



CENTRAL RIFT VALLEY WATER WORKS  
DEVELOPMENT AGENCY

# STRATEGIC PLAN 2021 TO 2026



REPUBLIC OF KENYA

Kenya  
VISION 2030





One of the Community Water Projects Development Projects Implemented by the Agency



## Central Rift Valley Water Works Development Agency

### Strategic Plan 2021 to 2026

#### Vision

*An Agency of excellence in development of sustainable water and sanitation infrastructure.*

#### Mission

*“To plan, develop and deliver efficient and reliable water and sanitation infrastructure to the satisfaction of all stakeholders.”*

#### Core Values

- ❖ *Integrity*
- ❖ *Customer focus*
- ❖ *Innovation*
- ❖ *Team-ness*
- ❖ *Equity*

#### Strategic Objectives

- ❖ *To mobilize and utilize Kshs. 243 Billion for development of water and sanitation infrastructure by 30<sup>th</sup> June 2026.*
- ❖ *To develop prioritized infrastructure for enhanced access to water and sanitation services.*
- ❖ *To develop and implement mechanisms for management of the developed water and sanitation infrastructure.*
- ❖ *To continually improve internal capabilities for efficient service delivery.*
- ❖ *To mainstream national cross cutting issues for a cohesive and just society.*
- ❖ *To achieve 100% customer satisfaction.*



## Foreword

A Strategic plan is a major public sector management tool that enhances accountability for results by instituting performance measurement, monitoring, reporting and evaluation and risk management in public affairs. It involves the determination of vision, mission, core values, key result areas, strategic objectives and the strategies to lead the Agency in achieving the objectives. It additionally involves determination of resource outlay and how the resources will become available to facilitate operations. It is a road map that enables an Agency to systematically get closer to its set goal in an environment full of uncertainties. As such, the Public Finance Management Act, 2012 Section 68 (2) (g) and (h), requires accounting officers to prepare a strategic plan for the entity in conformity with the medium-term fiscal framework and policy objectives of the national government and to prepare estimates of expenditure and revenues of the entity in conformity with the strategic plan.

As a basis for the medium-term operations of the Agency, we have made reference to the milestones realized; challenges faced; performance gaps; emerging issues and lessons learnt by the Agency in the recent past. The findings have been used to inform the strategic direction of the Central Rift Valley Water Works Development Agency for the next five-year (2021 - 2026).

This Strategic Plan 2021 to 2026 is the culmination of an extensive participatory process involving the Board of Board of Directors, Management, Staff and key stakeholders. Together, we have crafted our Vision, Mission and agreed on the strategic objectives to pursue. We have also identified and agreed on core values that shall be embodied in our corporate culture. This culture will support efficient and effective expansion of water supply and Sanitation infrastructure to realize the national aspiration for universal access to water in our area of jurisdiction.

This Strategic Plan is aligned to the constitution of Kenya, the Big Four Agenda as affiliated to the Vision 2030 Medium Term Plan III, the African Agenda 2064 and the United Nation's Sustainable Development Goals (Agenda 2030). We have assessed the relevant roles for water sector stakeholders that will lead to achieving the goals above and included them as strategies. The Constitution of Kenya, the Vision 2030, the African Agenda 2064 and the UN Sustainable Development Goal have similar targets for the water sector, sustainable universal access to improved water supply and sanitation services by the year 2030. We have therefore outlined



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the required actions in the five years to June 2026, the resource requirements and the necessary operational structures.

This Strategic Plan is a step forward in our commitment to effectively deliver on our mandate by undertaking our Mission in a structured manner. The success of the Board in implementing this Plan depends to a large extent on effective collaboration with our stakeholders, especially on resource mobilization and management of developed infrastructure. We therefore assure all our stakeholders of our commitment to fostering good relationship with them to realize our mutual goal of universal access to water supply and sanitation service by the year 2030.

To ensure we don't leave the track and fail to attain our objectives, my Board and management will faithfully implement the monitoring, evaluated and reporting plan of this strategic plan. Lessons learned will be converted into actions that will enhance the attainment of our objectives and therefore lead us to the Vision we have collectively set.

Our collective resolve to undertake our individual roles will leave no stone unturned and I pledge my personal and the Board's commitment to provide the necessary leadership and support to Management to ensure successful implementation of this Strategic Plan. We shall adhere to the principles of good corporate governance, foster commitment of all staff members. My sincere gratitude to the entire team involved in the formulation of this Strategic Plan; the Board, Management and stakeholders for their unreserved dedication and input into the process. More so, the former Chairman Brg. (Rtrd) Stephen Njung'e Kihuu EBS, and his Board of Directors under whose tenure the development of this strategic plan commenced.

Water for all is our success.

Amb. Boniface Kamanga Muhia,  
CHAIRMAN

**CENTRAL RIFT VALLEY WATER WORKS DEVELOPMENT AGENCY**



## Acknowledgement

Central Rift Valley Water Works Development Agency (CRVWDA) is one of the nine Water Works Development Agencies established by the Government of Kenya under the Water Act 2016 to develop and manage public water works. It was established through the Legal Notice number 4 of 7<sup>th</sup> February 2020 to be responsible for development public water works in the Five (5) Counties of Nakuru, Baringo, Nyandarua, Narok and Laikipia. The region has a population of 5,043,440 as per the 2019 National census. The Agency is governed by a Board of Directors headed by a chairperson, appointed by the Cabinet Secretary, Ministry of Water, Sanitation and Irrigation (MWSI), while Management is headed by the Chief Executive Officer who is also the secretary to the Board of Directors.

This Strategic Plan is a promise to the more than 5,043, 440 people who are resident in our area of jurisdiction of the results we aspire for deliver to them. The road map created in this strategic plan has identified five (5) Key Result Areas which we shall famously refer to as the Big Five and shall endeavor to deliver for the people. Based on the Balanced Scorecard, the Big Five include effective resources mobilization and prudent utilization; enhancement of water and sanitation infrastructure, management of the Agency’s assets, enhancement of institutional framework and capacity, and customer & stakeholder management. The Agency will strive to achieve results in these five key areas that will illustrate our performance.

This plan will be cascaded downwards into functional strategies and implemented through annual budgets and work plans with clear performance targets. Functional heads will be responsible for achieving the set targets in conformity to the performance management framework established in this Strategic Plan.

The management and staff are committed to performing all necessary actions to ensure the desired results are achieved. We shall ensure that the core values determined under this strategic plan are embodied in our corporate culture. The core values include Integrity; Customer focus; Innovation; Team-ness; and Equity. We are confident the dedication of management and staff with the guidance and support of our Board of Directors; we shall be, ***“An Agency of excellence in development of sustainable water and sanitation infrastructure.”*** - our Vision.

I wish to express my overwhelming and heartfelt gratitude to various individuals and institutions for their selfless contributions and support that enabled this strategic plan to take form. I wish to single out the National Treasury and Planning for the guidelines issued on Strategic planning for state Agencies and Ministries. We were amply guided. We also appreciate the leadership provided by the Ministry of Water, Sanitation and Irrigation in the



entire process. We thank very sincerely all our stake holders who provided inputs to the process either through qualitative or quantitative data collection procedures or through fora like the several Stakeholder Engagements. These stakeholders include water sector institutions, Institutions under the Ministry of Environment and Natural Resources; Kenya Forest Service; Kenya Wild Life Service and NEMA. We are also indebted to the County Governments of Nakuru, Narok, Nyandarua, Laikipia and Baringo and the Water Services Providers in these Counties for their interest and participation in the process. We thank more sincerely the water consumers who shed light on their expectations in terms of water supply and sewerage services.

I acknowledge the role plaid by the management and Staff for their immeasurable efforts that made this document a reality. In a special way, I express the Agency's gratitude to the General Manager – Finance and Corporate Services, Mr. Douglas K. Murei (CPA), the Ag. General Manager – Infrastructure Development and Management, Mr. Charles Murage and the Manager – Corporate Planning & Strategy, Mr. Vincent M. Inganji for their leadership throughout the entire process. Much more appreciation goes to the former CEO Eng. Hosea K. Wendot under whose leadership the development of the Strategic Plan 2021 to 2026 begun and progressed well.

We unreservedly appreciate the technical support provided by our Consultant, Eliud & Associates (E&A) Management Consultants led by the firm's Managing Consultant, Mr. Eliud Owalo for performing their role in a professional manner to support and facilitate this process.

Special gratitude goes to the Board of Directors led by our very able Chairman, Amb. Boniface Kamanga Muhia, for their quality corporate leadership, dedicated input, support and stewardship in strategy formulation.

We have no reservation in praising and giving thanks to our God who has given us the energy, wisdom and the courage to deliver the CRVWDA Strategic Plan 2021 to 2026.

We owe it all to you all.

Eng. Samuel K. Oruma

CHIEF EXECUTIVE OFFICER

**CENTRAL RIFT VALLEY WATER WORKS DEVELOPMENT AGENCY**



## Definition of Terms

<i>Agency</i>	Central Rift Valley Water Works Development Agency, abbreviated as CRVWWDA.
<i>Baseline</i>	Initial state of an indicator before the start of a project/programme, against which progress can be measured.
<i>Key Results Areas</i>	Responsibility areas whose measure of outputs and outcomes is a major proportion of the organization's vision as an overall goal.
<i>Lesson learnt</i>	A challenge or opportunity experienced during the implementation of a strategic plan /or project.
<i>Milestone</i>	A mark of achievement.
<i>Outcome</i>	Measures the intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.
<i>Output</i>	Immediate result from conducting an activity i.e., goods and services produced.
<i>Performance gap</i>	The difference between what was planned to be achieved and what has been achieved.
<i>Performance Indicator</i>	A measurement that evaluates the success of an organization or of a particular activity (such as projects, programmes, products and other initiatives) in which it engages.
<i>PESTEL Analysis</i>	A framework or tool used to analyze and monitor the environmental (external) factors that have an impact on an organization.
<i>Programme</i>	Projects or services mapped to strategic objectives and aimed at achieving a common goal.
<i>Project</i>	Organized activities to produce outputs that create a desired outcome in a specific time, cost and performance parameters.
<i>Sanitation Services</i>	Efforts directed towards provision of sanitation facilities including on-site and conveyancing infrastructure that ensures a clean environment.
<i>Sewerage Services</i>	Provision and maintenance of infrastructure for conveyance, storage, treatment and disposal of waste.



<i>Stakeholders</i>	People and/or institutions that are likely to affect or be affected by the outcomes of our operations and actions.
<i>Strategic Focus Areas</i>	See Key Result Areas.
<i>Strategic Model</i>	A set of intends or means that leads to determined long term goal.
<i>Strategic Objectives</i>	A specific and quantifiable commitments that can be achieved in a time period as a basis for performance measurement.
<i>Strategic Planning</i>	The process used to determine and define an organization's key outcomes and how they will be achieved in the medium to long term trajectory.
<i>SWOT Analysis</i>	A strategic planning model used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning.
<i>Target</i>	Planned level of an indicator achievement.
<i>Water Services</i>	Provision and maintenance of infrastructure for collection, conveyance, storage, treatment and supply of clean water and disposal of waste water (sewerage services).
<i>Water Works</i>	A set of actions leading to the existence of a determined structure for collection, conveyancing, storing, recharging, treating, providing or utilizing water or waste water, as may be determined by regulations made under the Water Act, 2016.



