	300.00			Directorate of Infrastructure Development
	Develop Waste Water Treatment Plant of capacity 6,000m3/d for Kangari – Kigumo- Kandara	Constructed waste water treatment plants of capacity 6,000m3/d	No of waste water treatment plants constructed	1	-	-	-	1	-		600.00	400.00			Directorate of Infrastructure Development
	Develop Waste Water Treatment Plant for Kahuro, Kangema, Maragua and Kiriani towns of combined capacity 16,000m3/d	Constructed waste water treatment plants of capacity 16,000m3/d	No of waste water treatment plants constructed	4	-	-	-	1	-			1,000.00	1,000.00		Directorate of Infrastructure Development
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	50	-	10	10	10	20	200.00	200.00	200.00	200.00		Directorate of Infrastructure Development
	Lay 400km Trunk and Reticulation Sewers for East Nairobi	Sewer trunk 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
	Lay 40km Trunk and Reticulation Sewers for Githunguri	Sewer trunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	40	5	5	10	10	10	100.00	100.00	300.00	300.00		Directorate of Infrastructure Development
	Lay 30km Trunk and Reticulation Sewers for Kimende	Sewer trunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	30	-	5	5	10	10		200.00	350.00	350.00		Directorate of Infrastructure Development

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Lay 20km Trunk and Reticulation Sewers for Kenol-Makutano	Sewer trunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	20	-	5	5	5	5		200.00	200.00	200.00		Directorate of Infrastructure Development
	Lay 60km Trunk and Reticulation Sewers for Kangari – Kigumo-Kandara	Sewer trunk and reticulations pipelines laid	KMs of Sewer trunk and reticulations pipelines laid	60	10	10	15	15	10	100.00	100.00	300.00	300.00		Directorate of Infrastructure Development
	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	80	10	20	30	10	10	100.00	100.00	400.00	200.00		Directorate of Infrastructure Development
	Lay 200 km secondary lateral sewers in AWWDA area	Lateral sewers laid	KMs of lateral sewers laid	200	40	40	40	40	40	250.00	250.00	250.00	250.00		Directorate of Infrastructure Development
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 (Biodigesters) of capacity 1,000m3/d	No of Developed Waste Water Treatment plants (Biodigesters)	5	-	1	2	2	-		500.00	1,000.00	1,000.00		Directorate of Infrastructure Development
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	20	-	5	5	5	5		500.00	500.00	500		Directorate of Infrastructure Development
Strategic Issue: Weak Institutional capacity to deliver specialized services and the enhanced mandate of bulk water operations															
Strategic Goal: Institutional capacity strengthening for accelerated water and sewerage infrastructure development															
KRA 2: Institutional Capacity Strengthening															
Outcome: Improved institutional performance															

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Objective: Strengthen AWWDA institutional capacity and create appropriate management systems for smooth implementation of our mandate															
Implement strategic asset management	Acquisition of ownership documents for land, wayleaves, water and wastewater infrastructure. Secure water, wastewater and the Agency's assets	Acquired title deeds, registered wayleaves, and water and wastewater infrastructure.	% registration and acquisition of title deeds issued, Wayleaves registered and secured water and wastewater infrastructure	100	100	100	100	100	100	700.00	700.00	700.00	700.00		Department of Resources management Administration/ Secretary and Manager
	Secure water, wastewater and the Agency's assets through implementing an asset management policy	Waste water assets secured	% progress	100	100	100	100	100	100	8.00	8.00	8.00	8.00		Department of Resources management Administration/ Secretary and Manager
	Secure water, wastewater and the Agency's assets through Maintain AWWDA VPE	Maintained AWWDA VPE	% Of AWWDA VPE maintained	100	100	100	100	100	100	22.50	22.50	22.50	22.50		Department of Resources management Administration/ Secretary and Manager
Enhance information and communication technology	Develop ICT Strategy aligned to AWWDA Corporate Strategy and GOK Digitalization Strategy	ICT Strategy Document	Approved ICT Strategy	1	1	-	-	-	-	2.00	1.00				Department of Information Technology
	Information Assets Management and Data Protection	Enterprise Intranet, Inventory/ Catalogue of Enterprise Information Assets	% of electronic data digitized % of data protected/ backed up	70	5	10	15	20	20	2.00	1.00				Department of Information Technology
	Develop a Cybersecurity Strategy in line with the National Cybersecurity Strategy	Cybersecurity strategy document	Approved cybersecurity strategy	1	1					1.00	0.5				Department of Information Technology