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## Abbreviations and Acronyms

BSC	Balanced Scorecard
BWRC	Basin Water Resources Committee
CDOs	Community Development Officers
CEO	Chief Executive Officer
CIDPs	County Integrated Development Plans
COVID-19	Corona Virus Disease-2019
CRVWDA	Central Rift Valley Water Works Development Agency
CS	Cabinet Secretary
CSR	Corporate Social Responsibility
EAC	East Africa Community
ERP	Enterprise Resources Planning
ERMP	Enterprise Risk Management Plan
ERS	Economic Recovery Strategy
ESIA	Environmental Social Impact Assessment
FAO	Food and Agricultural Organization
GoK	Government of Kenya
HR	Human Resources
HR&A	Human Resource & Administration
HRM	Human Resource Management
IAM	Internal Audit Manager
ICT	Information Communication and Technology
ISMS	Information Security Management Standard
ISO	International Standards Organization
JICA	Japan International Co-operation Agency
KM	Knowledge Management
KNBS	Kenya National Bureau of Statistics
KPIs	Key Performance Indicators
KRAs	Key Result Areas
M & E	Monitoring and Evaluation
MCA	Member of County Assembly
MDGs	Millennium Development Goals
MEAL	Monitoring, Evaluation and Learning



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MERC	Monitoring, Evaluation and Reporting Committee
MOU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
MTP-III	Third Medium Term Plan
MWSI	Ministry of Water, Sanitation and Irrigation
NAIVAWASS	Naivasha Water and Sewerage Company
NAWASSCO	Nakuru Water and Sanitation Services Company
NDPs	National Development Plans
NEMA	National Environment Management Agency
NGOs	Non-Governmental Organizations
NRW	Non-Revenue Water
NSEZ	Naivasha Special Economic Zone
NWCPC	National Water Conservation and Pipeline Corporation
NWHSA	National Water Harvesting and Storage Authority
NWRMS	National Water Resources Management Strategy
NWSSS	National Water Supply and Sewerage Strategy
ODA	Official Development Assistant
OSHA	Occupational, Safety and Health Act
PESTEL	Political, Economic, Social, Technological, Environmental & Legal
PPP	Public-Private Partnerships
QMS	Quality Management Standards
RAP	Resettlement Action Plans
RM	Risk Management
RMC	Risk Management Committee
RMF	Risk Management Framework
RVWWDA	Rift Valley Water Works Development Agency
SDGs	Sustainable Development Goals
SFAs	Strategic Focus Areas
SOP	Standard Operating Procedures
SWOT	Strength, Weakness, Opportunities, Threat
WaSSIP	Water & Sanitation Sector Improvement Programs
WRA	Water Resources Authority
WRUAs	Water Resources Users Associations
WSBs	Water Services Boards



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WSPs	Water Services Providers
WSRB	Water Services Regulatory Board
WSTF	Water Sector Trust Fund
WWDAs	Water Works Development Agencies



## Executive Summary

Central Rift Valley Water Works Development Agency (CRVWDA) is one of the nine Water Works Development Agencies established by the Government of the Republic of Kenya under the Water Act 2016 to develop and manage public water works. It was established through the Legal Notice number 4 of 7<sup>th</sup> February 2020 to be responsible for the Five (5) Counties of Nakuru, Baringo, Nyandarua, Narok and Laikipia. The Agency may be assigned any other area for specific projects by the Cabinet Secretary when there is need to do so. The region has a population of 5,043,440 as per the 2019 National Census. The Agency is governed by a Board of Directors headed by a chairperson, appointed by the Cabinet Secretary, Ministry of Water, Sanitation and Irrigation (MWSI), while Management is headed by the Chief Executive Officer who is also the secretary to the Board of Directors.

Successive National Development Plans (NDPs), namely; the National Poverty Reduction Strategy Paper (2001), the Economic Recovery Strategy (ERS, 2003-2007), and Vision 2030 emphasize the goal of ensuring sustainable economic growth in Kenya. They recognize the integral role played by the Water Sector in national development. International social and economic development blueprints, such as the United Nations' Agenda 2030 for Sustainable Development Goals (SDGs) and the African Agenda 2064, equally appreciate the place of Water Supply and Sanitation Services development in sustainable global advancement. Water is a critical catalyst in addressing the social and economic challenges facing the world.

The performance assessment of the Agency under the Strategic Plan 2015 to 2021 reveals notable achievements. The strategic plan 2015 to 2021 was reviewed annually to align it with the medium term expenditure framework and annual budgets. Several key milestones and contributions were noted in support of Big Four Agenda, SDGs, and Vision 2030, where various projects were initiated, completed or feasibility studies and designs commenced as captured in chapter two of this strategic plan. Some of the achievements included, completion of several projects such as Narok Town Water Supply Project, Baringo County Rural Water Supply project, Sabor – Iten – Tambach Water supply project and many rural water supply projects. The Agency also prepared several projects from concept to commencement and are being implemented. They include Itare Dam Water Supply Project, Chemususu Dam Water Distribution Project, Olkalou Town Sewerage Project and Kapenguria Town Sewerage Project.



The Strategic Plan 2021 to 2026 is aligned to the Agency's operational environment, which include; the Constitution of Kenya 2010, the Vision 2030, the National Big Four (4) Development Agenda and other Water Sector Institutions' strategies at the national level. At the global level, the strategic plan is aligned to the African Union's Agenda 2063; and the United Nation's Sustainable Development Goals (SDGs).as espoused in; Kenya Vision 2030.

The Methodology adopted for the development of this strategic plan included undertaking a baseline survey to evaluate key performance indicators (KPIs), water and sanitation infrastructure gaps and investment needs. The Agency assessed its performance under the strategic plan 2015 to 2021 and carried out stakeholder engagement to assess their perspectives. Using the findings of the baseline survey, institutional performance assessment and the stakeholder engagement, the consultant prepared a concept note on benchmarking and alignment of the strategic plan. The entire process was participatory as stakeholder views were collected and considered at different stages. Stakeholders' views from the National Government, County Governments, development partners, water consumers and civil societies were incorporated. The Agency's staff members, management and Board of Directors' views were enumerated, analyzed and included in the document. All outputs produced in the process were approved at every step by management and where required, the Board of directors. The National Government guidelines for preparation of the fourth-generation strategic plans issued by the National Treasury and Planning were observed. The Balanced Score Card model (BSC) was applied in developing this Strategic Plan. The BSC applies four perspectives in the evaluation of institutional performance, namely; the Financial; Internal Business Processes; Learning and Growth or Institutional Capacity; and Customer/Stakeholders perspectives.

Arising from situation analysis, the key success factors for the Agency moving forward include: Sustainability of existing water and sanitation infrastructure; Development of new water and sanitation infrastructure; Last-mile water and sanitation connectivity under infrastructure developed; Water harvesting and storage capacity; Institutional capacity building; County governments and Water Service Providers capacity building; Mobilization and prudent utilization of the Agency's Financial and other resources; Management of strategic alliances and stakeholder engagement; Corporate image and brand awareness; Corporate risk and disaster management; Research and innovation; and Effective monitoring, evaluation and reporting framework.



The foundation of this strategic plan is the Agency's commitment to implement its mandate guided by its Vision, core values and Mission. We have holistically adopted the following Vision and Mission statements and the Core Values to be the primary rallying call and motivation to the Board of Directors, Management, Staff and all other stakeholders of the Agency to achieve the aspirations of Kenyans living in our area of jurisdiction.

**Vision:**

*“An Agency of excellence in development of sustainable water and sanitation infrastructure”.*

**Mission:**

*“To plan, develop and deliver efficient and reliable water and sanitation infrastructure to the satisfaction of all stakeholders.”*

**Core Values**

Integrity; Customer focus; Innovation; Team-ness; and Equity – (ICITE).

The Agency will therefore focus on the following five key result areas (Strategic Pillars) during the implementation of this strategic plan: Effective resource mobilisation and prudent utilisation of available resources; Enhancement of water and sanitation infrastructure coverage; Management of the Agency's assets; Enhancement of institutional framework and capacity; and Management of strategic alliances and stakeholder engagement.

Arising from the above KRAs, the Agency will pursue six (6) strategic objectives namely:

- i) To mobilize and utilize Ksh. 243 Billion for development of water and sanitation infrastructure by 30<sup>th</sup> June 2026.
- ii) To develop prioritized infrastructure to enhance access to water and sanitation services.
- iii) To develop and implement a framework for management of water and sanitation infrastructure.
- iv) To continually improve internal capabilities for efficient service delivery.
- v) To mainstream national cross cutting issues for a cohesive and just society.
- vi) To achieve 100% customer satisfaction.

The strategic objectives will be achieved by implementing various strategies as outlined in the strategic model. The financial resources required for implementing this strategic plan is Ksh.



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242.7 Billion as outlined in the implementation matrix Annex I. The summary of financial requirements for each pillar and objectives is as shown below:

STRATEGIC OBJECTIVES		SUMMARY OF FINANCIAL REQUIREMENTS (Ksh 'Million)					TOTAL
		Y1 2021/22	Y2 2022/23	Y3 2023/24	Y4 2024/25	Y5 2025/26	
1	To mobilize and utilize Ksh. 243 Billion for development of water and sanitation infrastructure by 30th June 2026.	156.7	139.2	139	139	139	712.9
2	To develop prioritized infrastructure for enhanced access to water and sanitation services.	35,042	40,687	46,601	54,572	62,532	239,434
3	To develop and implement mechanisms for management of water and sanitation infrastructure developed.	109.5	92	92	92	92	477.5
4	To continually improve internal capabilities for efficient service delivery.	270	297	342	373	414	1,696
5	To mainstream national cross cutting issues for a cohesive and just society	55	79	49	49	49	281
6	To achieve 100% customer satisfaction.	29	23	23	23	23	121
<b>GRAND TOTAL</b>		<b>35,662.20</b>	<b>41,317.70</b>	<b>47,246</b>	<b>55,248.50</b>	<b>63,249</b>	<b>242,723.40</b>

Chapter One provides background to the Agency; the methodology applied in development of this Strategic Plan and aligns it to the operational environment. Chapter Two reviews the Agency's past performance on the Strategic Plan 2015-2021 and delves into environmental scan and stakeholder analysis. Chapter Three gives the strategic direction, outlines and describes the Agency's vision, mission and core values and describes the Pillars (KRAs), strategic objectives and strategies. Chapter Four provides the resources required to implement this Strategic Plan including human and financial resources and the risks which must be effectively mitigated. Chapter Five explains the Monitoring, Evaluation and Reporting framework at both the Board and Management levels. The document has annexes that provide additional information. Annex I - Implementation matrix in; Annex II - Monitoring and evaluation framework; Annex III - List of prioritized projects and Annex IV - The proposed organization structure for implementation of this strategic plan.



## CHAPTER ONE: INTRODUCTION

### 1.0 OVERVIEW

This chapter provides a brief background of the Agency, its mandate and functions, together with literature review in the context of global, regional and national development challenges. A summary of the approach and methodology applied in development of the Agency's Strategic Plan (2021 - 2026) has also been captured. Finally, the chapter has also detailed the plan's alignment and benchmarking to global, regional and national blue prints, policies and constitutional provisions in discharging the Agency's mandate.

### 1.1 BACKGROUND AND LEGAL MANDATE

The Central Rift Valley Water Works Development Agency (CRVWWDA) was established by Legal Notice No. 4 of 2020, through the Kenya Gazette Supplement No. 5 of February 7, 2020. CRVWWDA is the successor of Rift Valley Water Works Development Agency (RVWWDA), which was revoked under Legal Notice No. 4 of 2020. The Agency is mandated by the Water Act 2016 to carry out water and sanitation works in the assigned counties, which currently are: Nakuru, Narok, Nyandarua, Baringo, and Laikipia.