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Cybercrimes Coordination Committee (NC4)														
	Review and update Business continuity and Disaster recovery plans	Updated business continuity and disaster recovery plan	Approved business continuity and disaster recovery plan	1	1	-	-	-	-	1.00	0.5				Department of I
Improve human capital capacity	Review of AWWDA organizational structure to include the bulk water operations in support of the strategy	Reviewed organization Structure	No. of structured reviewed	1	1	-	-	-	-	2.00	1.00				Department of Resources man Administration
	Undertake performance appraisal and measure employee performance	Employees performance appraisal report	No of Employees performance appraisal report	5	1	1	1	1	1	7.50	7.50	7.50	7.50		Department of Resources man Administration
	Train and develop staff and management/Team building	Staff training report	Number of staff relevant trainings annually	5	1	1	1	1	1	90.00	90.00	90.00	80.00		Department of Resources man Administration
	Periodically measure employee satisfaction levels	Employee satisfaction surveys conducted	No of Employee satisfaction surveys	3	1	-	1	-	1		2.00		1.00		Department of Resources man Administration
	Measure employee work environment levels	Employee work surveys conducted	No of Employee work surveys conducted	2	1	-	-	-	1	1.50			1.50		Department of Resources man Administration
Enhance Policy compliance	Develop and review policies with the view of compliance with all the existing laws in water	Developed and reviewed policies	% progress	100	100	100	100	100	100	1.25	1.25	1.25	1.25		Department of Resources man Administration

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	sector and public service														
Enhance Governance compliance	Carry out of governance compliance audits	Governance compliance audits reports	No of Governance compliance audits reports	3	1	-	1	-	1	7.50		5.00	7.50		Corporation Se legal Manager
	Undertake Board evaluations	Evaluated score	% score	100	100	100	100	100	100	5.00	5.00	5.00	5.00		Corporation Se legal Manager
	Prepare and submit annual financial statement to the Kenyan National Audit Office by 30th September every year	Submitted annual financial statement reports	No of financial statement reports	5	1	1	1	1	1	2.50	2.50	2.50	2.50		Directorate of F
	Prepare quarterly performance report to the Board and National Treasury	Prepared quarterly performance report	No of quarterly performance report	20	4	4	4	4	4	3.75	3.75	3.75	3.75		Directorate of F
	Prepare quarterly compliance report to PPRA, EACC	Prepared quarterly compliance report	No of quarterly compliance report	20	4	4	4	4	4	2.50	2.50	2.50	2.50		Supply chain r division
	Enhance competency in Governance by training the Board and management on governance	Board and management trainings conducted	No of board and management trainings conducted	5	1	1	1	1	1	2.50	2.50	2.50	2.50		Corporation Se legal Manager
	Safeguard the organization against litigations and effective representation of the Agency in courts in case of litigations	Successfully represented court cases and arbitration	% progress in successful prosecution of the Agency's cases	100	100	100	100	100	100	37.50	37.50	37.50	37.50		Corporation Se legal Manager

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Enhance institutional reputation and brand	Undertake effective PR and communication by developing communication strategy	Communication strategy developed	No of communication strategy developed	1	1	-	-	-	-		5.00				Department of Communication
	Engage stakeholders on institutional branding	Stakeholders' engagement report	No of Stakeholders engagement report	5	1	1	1	1	1	5.00	5.00	5.00	5.00		Department of Communication
	Strengthen Corporate Social Responsibility by developing CSR strategy and carry out CSR activities	CSR strategy developed	No of CSR strategy developed	1	1	-	-	-	-	17.00					Department of Communication
Strategic Issue: Unsustainable financing models hinged on domestic general government resources and external debt facilities.															
Strategic Goal: Enhanced resource mobilization for infrastructure development															
KRA 3: Resource Mobilization for infrastructure development															
Outcome: Increased investments for infrastructure projects															
Strategic Objective: Pursue innovative resource mobilization strategies to raise KES. 206 billion by 2027 for water and sanitation infrastructure development															
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 F
	Collect the outstanding debts Kshs. 5 billion from the WSPs	Outstanding debts collected	Kshs (Million)	5,000	500	500	1000	1500	1500	25.00	25.00	25.00	25.00		Directorate of F
Implement Innovative Financing Solutions	Generate Kshs.5 billion through Energy Generation from AWWDA facilities	Additional resources generated from energy production	Kshs (Million)	5,000	500	500	1000	1500	1500	25.00	25.00	25.00	25.00		Directorate of F
	Reengineering of AWWDA process to cut operating costs by 10%	Cost saving from the measures taken	% reduction	10	2	2	2	2	2	25.00	25.00	25.00	25.00		Directorate of F

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Generate additional revenue from permits and advertisement	Amount of money generated	Kshs (Million)	50	10	10	10	10	10	0.75	0.75	0.75	0.75		Directorate of F
Mobilize the Resources from GoK and Development Partners	Formulate project concepts to generate resources from the exchequer	Amount of money generate	Kah (Million)	50,000	10,000	10,000	10,000	10,000	10,000	25.00	25.00	25.00	25.00		Directorate of F
	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 F
	Package project concepts to generate additional resources from PPPs	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 F
Operationalize the Bulk Water Works	Ensure relevant legislation and regulations are in place	Legislative and regulatory policies developed	% progress	100	100	100	100	100	100	0.75	0.75	0.75	0.75		Directorate of Management
	Acquisition of the licenses for bulk operations	Acquired license	% progress	100	100	100	100	100	100	0.75	0.75	0.75	0.75		Directorate of Management
	Development of appropriate tariffs	Bulk tariff developed	% progress	100	100	100	100	100	100	0.75	0.75	0.75	0.75		Directorate of Management
	Installation of operational technology	Operational technology installed	% progress	100	100	100	100	100	100	2.50	2.50	2.50	2.50		Directorate of Management
	Set Performance standards	Performance standards set	% progress	100	100	100	100	100	100	0.75	0.75	0.75	0.75		Directorate of B Management

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
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 and social sustainability measures, which are consistent with AWWDA’s mandate.																
Environmental protection and compliance	Undertake project specific Environmental and Social Impact Assessments (ESIA) in line with EMCA and obtain EIA License and clearance from development partners	Environmental and Social Impact Assessments reports and Licenses	No. Of ESIA reports prepared. No. of licensed obtained	100	100	100	100	100	100	120		30.00	30.00	30.00	30.00	Directorate of P Design
	Undertake environmental audit of projects/ operations	Environmental audit reports	No. of audit report prepared	100	100	100	100	100	100	6.00	6.00	6.00	6.00	6.00	Directorate of P Design	
	Monitor environmental and social performance of projects (ESMP & RAP)	Environmental and Social safeguards performance reports	No. of reports prepared.	100	100	100	100	100	100	2.00	2.00	2.00	2.00	2.00	Directorate of P Design	
	Identify relevant partners, prepare and implement environmental protection plans,	Reports on implemented environmental protection plans	No. of environmental plans prepared and implemented.	100	100	100	100	100	100	200.00	200.00	200.00	200.00	200.00	Directorate of P Design	
	Develop and implement framework for safeguarding health, safety and security (EHSS)of workers and	Reports on undertaken environmental health, safety and security of projects	No. reports prepared	100	100	100	100	100	100	200	200.00	200.00	200.00	200.00	Directorate of P Design	

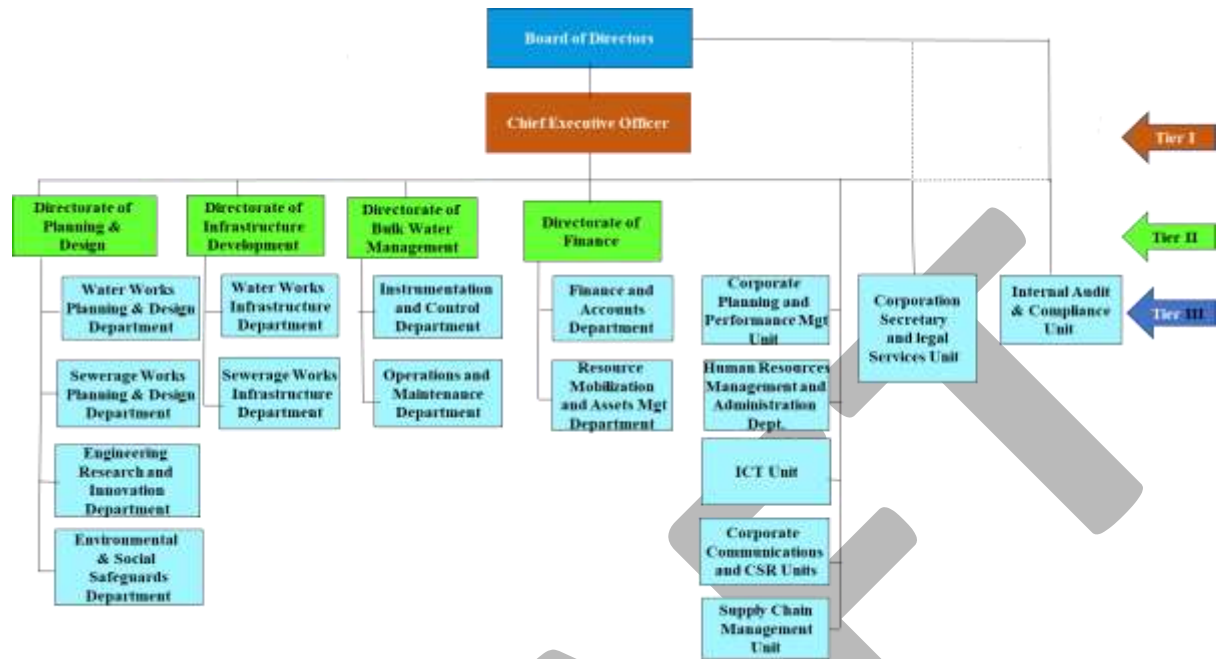
Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	project host communities														
	Undertake project risk assessments. Carry out health and safety audits for projects/operations	Risk assessment and audit reports	No. of reports prepared.	100	100	100	100	100	100	200.00	200.00	200.00	200.00	200.00	Directorate of P Design
	Registration of construction sites and workplaces with DOSHS	workplaces registration certificate	No. of certificates obtained.	100	100	100	100	100	100	2.00	2.00	2.00	2.00	2.00	Directorate of P Design
	Integration of climate adaptation activities in projects	Implemented climate adaptation activities	No. of climate adaptation activities implemented	100	100	100	100	100	100	200.00	200.00	200.00	200.00	200.00	Directorate of P Design
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: Improved social sustainability															
Manage project related community grievances	Develop and implement project specific and effective grievance redress mechanism for projects	Report on grievances management	No. of reports prepared. No. of grievances resolved	100	100	100	100	100	100	500.00	500.00	500.00	500.00	500.00	Directorate of P Design
	Establish and implement project specific Gender Based Violence/sexual exploitation and abuse (GBV/SEA) prevention measures.	Reports on GBV/SEA prevention measures undertaken	No. of reports prepared.	100	100	100	100	100	100	200.00	200.00	200.00	200.00	200.00	Directorate of P Design