### 1.2 MANDATE/ CORE FUNCTIONS OF THE AGENCY

The provisions of Section 68 of the Water Act, 2016 specify the following as the core functions for the agency:

- a) Undertake the development, maintenance, and management of the national public waterworks within its area of jurisdiction;
- b) Operate the waterworks and provide water services as a water service provider, until such a time when the responsibility of the operation and management of the waterworks are handed over to a county government, joint committee, authority of county governments or water services provider within whose area of jurisdiction or supply the waterworks is located;
- c) Provide reserve capacity for purposes of providing water services where pursuant to section 103; the Regulatory Board orders the transfer of water services functions from a defaulting water services provider to another licensee;



- d) Provide technical services and capacity building to such county governments and water services providers within its area as may be requested; and
- e) Provide to the Cabinet Secretary technical support in the discharge of his or her functions under the Constitution and this Act.

### 1.3 GLOBAL, REGIONAL AND NATIONAL DEVELOPMENT CHALLENGES

Access to water and sanitation is a fundamental human right and essential to life, health and human dignity. The demand for water has outpaced population growth, and half the world's population is already experiencing severe water scarcity at least one month a year.

In the global arena, an estimated 50 to 70 per cent of the world's natural wetland area has been lost over the last 100 years. While substantial progress has been made in increasing access to clean drinking water and sanitation, billions of people - mostly in rural areas - still lack these basic services. Whereas a number of countries have put in place integrated plans for management of water resources, much more effort is still needed to improve access to water and sanitation services, increase wastewater treatment, enhance water use efficiency, expand operational cooperation across transboundary water basins, and protect and restore freshwater ecosystems.

Basic water, sanitation and hygiene services are important not only in homes, but also in public areas where people congregate. In 2016, according to UNICEF 2017 Report, one third of all primary schools globally lacked basic drinking water, sanitation and hygiene services. That adversely affected the education and health of millions of schoolchildren, particularly girls. One out of four health-care facilities worldwide also lacked basic drinking water services, affecting over 2 billion people and increasing the infection risk of people seeking medical care.

Due to the fact that there is no uniform distribution of water across various regions to support both human and other living organisms, and the consistent climatic changes around the globe, the world has come to recognize the need to protect, facilitate, provide and enhance the availability of safe water within reasonable access to human dwellings. Under the UN 2030 Agenda for Sustainable Development Goals, agenda number six elaborates the specific targets and timelines to be achieved in ensuring access to water and sanitation for all.



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Within the region, the AU Agenda 2063 recognizes the importance of equitable access to quality water and sanitation as captured in item number 11 of the Popular Version, stating thus: “By 2063, African countries will be amongst the best performers in global quality of life measures. This will be attained through strategies of inclusive growth, job creation, increasing agricultural production; investments in science, technology, research and innovation; gender equality, youth empowerment and the provision of basic services including health, nutrition, education, shelter, water and sanitation.”

Nationally, the Constitution of Kenya 2010 recognizes the importance of access to water and has thus, enshrined it as a fundamental human right in Chapter 4 Article 43(b) and 43(d). Similarly, under the Third Medium Term Plan (MTP-III) of Vision 2030 (2018-2022), the national government recognizes the need to enhance water and sanitation services as captured in the social pillar. The focus of the national government is to, among other objectives, rehabilitate and protect the five (5) water towers; complete the on-going water projects in urban and rural areas to increase the number of people connected to safe piped water from 3.6 million to 9 million; and increase proportion of people with access to potable water from 60 % to 80 % by 2022, focusing on slums and arid areas.

The Sustainable Development Goal (SDG) No. 6 baseline estimates for Kenya, indicate that just over half of the population (58 per cent) have access to drinking water from improved sources with less than a 30-minute round trip to fetch water. In Sub-Saharan Africa, Kenya has the third largest number of people in absolute numbers (10.6 million) and by percentage of population (23 per cent) that have no access to a water system – a statistic incongruous to its middle-income status. Only 30 per cent have access to basic sanitation at home.

In Kenya, it is estimated that access to safe drinking water increased from 53.3% in 2013 to 60% in 2017 translating to an additional 4.65 million people accessing clean and safe water. Urban water supply coverage increased from 66.7% to 70% during the same period. With regard to sewerage, the national population with access to sewerage coverage increased from 7% to 10% during the review period. The trend on sewerage coverage has been low due to low investments and growing population. Untreated or inadequately treated municipal sewerage is a major source of ground and surface water pollution in Kenya. It is estimated that only about



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25% of the urban areas in the country have some form of sewerage collection. According to WASREB-2019 reports, access to water services in areas under regulation was at 57% in 2018 against a target of universal access by 2030.

The estimated number of water projects in the jurisdiction area are 715 with an estimated production of 127,152m<sup>3</sup>/day, (RVWSB, undated). The projects are expected to serve 2.5M people, which are about 50% of the total area human population, and 1,473,436 livestock. The estimated human population in the Agency's area of coverage is 5,043,640 while that of livestock is about 10M. The population is expected to grow to 5.8M by the year 2025.

Addressing the water and sanitation services demand in the area require prioritization of key projects with high impacts. It calls for specific strategic interventions by the Agency to improve the infrastructure that will increase water production and coverage to all the residents of the five counties.

### 1.4 THE ROLE OF THE AGENCY

While recognizing the core mandate of the Agency, a number of documents were reviewed to align the Agency's strategy with the Constitutional provisions, national policies and international blue prints. The relevant areas of these documents were examined to guide formulation of the Agency's Strategic Plan (2021 - 2026). A summary of the review and integral areas for consideration is shown in Table 1.

#### 1.4.1 MINISTRY OF WATER, SANITATION AND IRRIGATION STRATEGIC PLAN 2018-2022

In developing the strategic plan, the Agency took into consideration the parent ministry's strategic objectives as contained in the Ministry Strategic Plan (2018-2022) and embedded the relevant objectives to the mandate of the Agency. The relevant strategic objectives of the MWSI Strategic Plan (2018-2022) are as follows:

- To increase percentage of national population with access to safe water from 60% in 2017 to 80% by 2022;
- To increase percentage of national population with access to improved sanitation from 68% in 2017 to 80% by 2022;



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- To build human resource capacity through training of 363 no. of staff annually and recruitment of 255 no. of staff by 2022; and
- To enhance water sector financing by mobilizing Ksh. 607 Billion to support programmes and projects.

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#### 1.4.2 KENYA VISION 2030

In 2008, a national policy framework known as Kenya Vision 2030 was launched whose main agenda is to transform Kenya into a newly industrialized, middle level income country providing high quality of life to all its citizens by 2030 in a clean and secure environment. This blueprint is anchored on three pillars namely:

- a) *The Economic pillar:* Aims at providing prosperity for all Kenyans by attaining an annual growth rate of 10% per annum and sustaining it through the Vision period. Under this pillar, flagship projects have been identified in Tourism, Agriculture, manufacturing, wholesale and retail, business process outsourcing, and financial services.
- b) *The Social pillar:* Seeks to build a just and cohesive society with social equity in a clean and secure environment. To achieve this, the priority sectors identified include education and training, health, water and sanitation, the environment, housing and urbanization, gender, youth, and vulnerable groups.
- c) *The Political pillar:* It aims at realizing an issue-based, people-centered, result-oriented, and accountable democratic system. The specific areas identified for the achievement of this priority are respect for the rule of law, protection of individual rights and freedom, electoral and political processes, democracy and public service delivery, transparency and accountability, security, peace building, and conflict resolution.

The specific water strategies in Vision 2030 include:

- a) Raising the standards of the country's overall water resource management, storage, and harvesting capacity;
- b) Rehabilitating the hydro-meteorological data gathering network;
- c) Constructing multipurpose dams; and



- d) Construction of water and sanitation facilities to support industries and a growing urban population.

Under the Third Medium Term Plan (MTP-III) of Vision 2030 (2018-2022), the national government recognizes the need to enhance water and sanitation services as captured in the social pillar. The focus of the national government is to, among other objectives, rehabilitate and protect the five (5) water towers; complete the on-going water projects in urban and rural areas to increase the number of people connected to safe piped water from 3.6 million to 9 million.

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#### 1.4.3 THE “BIG FOUR” AGENDA.

Embedded in the long-term development agenda is the ‘Big Four’ Agenda. This is a four-point plan of action spearheaded by President Uhuru Kenyatta to guide government’s focus in his last term in office. These are food security, manufacturing (to create jobs), affordable universal health care and affordable housing.

Provision of water to Kenyans is an underlying enabler for the attainment of the Big Four development agenda. Of interest to the mandate of the Agency, President Uhuru Kenyatta in the year 2018 unveiled government plans to implement the strategic water storage program that should increase the number of Kenyans connected to safe piped water by 9 million people by 2022. The massive country-wide program will additionally increase the proportion of households with access to safe drinking water from 60% to 80% in the five years with a special focus on informal settlements and arid areas.

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#### 1.4.4 REGIONAL AND INTERNATIONAL POLICY STATEMENTS AND BLUEPRINTS.

As a member of various international organizations, Kenya has made certain commitments. Of importance are the UN Sustainable Development Goals (SDGs), EAC Vision 2050 and the Africa Union’s Agenda 2063. By virtue of Article 2(6) of the Constitution, these are sources of law in Kenya. As such Kenya has an obligation to respect, uphold and promote them domestically.



#### 1.4.4.1 THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Adopted in the UN General Assembly in September 2015, the Sustainable Development Goals (SDGs) will guide the UN and most of UN members' development agenda in the next one and a half decades. SDGs enumerate 17 goals that the Nations of the world committed to working towards during the implementation period.

Under the UN 2030 Agenda for Sustainable Development Goals, agenda number six elaborates specific targets and timelines to be achieved in ensuring access to water and sanitation for all.

- a) Globally, the proportion of population using safely managed drinking water services increased from 61% to 71% between the year 2000 and 2015 and remained unchanged in 2017. An additional 19% of the global population used basic drinking water services. This means that 785 million people still lacked even basic drinking water service.
- b) In 2017, some 60% of people worldwide and only 38% in least developed countries had a basic hand washing facility with soap and water at home, leaving an estimated 3 billion people without basic hand washing facilities at home.
- c) In 2016, one third of all primary schools lacked basic drinking water, sanitation and hygiene services, affecting the education of millions of schoolchildren, but particularly girls managing menstruation, and one in four health-care facilities worldwide lacked basic water services, affecting more than 2 billion people.
- d) Approximately one third of countries have medium or high levels of water stress. Almost all countries that have registered high water stress are located in North Africa and West Asia or in Central and South Asia, and these levels indicate serious water difficulties in the supply of freshwater, at least during parts of the year.
- e) Of 172 countries, 80% have medium-low implementation or better of integrated water resources management. However, 60% of countries are unlikely to reach the target of full implementation by 2030.
- f) Following several years of steady increases and after reaching \$9 billion in 2016, Official Development Assistance (ODA) disbursements to the water sector declined by 2% from 2016 to 2017. However, ODA commitments to the water sector jumped by 36% between 2016 and 2017, indicating a renewed focus by donors on the sector.



As a state organ mandated with development and management of water and sewerage infrastructure in Kenya, the Agency is a major player in progressing the aspirations of SDG no. 6 within its area of jurisdiction.

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#### 1.4.4.2 THE AFRICAN UNION AGENDA 2063

Agenda 2063 represents Africa's most recent and comprehensive action plan for economic renaissance. Through it, African states have articulated their collective ambition for social, political and economic transformation of the continent with specific results by the year 2063.

The AU Agenda 2063 recognizes the importance of equitable access to quality water and sanitation as captured in item number 11 of the *Popular Version*, stating thus: "By 2063, African countries will be amongst the best performers in global quality of life measures. This will be attained through strategies of inclusive growth, job creation, increasing agricultural production; investments in science, technology, research and innovation; gender equality, youth empowerment and the provision of basic services including health, nutrition, education, shelter, water and sanitation."



**Table 1: Alignment imperatives for the Agency with policy documents and blueprints**

SN	Instrument/Document and Relevant Aspects	Necessary Action/Alignment in the CRVWDA 2021 - 2026 Strategic Plan Period
1.	The Constitution of Kenya, 2010 article 43, 43(1) (d),  articles 6, 62, 67, 174, 175, 176, 184, 191, 203, 204 and 207	<ul style="list-style-type: none"> <li>a) Align the strategy in planning and provision of water as a Human Right.</li> <li>b) Operate within the framework of the Constitutional provisions in the water sector.</li> <li>c) Align the strategy to aim at guaranteeing everyone within CRVWDA’s jurisdiction right to clean and safe water in adequate quantities.</li> </ul>
2.	The Water Act 2002	<ul style="list-style-type: none"> <li>a) Align the strategy to be guided and conform to regulations in of management of water supply and sewerage services.</li> </ul>
3.	The Water Act 2016	<ul style="list-style-type: none"> <li>a) Strategy to recognize that water related functions are a shared responsibility between the national government and the county government.</li> <li>b) Align the strategy to give priority to use of abstracted water for domestic purposes over industrial, irrigation and other uses.</li> <li>c) Include affirmative action programs to ensure water for marginalized groups.</li> <li>d) Capture the responsibility of the national government in management of the use of international waters and water resources and definition of national versus county public works</li> </ul>
4.	County Government Act, 2012	<ul style="list-style-type: none"> <li>a) Build the capacities of WSPs within the County Governments in management of water and sanitation provision facilities.</li> <li>b) Aim at aligning the strategic plan with the priorities/ development plans of the concerned County Governments.</li> <li>c) Aim at assisting the devolved units in developing legal and policy framework for operation and management of water facility at the County level.</li> <li>d) Enhance proper communication, coordination and liaison between the National Government and the County Governments in implementation of Water and sanitation services provision.</li> </ul>



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SN	Instrument/Document and Relevant Aspects	Necessary Action/Alignment in the CRVWDA 2021 - 2026 Strategic Plan Period
5.	MWSI Strategic Plan (2018-2022)	<ul style="list-style-type: none"> <li>a) To increase percentage of national population with access to safe water from 60% in 2017 to 80% by 2022.</li> <li>b) To increase percentage of national population with access to improved sanitation from 68% in 2017 to 80% by 2022.</li> <li>c) To enhance water sector financing by mobilizing Kshs. 607 Billion to support programmes and projects.</li> </ul>
6.	Vision, 2030 Third Medium Term Plan (MTP-III) of Vision 2030 (2018-2022)	<ul style="list-style-type: none"> <li>a) Aim at aligning the strategic plan to the target milestones and timelines set out under vision, 2030 in water and sanitation services provision coverage.</li> </ul>
7.	The “Big Four” Agenda	<ul style="list-style-type: none"> <li>a) Acknowledge that provision of water and sanitation services is an underlying enabler for the attainment of Big Four development agenda.</li> <li>b) Aim at aligning the strategic plan to the government’s plan to implement the strategic water storage program that will increase the number of Kenyans connected to safe piped water by 9 million people by 2022.</li> <li>c) Give special attention to improving efficiency in public water and sanitation services provision that are directly connected or support the Big Four pillars, namely, food security, manufacturing, affordable universal health care and affordable housing</li> </ul>
8.	Sustainable Development Goals (SDGs) goal number (6)	<ul style="list-style-type: none"> <li>a) Recognize and review the progress in implementation of goal number six (6) of SDGs on provision of water and sanitation services</li> <li>b) Aim to assist Water Services Providers (WSPs) to revamp and strengthen so as to perform their functions effectively</li> </ul>
9.	Agenda 2063 item No. 11 of the <i>Popular Version</i>	<ul style="list-style-type: none"> <li>a) The strategy to recognize the importance of equitable access to quality water and sanitation.</li> </ul>



## 1.5 RATIONALE FOR THE STRATEGIC PLAN

The strategic plan guides particular course of action based on projections of indicators of the operating environment of the Agency for the implementation period. Thus, the strategic plan takes cognizance of demographic statistics, baseline survey report on water and sanitation infrastructure supply and demand, economic indicators, government policies, and technological advances.

This strategic plan provides a framework that:

- a) Outlines the overall mandate, Vision and mission of the Agency for organizational efficiency and effectiveness.
- b) Facilitates information sharing for planning and coordination of the Agency's activities.
- c) Enhance stakeholder engagement and participation during implementation of the strategic plan.
- d) Enable the Agency to proactively adapt and adopt emerging issues.

## 1.6 EXPECTED OPERATING ENVIRONMENT/PLANNING ASSUMPTIONS

In developing the strategic plan, the Agency holds the following assumptions:

- a) The Government of the Republic of Kenya will continue to prioritize investment in the water sector.
- b) The National Government will approve the Agency's proposed budgets for development and recurrent expenditure.
- c) The Government of Kenya will foster good working relationship with its development partners;
- d) The political, social, and economic environment will be stable and conducive for the performance of the Agency.
- e) The water sector regulatory frameworks will remain stable.
- f) The National Treasury and Planning will release approved funds in a timely manner during the five financial years.
- g) No natural calamities that will impact negatively the implementation of this Strategic Plan will occur.



## 1.7 APPROACH AND METHODOLOGY

An evidence based participatory approach was adopted in development of this strategic plan. This approach ensured the ideas adopted in the strategic plan came from key stakeholders of the Agency for full ownership as well as support for its effective implementation. Views were collected and collated from the Agency's Board of Directors, management, staff and key external stakeholders. Baselines on sector Key Performance Indicators (KPIs) were determined and evaluated. The Agency's performance on the KPIs was evaluated for the period of the past strategic plan and the water supply and sanitation services infrastructure gaps and respective solutions determined. Appropriate literature review, stakeholder engagement fora and quantitative statistical interviews were used to collect and analyze relevant data. This section discusses in detail the specific approaches and methodologies as used and justifications thereof.

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### 1.7.1 LITERATURE REVIEW

Various documents were referred to extract relevant information for use in the preparation of this strategic plan. The documents referred to included; the Constitution of Kenya 2010; the CRVWDA Interim Strategic Plan (2015-2021); the Water Act, 2002; the Water Act, 2016; the State Corporation Act Cap 246; Sessional Paper No.1 of 1999; National Water Policy; Kenya's Vision 2030; The Third Medium Term Plan (2018 -2022); Sustainable Development Goals (SDGs); Annual financial statements for the Agency; the Baseline Study on Key Performance Indicators and Water Infrastructure Gaps; the National Water Master Plan; the National Water Resources Management Strategy; the National Water Services Strategy; the Public Finance Management Act 2012; the County Government Act 2012; the National Cohesion and Ethics Act; and the Ministry of Water, Sanitation and Irrigation Strategic Plan (2018-2022).

The findings under literature review shows that:

- i. Access to water supply and adequate sanitation is a basic human right and a key ingredient of a dignified life.
- ii. Water is both a social good and an economic good, thus the need for governments and relevant stakeholders to put in place and support frameworks that ensure affordability of water supply and sanitation services to all. This calls for socially and commercially responsive tariffs and subsidy systems.
- iii. In as far as the water supply and sanitation services are a human right, they are a shared function of the



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### 1.7.2 BASELINE SURVEY ON KEY PERFORMANCE INDICATORS AND WATER AND SANITATION INFRASTRUCTURE GAPS

A baseline study on Water Demand, Supply, and Infrastructure development needs was conducted in the initial seven counties under the jurisdiction of RVWWDA, and later additional Laikipia County. Various stakeholders were also engaged in the baseline survey whose feedback were considered and incorporated in the final survey report.

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### 1.7.3 PRE-WORKSHOP INTERVIEWS

Interviews were held with the Agency's senior management and staff to obtain information that informed the planning process.

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### 1.7.4 STRATEGIC PLANNING MEETINGS AND CONSULTATIONS

Due to the global Covid-19 pandemic that affected and disrupted activities across the globe, it was not possible to hold all the strategic planning workshops as envisioned in the inception report. However, several consultative engagements were held between the consultant and the senior management of the Agency with the view of developing the strategic plan as outlined below:

- a) Meetings with the Agency's Senior Management: This engagement provided the basis for the collection of relevant organizational data for the formulation of the draft strategic plan;
- b) Meetings with the staff at division level to explain the rationale for developing the Strategic Plan and obtain their input into the process; and
- c) Meetings and consultations with the Agency's Directors and Senior Management to refine the Draft Strategic Plan (2021-2026).

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### 1.7.5 STRATEGIC PLAN VALIDATION

The draft Strategic Plan (2021-2026) was shared with a number of stakeholders prior to a stakeholders' workshop. The draft report was tabled for discussion whereupon a number of stakeholders' views were captured and incorporated resulting into this final Strategic Plan document.



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### 1.7.6 BALANCED SCORE CARD MODEL

The Agency used a Balanced Score Card model (BSC) in developing the Strategic Plan (2021 - 2026), which has four perspectives:

- a) Customer/Stakeholders;
- b) Internal Business Processes;
- c) Institutional Capacity (Learning and Growth); and
- d) Financial

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### 1.7.7 THE NATIONAL TREASURY AND PLANNING STRATEGIC PLAN STRUCTURE

The Agency complied with the guidelines for preparation of fourth-generation strategic plans issued by the National Treasury and Planning. The guidelines provide the structure of strategic plans in the public sector, outlines the national and international blue prints that guide priorities for the public sector Agencies. The guidelines stress the need for stakeholder participation and reflection of the wider development expectations in public institutions priorities. All these have been observed.



## CHAPTER TWO: SITUATION ANALYSIS

### 2.0 OVERVIEW

This chapter has reviewed the Agency's past performance capturing the key milestones, gaps/challenges and lessons learnt during implementation of the Interim Strategic Plan (2015-2020). Situation analysis tools that have been used are SWOT, PESTEL and stakeholder mapping.

### 2.1 REVIEW OF THE INTERIM STRATEGIC PLAN (2015-2020) IMPLEMENTATION

#### 2.1.1 MILESTONES/KEY ACHIEVEMENTS

The Agency has been steadfast at constructing sufficient resilient infrastructure that supports efforts of County Governments in achieving universal access to improved water services as per the Vision 2030, SDG No. 6, and the Big Four Agenda. A review of the implementation status of the Interim Strategic Plan (2015 – 2020) was undertaken with a view to establishing performance levels gaps and isolating factors that may have had a favorable or unfavorable influence on the Agency. In the interim strategic plan, the following issues were identified that guided formulation of the strategic objectives for the Agency for the period 2015-2020. These strategic issues included:

- a) Planning for the development of water infrastructure in an inclusive manner;
- b) The Agency's financial resource base for operational sustainability;
- c) Access to adequate & safe water and efficient sewerage services;
- d) Transferring capacity and technical back-stopping of County Governments on water and sanitation services; and
- e) Agency's corporate performance.