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Develop and implement community engagement plans for projects	Reports on Community engagement	No..of reports prepared and community engagements undertaken	100	100	100	100	100	100	200.00	200.00	200.00	200.00	200.00	Directorate of F Design
	Develop and implement labour management plan	Reports on labour management	No. of reports prepared	100	100	100	100	100	100	2.00	2.00	2.00	2.00	2.00	Directorate of F Design
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: Create a climate for research, innovation and development that spurs innovative technologies for evidence-based water infrastructure interventions															
Promote research, development and adoption of appropriate technology	Undertake research capacity gap analysis	Capacity gap analysis report	No of reports on Capacity gap analysis	1	1	-	-	-	-	1.00	1.00	1.00	1.00	1.00	Department of planning and Pe Management/ D of Planning and
	Initiate networking and Collaboration by Identifying collaborative opportunities	Report on collaboration networked.	No of reports on research collaboration networked	1	1	-	-	-	-	1.00	1.00	1.00	1.00	1.00	Department of planning and I Management/ of Planning and
	Identify existing networks relevant the Agency's mandate	Established networks	% progress	100	100	100	100	100	100	0.5	0.5				Department of planning and I Management/ of Planning and
	Initiate memorandum of understanding	Signed memorandum of understanding	No of Signed memorandum of understanding	3	-	1	1	1	-	1.00	0.5	0.5	0.5	0.5	Department of planning and I Management/ of Planning and
	Develop institutional research policy	Developed institutional research policy	No of develop institutional research policy	1	1	-	-	-	-	3.00	1.00	1.00	1.00	1.00	Department of planning and I Management/ of Planning and
	Establish an R&D Unit, Resourcing the Unit	Established R&D Unit	% progress	100	10	50	70	80	100	3.00	3.00	3.00	3.00	3.00	Department of planning and I

Strategy	Key Activity	Expected Output	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn)					Lead
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
															Management/ of Planning and
	Develop a “research proposal roadmap” to guide officers	Developed research proposal roadmap	No developed research proposal roadmap	1	1	0	0	0	0	3.00	1.00	1.00	1.00	1.00	Department of planning and Management/ of Planning and
	Develop and implement customizable training modules that can be deployed across the institution	Developed training modules	No Developed training modules	4	-	1	1	1	1	3.00	3.00	3.00	3.00	3.00	Department of planning and Management/ of Planning and
	Build monitoring, Evaluation and learning for research.	M&E indicators for research and innovation developed	% progress	100	100	100	100	100	100	1.00	0.5	0.5	0.5	0.5	Department of planning and Management/ of Planning and

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ANNEX III: ORGANIZATION STRUCTURE



ANNEX IV: STRATEGY DEVELOPMENT COMMITTEE

No.	Name	Role
1	Eng. Joseph Kamau	Ag.CEO, Chairperson
2	Michael Kimotho	Member
3	Joseph Mugai	Member
4	Nyambura Mugo	Member
5	Joyce Mukururi	Member
6	Eng. James Muturi	Member
7	Janet Langat	Member
8	Abraham Birgen	Member
9	Christopher Ochieng	Member
10	Eng. Bonnie Nyandwaro	Member
11	Dr. Jackson Otieno	Secretary

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