The five strategic objectives for the Interim Strategic Plan (2015-2020) were:

- a) To plan for the development of water infrastructure;
- b) To enhance the Agency's financial resource base to ensure operational sustainability;
- c) To increase access to adequate & safe water and efficient sewerage services through the development of water infrastructure;



- d) To transfer and build the capacity of the County Governments in the Agency's area of jurisdiction for the efficient management of water services; and
- e) To enhance the Agency's institutional capacity for effective corporate performance.

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#### 2.1.1.1 CONTRIBUTIONS UNDER THE "BIG FOUR" NATIONAL DEVELOPMENT AGENDA

The Big Four Agenda's key result areas are; universal access to affordable health-care, food security, manufacturing, and affordable housing. The Agency has made a significant contribution to the Big Four Agenda by ensuring clean water is available for both livestock, human and industrial consumption. Furthermore, the sewerage projects implemented by the Agency have contributed positively towards ensuring a clean and safe environment and alleviating water-borne diseases.

- a) **Manufacturing Pillar:** Initiated the development of Naivasha Industrial Park Water Supply Project-Phase 1, which will supply 10,000 cubic meters of water per day to support the construction work of an industrial park in Naivasha Special Economic Zone (NSEZ).
- b) **Universal Healthcare Pillar:** Mapping out of health-care facilities within its area of jurisdiction that have no access to improved water supply and sanitation services and working to develop infrastructure to supply water to these facilities in collaboration with the MWSI and the National Treasury.
- c) **Food Security Pillar:** The Agency has undertaken several projects to support the enhancement of food security through the development of water for livestock through construction of several water pans.

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#### 2.1.1.2 CONTRIBUTIONS TO SUSTAINABLE DEVELOPMENT GOALS

The Agency implemented various water and sanitation projects which directly contributed towards the realization of SDG No. 6 in the seven counties originally under its jurisdiction. Consequently, the efforts of the Agency resulted into 53% of the population within its area of coverage having access to public water supply systems. This contribution was achieved through establishment of water infrastructure that cumulatively supplied 1 15,072m<sup>3</sup>/day.

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#### 2.1.1.3 VISION 2030

Implementation of Vision 2030 is being done in successive five-year MTP plans. Key projects undertaken by the Agency in line with the Vision 2030 include:

- a) Narok Town Water Supply Project;



- b) Chemususu Dam Water Distribution Project; and
- c) Itare Dam Water Supply Project.

#### **Vision 2030 Projects under planning & designs stage**

- a) Water supply project for the Resort City of Lodwar to be constructed at Eliye Springs;
- b) Water supply projects for other towns that are situated along the LAPSET Corridor within its area of operation;
- c) Planned water and sewer projects for Nakuru Town, Narok, Olkalou, Kabarnet, Eldama Ravine, Iten, Kapenguria, and Lodwar Towns;
- d) Kirandich Dam Water Supply Project Phase 2;
- e) Rural Water Supply Borehole Project –Baringo County; and
- f) Strategic Rural Water Projects.

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#### **2.1.1.4 OTHER PROJECTS UNDER PLANNING & DESIGN STAGE**

- a) Kenya Towns Sustainable Water Supply and Sanitation Projects; and
- b) Lake Nakuru Biodiversity Conservation Project.

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#### **2.1.1.5 ENGAGEMENT WITH COUNTY GOVERNMENTS**

- a) Capacity development for Performance Improvement in NAWASSCO;
- b) Capacity development for Performance Improvement in NAIVAWASCO; and
- c) Development and completion of Equalization Fund Projects.

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#### **2.1.1.6 FINANCIAL PERFORMANCE**

The Agency received Government funding from the Exchequer and associated donors resulting in financial surpluses during the reporting period 2015/2018. The funding for the period peaked in 2016 with an accumulated income (from the government and donors) of Ksh. 1.2 billion resulting in a surplus of Ksh. 770 million. The income that included funding from the stakeholders rose from Ksh.0.953 billion to Ksh. 3.509 billion. Maintenance and repairs to Water Service Providers in the reporting period 2015 to 2018 rose from Ksh 0.481 Billion to Ksh. 1.715 billion, with total expenditure moving from Ksh. 0.621 billion to Ksh. 2.378 Billion for the same performance period. The developed asset base rose from Ksh. 3.684 billion to Ksh. 6.537 billion.



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### 2.1.2 PERFORMANCE GAP ANALYSIS

The Agency was unable to achieve some of its targets. The identified target gaps were: failure to commence Itare Dam Water Supply Project and incompleteness of Chemususu Dam Water Distribution Project. Similarly, Kirandich Dam Phase II Water and Sanitation Project was not completed within the expected timelines. Many other project concepts did not move to planning and designs stage, while others did not move to implementation stage. The Agency did not establish an information resource centre (library) as was planned due to limited finances. Planned recruitment of additional human resources and staff capacity building in some departments was not realized due to cost-cutting measures instituted by the National Treasury.

In addition, the Agency was unable to coordinate the preparation of a Water Supply and Sewerage Investment Master Plan as envisaged. Further, performance gaps were noted in strategy and planning, ICT, and supply chain management divisions where installations or improvement of systems was not realized. The gaps include: acquiring and installing an efficient Management Information System to support project planning, implementation and reporting (Monitoring, Evaluation, and Control System), implementation of the Monitoring and Evaluation Framework, implementation of Enterprise Planning Resources system (EPR system) and procurement of ICT infrastructure for supply chain division and implementation of e-procurement.

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### 2.1.3 OTHER CHALLENGES IN REALIZATION OF INTERIM STRATEGIC PLAN 2015-2020

The following are additional challenges that hindered full implementation of the preceding Interim Strategic Plan (2015-2020).

- The Agency did not have adequate capacity to supervise all projects due to limited funding.
- Limitations in both project information management and monitoring and evaluation.
- Limited stakeholder and partnership engagement, coordination and management.
- Occasional litigations and injunctions on project implementation thus causing unwanted bureaucracies.
- Inadequate funding or delays in disbursement of approved project funds coupled with weak resource mobilization strategies.
- Contractual issues such as the ones that affected Itare dam and Kirandich water and Sewerage project.



- Poor yield from some drilled boreholes (dry boreholes).
- Failure to include last mile connectivity in implemented projects.
- Lack of Agency's masterplan for water and sewerage.
- Failure to align the Strategic Plan budget with planning cycle of the government e.g., Medium Term Plans.
- Political instability (2017/2018 general elections).
- Challenges in acquisition of Wayleave.
- Technological challenges such as limited ICT infrastructure within the Agency.
- Changes arising from continuous reforms in the water sector that affect implementation of the Interim Strategic Plan (2015-2020).

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#### 2.1.4 LESSONS LEARNT

While implementing the Interim Strategic Plan (2015-2020) the following lessons were learnt:

- Use of individual supervising consultants (with professional indemnity cover) for a group of small projects would enhance project supervision capacity.
- Identification of stakeholders at the project conceptualization would reduce project snags during implementation.
- Prioritization and scheduling of projects in accordance with human resource availability and timelines (having a project depository) would enhance implementation efficiency.
- Development of a unified reporting and supervisory template or Monitoring, Evaluation & Reporting Framework, for example, Monthly Progress Reports and Review Meetings will measure achievement of outcomes and impacts as enshrined in National Development blueprints.
- The establishment of a project compliance unit would support in ensuring that projects do not stop due to non-compliance.
- Preparation of a standard project checklist for compliance assessment would help improve project outcomes.
- Development of a water master plan for the area of jurisdiction.
- Research and development is important as the findings are required in decision making.
- There is need for constant capacity building amongst the staff to embrace planning and reporting along the functional lines.
- There is need to harmonize and coordinate information sharing amongst the functional managers on their operations and outputs.

## 2.2 ENVIRONMENTAL SCAN

### 2.2.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

**SWOT Analysis** is a renowned tool for auditing and analysing of the overall strategic position of an organization and its environment. The analysis provides foundation for evaluating internal potential and limitations and probable/likely opportunities and threats from external environment. SWOT Analysis has help to:

- a) Leverage the strengths;
- b) Improve the weaknesses;
- c) Exploit the opportunities; and
- d) Minimize the threats.

Table 2 below is a summary of SWOT analysis.

**Table 2: Strengths, Weaknesses, Opportunities and Threats**

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> <li>➤ Clear legal mandate under Water Act, 2016;</li> <li>➤ Good corporate governance;</li> <li>➤ Competent staff in all the functions of the Agency;</li> <li>➤ Existing asset base – Potential for expansion;</li> <li>➤ An adequate understanding of the prevailing local conditions;</li> <li>➤ Good relationship with the stakeholders;</li> <li>➤ Availability of space to expand workspace, and enhance working environment;</li> <li>➤ Well documented policies and procedure manuals;</li> <li>➤ Experience gained from successful implementation of major projects;</li> <li>➤ Support from the Government of Kenya through the MWSI</li> <li>➤ Support from development partners of the Government of Kenya in project implementation</li> <li>➤ Compliance with statutory requirements.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Inadequate team engagement resulting into poor synergies in operations within the Agency;</li> <li>➤ Inadequate project planning and implementation of;</li> <li>➤ Weak database of existing water and sanitation infrastructure;</li> <li>➤ Lack of Water and Sanitation Development Master Plan;</li> <li>➤ Weak cooperation with County Governments;</li> <li>➤ Inadequate personnel in some critical areas;</li> <li>➤ Weak legal framework for enforcement of on-lent loan repayment by the respective WSPs;</li> <li>➤ Weak WSP capacity to manage None Revenue Water (NRW);</li> <li>➤ Weak performance management system;</li> <li>➤ Weak stakeholder management framework;</li> <li>➤ Weak resource mobilization framework that is not fully institutionalized;</li> <li>➤ Lack of a basket of ready projects for funding and implementation; and</li> <li>➤ Weak ICT infrastructure.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>➤ Existing funding programs;</li> <li>➤ Technological advancements that can enhance operational efficiency;</li> <li>➤ High and unsatisfied demand for water and sanitation services infrastructure;</li> <li>➤ Existence of alternative resource mobilization options or frameworks e.g. PPP frameworks;</li> <li>➤ Government Water and sanitation improvement programmes funded directly through MWSI.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Perceived conflicting mandates with other water actors;</li> <li>➤ Lack of good will from other government agencies when implementing projects;</li> <li>➤ Climate change may lead to developed water and sanitation infrastructure becoming irrelevant;</li> <li>➤ WSPs may fail to take over and optimally manage Water &amp; Sanitation infrastructure handed over to them;</li> <li>➤ Poor water quality in majority of water sources;</li> <li>➤ Failure to fund planned activities due to unfavorable</li> </ul>



<ul style="list-style-type: none"> <li>➤ Urbanization in the Agency’s area of jurisdiction.</li> <li>➤ Global Climate Change and Resilience Campaign;</li> <li>➤ Partnerships with relevant state and non-state actors in the provision of water and sanitation services;</li> <li>➤ Existence of PPPs framework; and</li> <li>➤ Unexploited functions e.g. research.</li> </ul>	<ul style="list-style-type: none"> <li>economic environment affecting the government;</li> <li>➤ Vandalism of water and Sanitation infrastructure;</li> <li>➤ Illegal water connections and related malpractices;</li> <li>➤ Perceived duplicity of roles between WWDAs and County Governments; and</li> <li>➤ Perceived political interference in the operations or programs of the Agency.</li> </ul>
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### 2.2.2 PESTEL ANALYSIS

**PESTEL Analysis** helps in evaluating the impact of political, economic, social, technological, environmental and legal factors on the Agency’s core functions. It involves consideration of the external environment.

Table 3 below is a summary of PESTEL analysis

**Table 3: Political, Economic, Social, Technological, Environmental and Legal Factors**

Category	Issue(s)	Description
<b>Political</b>	Area of jurisdiction and mandate	Political interests in delineation of WWDAs boundaries and overlapping mandates between WWDAs and County Governments in water and sanitation services;
	Resource Allocation	Political interests in budgeting and resource allocation to geographical areas
	Political stability	Political stability provides a conducive environment for development and management of water and sanitation infrastructure.
<b>Economic</b>	Vision 2030 and the Big four agenda	The National Government economic strategy guides the Agency’s planning and budget process for achievement of National priorities under the Vision 2030 and the Big 4 Agenda outlined as manufacturing, food security, universal health and housing.
	Urbanization and industrialization	Expansion of regional and local economies puts pressure on the Agency to provide adequate supply of water and sanitation infrastructure to accommodate the increased demand.
<b>Social</b>	Human life and dignity	Water is life for all living things and sanitation is dignity to humanity. The Agency’s mandate is to provide sustainable, sufficient & clean water and adequate sanitation infrastructure to ensure attainment of this standard. Access to clean water and adequate sanitation is a human right in Kenya.



Category	Issue(s)	Description
	Human health	Clean water supply and sanitation services assures a healthy people. Hence public priority shall be to develop robust water supply and sanitation infrastructure to sustainably reduce communicable diseases such as the Covid-19, Cholera, among others.
	Human welfare	Development of water supply and sanitation services infrastructure will increase direct and indirect employment opportunities for people and therefore better their wellbeing.
	Human settlement	Human population growth and the need for comfortable settlement has led demographic dynamics across the rural-urban divide and the differentiated demand for water and sanitation services. This will be a major determinant of investment decisions of the Agency. Water supply and Sanitation Services infrastructure has a positive and direct impact on urbanization.
	Resource scarcity	Equitable development of water and sanitation services infrastructure will forestall conflicts due to shared water resources between agriculture, domestic and commercial uses.
<b>Technological</b>	ICT infrastructure	Advancements in technology for water and sanitation infrastructure planning, designs, development and management have enabled digitalization of the water and sanitation services. The Agency needs to acquire resources and capacity to apply appropriate technology.
<b>Environmental/ Ecological</b>	Conservation	Changes in environmental laws demands for stringent measures in management of environmental issues in projects.
	Climate change	Effects of climate change include extreme climatic events such as droughts and flooding which will lead to unpredictable fluctuation in water resource availability. The effect will be losses due to death of fauna and sauna and destruction of developed infrastructure. There is a likelihood of having to provide for enhanced emergency spending on repairs and effect mitigation measures. There is no policy and strategy in the sector Strategic Plan to deal with disasters.
<b>Legal</b>	Water sector legal changes	Changes in legal framework governing the water sector may adversely affect the Agency's implementation of the Strategic Plan.
	Policies	Government directives from time to time that affect the mandates of the Agency may lead to delays in implementation and/ or stalling of projects.



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### 2.2.3 STAKEHOLDER ANALYSIS

Stakeholder engagement refers to the involvement of people and/or institutions that are likely to suffer or benefit from the operations and actions of an organization. The Agency has already undertaken a comprehensive mapping of its stakeholder's engagement. The analysis outlines the stakeholder's expectations from the Agency and the Agency's expectations from the stakeholder. Table 4 below presents the Agency's stakeholders' analysis.

**Table 4: Stakeholder analysis**

	Stakeholder	Stakeholder expectation from organization	CRVWWDA expectations
1	CRVWWDA Staff	<ul style="list-style-type: none"> <li>-Provide job security and sustainability of the Agency.</li> <li>-Provide room for individual professional development.</li> <li>-Provide competitive and equitable remuneration structure.</li> <li>-Provide conducive and secure work environment.</li> </ul>	<ul style="list-style-type: none"> <li>-Provide quality services to the Agency.</li> <li>-Commitment to the Agency’s mandate.</li> <li>-Innovation, creativity and optimal productivity.</li> <li>-Team spirit.</li> <li>-Integrity in discharging of duties.</li> </ul>
2.	Ministry of Water, Sanitation and Irrigation	<ul style="list-style-type: none"> <li>-Fulfilment of mandate;</li> <li>-Achieve targets specified in the Performance Contract;</li> <li>-Timely compilation and submission of relevant reports.</li> <li>-Aggressively implement identified and funded projects</li> <li>-Ensure exposure of local human resources and strong stakeholder engagement.</li> </ul>	<ul style="list-style-type: none"> <li>-Facilitate timely funding; and</li> <li>-Involve the Agency in policy formulation.</li> <li>-Formulate policies that favourably impact discharge of the Agency’s mandate.</li> </ul>
3.	National Treasury and Planning	<ul style="list-style-type: none"> <li>-Prudent utilization of funds to meet specified targets.</li> <li>-Align and meet the Vision 2030’s MTP-III and fulfilment of SDG goal number 6.</li> <li>-Early acquisition of land for future infrastructure to reduce acquisition costs.</li> <li>-Provide water &amp; sanitation infrastructure to special economic zones and blue economy areas.</li> <li>-Proper stakeholders’ engagement and consultations.</li> <li>-Local capacity building.</li> <li>-Benchmark with global best practices in water sector.</li> </ul>	<ul style="list-style-type: none"> <li>-Facilitate adequate and timely funding.</li> </ul>
4.	Ministry of Lands	Ensure timely submission of requests for wayleave and timely compensation of land owners.	<ul style="list-style-type: none"> <li>-Fast-track provision of land for development;</li> <li>-Fast-track gazettelement of wayleaves</li> <li>-Avail true records to ensure public are not illegally allocated land meant for water projects.</li> </ul>
5.	The Judiciary	Compliance with the law and court directives.	<ul style="list-style-type: none"> <li>-Ensure speedy and prudent determination of cases affecting the Agency.</li> <li>-Ensure speedy review and advice on multilateral agreements and MoUs (Financing agreements)</li> </ul>
6.	Development partners	<ul style="list-style-type: none"> <li>-Achievement of planned outputs and outcomes of implemented projects</li> <li>-Involvement in stakeholder consultations in planning.</li> <li>-Timely implementation of projects and prudent utilization of funds.</li> </ul>	<ul style="list-style-type: none"> <li>-Timely disbursement of agreed funds for project implementation.</li> <li>-Provide technical support where necessary.</li> </ul>
7.	The public	-Production of adequate and quality water and sanitation services;	-Assist in elimination of vandalism and illegal water connections.



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	Stakeholder	Stakeholder expectation from organization	CRVWWDA expectations
		<ul style="list-style-type: none"> <li>-Provide CSR programmes;</li> <li>-Ensure and sustain clean and safe environment;</li> <li>-Affordable rates for water and sanitation services</li> </ul>	<ul style="list-style-type: none"> <li>-Ensure cost-effective utilisation of water.</li> <li>-Avoid encroachment on riparian areas;</li> <li>-Provide labour and allow access for construction materials;</li> <li>-Cooperate with the contractors/consultants;</li> <li>-Show goodwill and provide feedback.</li> <li>-Prompt payment for water and sanitation services</li> </ul>
8.	Contractors, Consultants and Suppliers of goods and services and works.	<ul style="list-style-type: none"> <li>-Transparent tendering process and timely payment for work done.</li> <li>-Provision of proper specifications for required consultancy services;</li> <li>-Prompt assessment of completed services;</li> <li>-Fair evaluation, timely inspection and advice;</li> <li>-Prompt payment as per terms of consultancy agreement.</li> </ul>	<ul style="list-style-type: none"> <li>-Construct and maintain waterworks as per the technical specifications and time period.</li> <li>-Value for money</li> <li>-Timely completion of consultancy services;</li> <li>-Provide feedback to the Agency;</li> <li>-Provision of required accountable fee notes to support payment claims.</li> <li>-Carry out services as per the terms of reference.</li> </ul>
9.	National Environment Management Authority (NEMA)	Prompt undertaking of ESIA and timely submission of reports for approval.	-Prompt approval of ESIA reports and issuance of licenses.
10.	Political Leaders	<ul style="list-style-type: none"> <li>-Involvement in planning for projects in their constituencies/localities.</li> <li>-Implementation of projects that confer public benefits to the constituents.</li> </ul>	<ul style="list-style-type: none"> <li>-Adequate legal framework</li> <li>-Non-interference on the discharge of the mandates of the Agency.</li> <li>-Approve/champion legislations that leads to adequate funding for water and sanitation projects.</li> </ul>
11.	Financial Institutions	Timely settlement of financial obligations	-Competitive credit terms and conditions
12.	Learning and Research Institutions	<ul style="list-style-type: none"> <li>-Opportunities for employment for qualified graduates.</li> <li>-Involvement in research activities for the Agency.</li> <li>-Placement of students on industrial attachment and apprenticeships.</li> </ul>	<ul style="list-style-type: none"> <li>-Provide competent manpower.</li> <li>-Support for relevant research</li> </ul>
13.	Government agencies and state departments.	-Collaboration and timely provision of requested reports or services.	-Collaboration and timely provision of requested reports or services.
14.	Water sector institutions	-Collaboration and timely provision of requested reports or services.	-Collaboration and timely provision of requested reports or services.
15.	County Governments	<ul style="list-style-type: none"> <li>-Improved quality water supply to the county.</li> <li>-Frequent consultations and engagements in Agency's projects.</li> <li>-Support in submission of relevant reports</li> </ul>	<ul style="list-style-type: none"> <li>-Effective participation in implementation of the Agency's projects.</li> <li>-Collaboration and partnership in water projects.</li> <li>-Proper administration of utilities.</li> </ul>



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	Stakeholder	Stakeholder expectation from organization	CRVWWDA expectations
			-County policy formulation and development of master plans to facilitate service delivery in the county. Non-interference on the mandate of the Agency. -Support in submission of relevant reports.
16.	Water service providers	-Support in capacity development. -Effective and mutual consultations in project planning, implementation and handovers. -Support in undertaking regular maintenance of water and sanitation infrastructure. -Provision of adequate water sources to meet the demand.	-Timely provision of relevant data and information sharing. -Effective management of water and sanitation infrastructure under their custody. -Servicing of loans taken to develop water and sanitation infrastructure where necessary.
17.	Other water works development agencies.	-Collaboration in implementation of projects and sharing of relevant information.	- Collaboration in implementation of projects and sharing of relevant information.
18.	Kenya Forest Services	-Timely application for wayleaves and compliance with approval conditions.	-Prompt approval of requests.
19.	Roads Agencies (KERA, CURA, KENHA)	-Timely application for wayleaves and compliance with approval conditions.	-Prompt approval of requests.
20.	Kenya Revenue Authority (KRA)	-Prompt payment of withheld taxes and filing of returns. -Adherence with tax guidelines.	-Prompt payment of tax refunds where applicable. -Prompt tax clearance
21.	Professional bodies	-Compliance by technical staff through registration and renewal of membership -Provide opportunities for continuous professional development	-Improved standards of technical expertise and professional management in the sector -Partner in the implementation of development projects and programs. -Improved innovation, research and development; and policy analysis
22.	Ministry of Transport	-Prior approval before transporting equipment	-Prompt approval of submitted requests.



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#### 2.2.4 EMERGING STRATEGIC ISSUES

The situation analysis of the Agency's operational environment identifies the following strategic issues for consideration in this strategic plan:

- a) A framework for management of organizational policies such as risk management policy.
- b) Enhance organizational transparency and accountability.
- c) Development of a Water and Sanitation Development Master Plan of the Agency.
- d) Effective Monitoring, Evaluation, Reporting and Knowledge Management.
- e) Efficiency and effectiveness in project planning and implementation.
- f) Robust resources mobilization strategies.
- g) Stakeholder engagement framework, especially with the County Governments and WSPs.
- h) Opportunities under climate change and resilience management for development of sustainable water and sanitation infrastructure.
- i) Integrating ICT infrastructure with all functions to automate service delivery.
- j) Strengthening compliance and cultivating good will for result delivery.
- k) Stakeholder engagement for environmental conservation.
- l) Mapping of water and sanitation infrastructure and sources for effective monitoring, evaluation, reporting and knowledge management in the area of jurisdiction.

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#### 2.2.5 KEY SUCCESS FACTORS

Arising from the emerging strategic issues were the key success factors the Agency will focus on moving forward. They are, namely:

- (i) Preservation of existing water and sanitation infrastructure assets.
- (ii) Enhancement of water and sanitation coverage.
- (iii) Last-mile water supply and sanitation connectivity infrastructural developments.
- (iv) Enhancement of capacity in water harvesting and storage/ Institutional capacity building.
- (v) Capacity building for the county governments through the water service providers.
- (vi) Resource mobilization and prudent utilization of the Agency's resources;
- (vii) Strategic alliances and partnerships development and effective stakeholder engagement;
- (viii) Corporate visibility, image and brand awareness;
- (ix) Risk and disaster management;
- (x) Research and innovation; and
- (xi) Effective monitoring and evaluation framework.



## CHAPTER THREE: STRATEGIC MODEL

### 3.0 OVERVIEW

This chapter provides the strategic direction the Agency over the next five years and beyond. It outlines and describes the Agency's vision, mission and core values. Key result areas or strategic focus areas also known as pillars. Also articulated in this chapter are strategic objectives and strategies.

### 3.1 VISION, MISSION AND CORE VALUES

The Agency 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.

#### 3.1.1 VISION

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

*An Agency of excellence in development of sustainable water and sanitation infrastructure.*

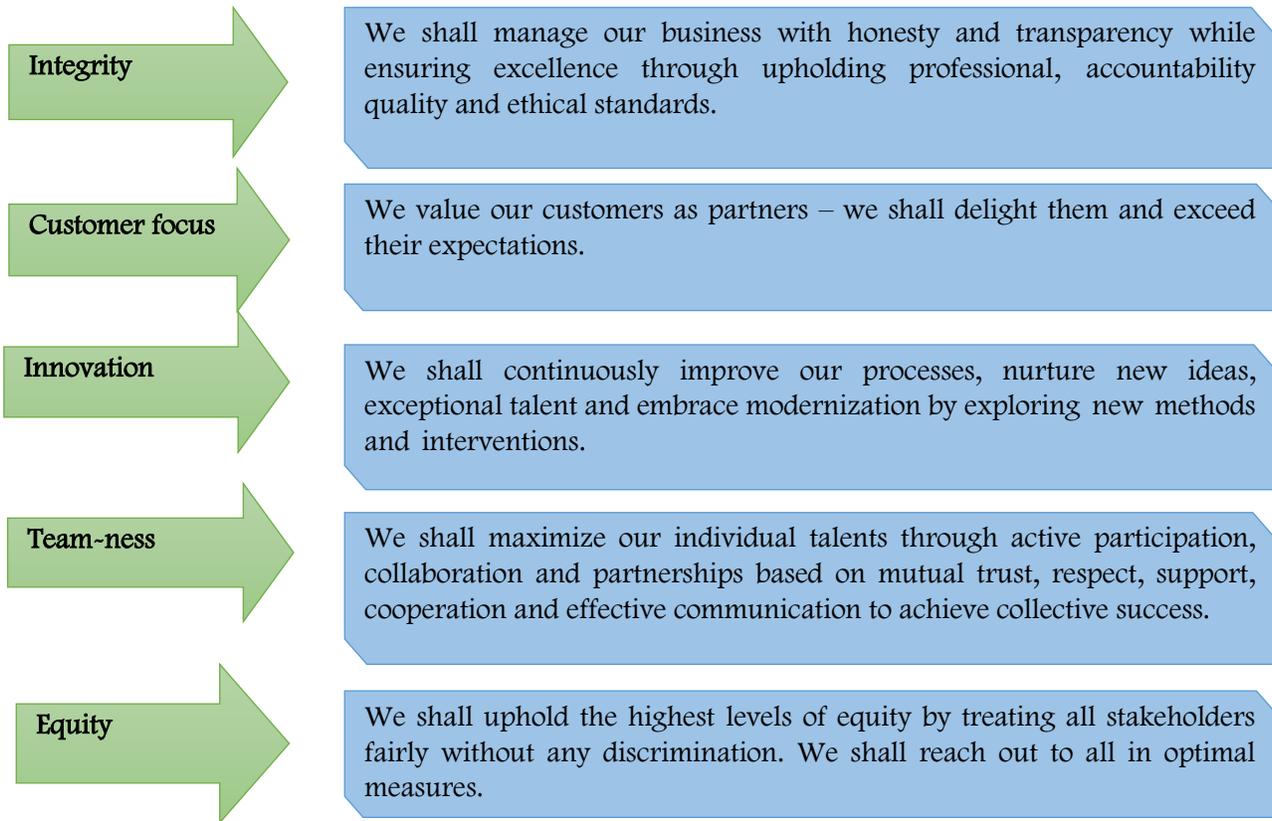
#### 3.1.2 MISSION

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

*“To plan, develop and deliver efficient and reliable water and sanitation infrastructure to the satisfaction of all stakeholders.”*

### 3.1.3 CORE VALUES

The Agency aligned its values to National Values and Principals of Governance. The five core values have an acronym of **I-CITE** (pronounced as eye sight) and are as below.



### 3.2 KEY RESULT AREAS/STRATEGIC FOCUS AREAS

Key Result Areas (KRA), also known as Strategic Focus Areas (SFA) or Pillars or Themes are the key performance areas in which the Agency must excel to realize its mission and deliver value to stakeholders. They are, therefore, the pillars of excellence which the Agency will seek to focus on during the strategic plan implementation period as derived from Balanced Score Card Model (BSC) captured in Table 5 below. The BSC has four perspectives namely:

- a) Customer/Stakeholders;
- b) Internal Business Processes;
- c) Institutional Capacity (Learning and Growth); and
- d) Financial

**Table 5: Key Result Areas**

Balanced Score Card Perspective	Key Result Area
<i>Financial perspective</i>	1. Effective resources mobilization and prudent utilization
<i>Internal Business Processes perspective</i>	2. Enhancement of water and sanitation infrastructure coverage
	3. Management of the Agency assets
<i>Learning and Growth perspective</i>	4. Enhancement of institutional framework and capacity
<i>Customer/Stakeholders Focus</i>	5. Customer and stakeholder management

### 3.2.1 KRA 1: EFFECTIVE RESOURCES MOBILIZATION AND PRUDENT UTILIZATION

Sufficient financial resources will enable the Agency to complete and initiate new projects that will facilitate effective discharge of its mandate. The Agency will establish and maintain strong partnerships to attract financial and technical support for its operations. It will also strive to diversify its sources of funds besides putting in place effective systems of financial management and control to promote efficient utilization of resources.

### 3.2.2 KRA 2: ENHANCEMENT OF WATER AND SANITATION INFRASTRUCTURE COVERAGE

To achieve its mandate, the Agency needs to expand water and sanitation infrastructure to cover areas not served, rehabilitate the existing water and sanitation infrastructure and ensure the reduction of Non-Revenue Water (NRW). In addition, the Agency will enhance the management of cross-county infrastructure and develop new water sources as well as constructing additional sewer treatment plants.

### 3.2.3 KRA 3: MANAGEMENT OF THE AGENCY ASSETS

Water infrastructure networks and land reserved for water and sanitation projects need to be effectively secured from vandalism, encroachment, and grabbing. The Agency will continue to put in place appropriate measures to secure, sustain, maintain and preserve assets that support the discharge of its mandate. These assets include both organisational and implemented projects. The management and preservation of assets include building the capacity of various contracted service providers who work in partnership with the Agency from planning, execution, and handing over for sustainability.



### 3.2.4 KRA 4: ENHANCEMENT OF INSTITUTIONAL FRAMEWORK AND CAPACITY

In pursuit of the set objectives and to meet stakeholders' expectations, there would be need for the Agency to continue being managed professionally and in line with good corporate governance principles. There is a need to streamline the operations of the Agency to improve efficiency and effectiveness. An appropriate organisation structure with the right composition of human resources in terms of numbers and skills that will facilitate the implementation of the strategies being pursued is necessary. In addition, the Agency will review and implement appropriate human resource policies and procedures to improve employee productivity and motivation. Management of the mobilized resources will be enhanced in order to strengthen accountability and to report on their utilisation.

### 3.2.5 KRA 5: CUSTOMER AND STAKEHOLDER MANAGEMENT

In the process of executing its mandate, the Agency recognizes the role of the stakeholders that support it in discharging its functions. Thus, the Agency plans to work closely with the stakeholders when carrying out its activities to meet and exceed their expectations. Further, to achieve excellent customer service, the Agency needs to continuously streamline its operations and put in place measures that ensure customers' needs are dealt with effectively.

## 3.3 STRATEGIC OBJECTIVES

The Agency has set six strategic objectives to be pursued under this strategic plan.

1. To mobilize and utilize Kshs. 243 Billion for development of water and sanitation infrastructure by 30<sup>th</sup> June 2026.
2. To develop prioritized infrastructure for enhanced access to water and sanitation services.
3. To develop and implement mechanisms for management of the developed water and sanitation infrastructure.
4. To continually improve internal capabilities for efficient service delivery.
5. To mainstream national cross cutting issues for a cohesive and just society.
6. To achieve 100% customer satisfaction.



### 3.3 SUMMARY OF THE STRATEGIC MODEL

Table 6 below indicates the summary of the Agency’s KRAs, strategic objectives and strategies.

**Table 6: Summary of strategic direction**

Key Result Area/ Strategic Focus Areas	Strategic Objective	Strategies
<b>KRA1. Effective resources mobilisation and prudent utilisation</b>	1) To mobilize and utilize Kshs. 243 Billion for development of water and sanitation infrastructure by 30 <sup>th</sup> June 2026.	<ol style="list-style-type: none"> <li>1) Strengthen the Agency’s capacity to mobilise funds;</li> <li>2) Absorb allocated GoK and Donor funds;</li> <li>3) Enhance relationships with development partners and networks for donor funding.</li> <li>4) Lobby for increased National government funding;</li> <li>5) Enhance Public Private Partnerships (PPIs)</li> <li>6) Diversify internal revenue sources</li> <li>7) Strengthen Financial Management;</li> <li>8) Cost-effective tendering for supply of goods and services.</li> <li>9) Strengthen Revenue collection;</li> <li>10) Pursue other sources of income.</li> </ol>
<b>KRA2. Enhancement of water and sanitation infrastructure coverage</b>	2) To develop prioritized infrastructure for enhanced access to water and sanitation services.	<ol style="list-style-type: none"> <li>1) Develop priority water infrastructure projects in the area determined by the Legal Notice establishing the Agency including those listed in Annex III and as maybe advised by the Cabinet Secretary for Water, Sanitation and Irrigation.</li> <li>2) Develop priority sanitation and sewerage infrastructure projects in the area determined by the Legal Notice establishing the Agency including those listed in Annex III and as maybe advised by the Cabinet Secretary for Water,</li> </ol>



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Key Result Area/ Strategic Focus Areas	Strategic Objective	Strategies
		Sanitation and Irrigation.
<b>KRA3. Management of the Agency assets</b>	3) To develop and implement mechanisms for management of the developed water and sanitation infrastructure	<ol style="list-style-type: none"> <li>1) Securing ownership of the Agency's assets.</li> <li>2) Ensure a regular maintenance activity of water infrastructure is done.</li> <li>3) Create awareness among stakeholders on the need to set aside and protect present and potential assets sites.</li> <li>4) Secure future water and sanitation project sites and infrastructure network.</li> <li>5) Build capacity of Counties and WSPs for management and maintenance of the water and sanitation infrastructures.</li> </ol>



Key Result Area/ Strategic Focus Areas	Strategic Objective	Strategies
<p><b>KRA 4. Enhancement of institutional framework and capacity</b></p>	<p>4) To continually improve internal capabilities for efficient service delivery.</p>	<ol style="list-style-type: none"> <li>1) Establish and operationalize Research and Development (R&amp;D) in the Agency.</li> <li>2) Attain and maintain the QMS (Quality Management System) ISO 9001: 2015 standards.</li> <li>3) Attain and maintain the ISMS 27001: 2013 certification.</li> <li>4) Institute and enhance succession management &amp; planning.</li> <li>5) Establish knowledge management (KM) framework &amp; structures to build a learning organization culture.</li> <li>6) Develop and implement comprehensive quality &amp; risk management framework across all functional areas.</li> <li>7) Create a conducive work environment.</li> <li>8) Strengthen corporate governance.</li> <li>9) Strengthen a performance management framework.</li> <li>10) Adherence to Government policies and procedures in all functions.</li> <li>11) Ensure ICT security</li> <li>12) Automate generation of relevant reports through -Management Information System (MIS).</li> </ol>
<p><b>KRA5. Customer and stakeholder management</b></p>	<p>5) To mainstream national cross cutting issues for a cohesive and just society.</p>	<ol style="list-style-type: none"> <li>1) Implement government policies in addressing health and safety and disability issues at workplace.</li> <li>2) Enhance social safeguard in projects.</li> <li>3) Enhance environment management;</li> </ol>



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Key Result Area/ Strategic Focus Areas	Strategic Objective	Strategies
		4) Mainstream climate change mitigation.
	6) To achieve 100% customer satisfaction.	1) Enhance stakeholders' engagement. 2) Complaints management. 3) Management of corporate publicity



### 3.4 PROJECT LIST

The Agency has outlined a list of ongoing projects and proposed projects to be implemented in the lifespan of the Strategic Plan (2021-2026). In addition, other projects which will be initiated and implemented during the strategic plan period under the advice of the MWSI, or any other development partners, will be included in the list of the projects as and when this occurs. The list of projects is attached under Annex III.



## CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

### 4.0 OVERVIEW

The organizational outlay in terms of the current and required resources to implement the Strategic Plan (2021 - 2026) has been provided under this chapter. Specifically, the chapter presents the human resources strategies of organization structure, staff establishment and organization structure, financial resources mobilization and the associated risk analysis.

### 4.1 STRUCTURE OF THE ORGANIZATION

The Agency's structure comprises of the Board of Directors and employees. The roles of the Board and the employees categorized in their distinctive functional areas has been explained in detail under this sub-heading. The proposed organization structure has been outlined and attached as Annex IV. The organization comprises the Board of directors, Management and Staff. To facilitate its work, the Board has established three (3) functional committees to champion performance in specific umbrella functional areas. The current three Board committees are:

- i. Technical Services Committee;
- ii. Finance and Corporate Services Committee; and
- iii. Audit and Risk Management Committee.

The Agency's management and staff is further organized into five (5) departments and two (2) Divisions reporting directly to the CEO, these are;

- a) Infrastructure Research, Planning & Design Department;
  - i. Water and Sanitation Planning & Design Division,
  - ii. Environment & Social Safeguards Division.
- b) Infrastructure Development Department;
  - i. Urban Water and Sanitation Works Division,
  - ii. Rural Water and Sanitation Works Division and
  - iii. Assets Management & liaison Division.
- c) Corporate Services Department;
  - i. Finance and Accounts Division,
  - ii. Human Resources and Administration Division,
  - iii. Information Communication Technology Division and



- iv. Corporate Communication Division.
- d) Corporation Secretary and Legal Services Department;
- e) Internal Audit Department;
- f) Independent Divisions Reporting Direct to CEO;
  - i. Planning, Strategy & Resource Mobilization Division and
  - ii. Supply Chain Management Division.

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#### 4.1.1 BOARD OF DIRECTORS

The Board of directors comprises of independent directors appointed competitively by the Cabinet Secretary – Ministry of Water, Sanitation and Irrigation, the Principal Secretary – MWSI and the Principal Secretary – the National Treasury and Planning. The Inspector General – Inspectorate of State Corporations provides oversight to the Board. The Board is led by a Chair Person also appointed by the Cabinet Secretary – MWSI. The Board is responsible for the strategic direction of the Agency and provides the general policy direction that guides the management and staff. The Board may decide on the appropriate number and type of committees to form from time to time so as to achieve the objectives of the Agency under this Strategic Plan.

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#### 4.1.2 MANAGEMENT AND STAFF

The CEO, management and senior staff members are competitively recruited by the Board of Directors and are responsible for the day-to-day operations of the Agency by ensuring the various functions are conducted as per the mandate of the Agency. In addition, the CEO is responsible for ensuring that sound policies and procedures are developed, approved by the Board and implemented effectively. The specific roles of the CEO and management staff are provided in the Agency’s “Staff Establishment and Organization Structure” document:

### 4.2 STAFF ESTABLISHMENT

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#### 4.2.1 STAFF ESTABLISHMENT

The Agency has a staff establishment of 45 distributed in 9 cadres as presented in table 7 below. The Agency has reviewed the establishment to align with the new mandate and strategic intend of the Board. The reviewed staff establishment Table 7 c. below, comprises 96 staff members distributed in 11 cadres ranging from CRV 1 – CEO to CRV 11 for Office Assistant – the lowest grade in the Career Guidelines as shown in Table 7b. below.

**Table 7 a.: Current Staff establishment**

	Functional Unit	Cadre	Job Grade	Approved Establishment	In-Post	Variance
1.	Executive office	CEO	WSB 1	1	1	0
		Executive Secretary	WSB 4	1	1	0
2.	Technical Services	GM-Technical Services	WSB 2	1	1	0
		Assets Development Manager	WSB 3	1	1	0
		Utilities/Projects Manager	WSB 3	1	1	0
		Ground Water Manager	WSB 3	1	1	0
		Rural Assets Development Manager	WSB 3	1	1	0
		Planning & Design Manager	WSB 3	1	0	1
		Asset Manager	WSB 3	1	1	0
		Engineering Assistant	WSB 4	3	2	1
		Engineer - Environmental Engineer	WSB 4	1	1	0
		Engineer - Projects Manager	WSB 4	2	1	1
		Water Quality Officer	WSB 4	1	1	0
3	Corporate Services	General Manager - Corporate Services	WSB 2	1	1	0
		Finance Manager	WSB 3	1	1	0
		Accountants	WSB 4	2	2	0
		Accounts Assistant	WSB 5	1	2	-1
		Human Resource & Administration Manager	WSB 3	1	1	0
		Human Resource Assistants	WSB 5	2	2	0
		Transport Officer	WSB 5	1	1	0
		Secretary	WSB 6	1	0	1
		Receptionist/Telephone Operator	WSB 6	1	0	1
		Office Assistant	WSB 9	1	1	0
		Senior Driver	WSB 6	1	2	-1
		Driver	WSB 7	5	5	0
		Planning and Strategy Manager (Economist/Statistician)	WSB 3	1	1	0
		Planning and Strategy Assistant (Economist/Statistician)	WSB 5/4	1	0	1
		Information Communication Technology Manager	WSB 4	1	1	0
		Information Communication Technology Assistant	WSB 5	1	1	0
		Corporate Communication Manager	WSB 3	1	1	0
		Corporate Communications Assistant	WSB 5/4	1	0	1
4	Legal Services	Legal Services Manager	WSB 3	1	1	0
5	Internal Audit	Internal Audit Manager	WSB 3	1	0	1
		Internal Auditor	WSB 4	1	1	0
6	Supply Chain Management	Supplies Chain Manager	WSB 3	1	1	0
		Assistant Supply Chain Manager	WSB 5	1	1	0
		<b>Total</b>		<b>45</b>	<b>39</b>	<b>6</b>

**Table 7 b.: New Grading Structure**

GRADE	DESIGNATION
CRV 1	CHIEF EXECUTIVE OFFICER
CRV 2	GENERAL MANAGER
CRV 3	MANAGER
CRV 4	PRINCIPAL OFFICER
CRV5	SENIOR OFFICER
CRV 6	OFFICER
CRV 7	SENIOR ASSISTANT OFFICERS
CRV 8	ASSISTANT OFFICERS/TECHNOLOGIST/ PRINCIPAL DRIVER
CRV 9	SENIOR DRIVER/ SENIOR ARTISAN/ SENIOR TECHNICIAN/ SENIOR CLERICAL
CRV 10	DRIVER/ARTISAN/TECHNICIAN/CLERICAL/ SENIOR OFFICE ASSISTANTS
CRV11	OFFICE ASSISTANT

**Table 7 c.: Summary New Staff Establishment**

S. No.	Office	Establishment
<b>Core Functions</b>		
1	Office of the CEO	4
2	Office of the Corporation Secretary	4
3	Infrastructure Planning & Design	3
4	Water & Sanitation Planning & Design	8
5	Environment Safety and Social Safeguards	6
6	Infrastructure Development and Management	3
7	Urban Water & Sanitation Works	9
8	Rural Water & Sanitation Works	13
9	Assets Management and Liaison	5
10	Corporate Planning, Strategy & Resource Mobilization	4
<b>Totals Establishment Core Function</b>		<b>59 = 61.5%</b>
<b>Support Functions</b>		
11	Corporate Services Department	3
12	Finance and Accounts	10
13	Human Resource & Administration	8
14	Corporate Communication	5
15	Information Communication Technology	2
15	Supply Chain Management	5
16	Internal Audit	4
<b>Totals Establishment Support Functions</b>		<b>37 = 38.5%</b>
<b>Total Establishment</b>		<b>96 = 100%</b>



#### 4.2.1 HUMAN RESOURCE DEVELOPMENT STRATEGIES

We have assessed the Agency's human resource development needs for implementation of this Strategic Plan and the following strategies have come out to claim highest priority for the Agency:

- i. Attain and maintain the ISMS 27001: 2013 certification on information security;
- ii. Institute and enhance succession management;
- iii. Develop and implement a knowledge management (KM) framework to build a learning organization culture;
- iv. Create a conducive work environment;
- v. Strengthen corporate governance;
- vi. Strengthen the performance management framework; and
- vii. Comply with all legal and statutory requirements in all functions.
- viii. Strengthen training and skills development.

### 4.3 FINANCIAL RESOURCES

#### 4.3.1 FINANCIAL RESOURCE REQUIREMENTS

The six strategic objectives will be achieved through various strategies and activities as outlined in the Strategic Model in Chapter Three. The financial resources required for implementing the strategies are outlined in the implementation matrix attached under Annex I. The total amount required for the 2021/22- 2025/26 period is **Ksh. 242,723,400,000.00 (Ksh 242.7 billion)** as presented in Table 8 below.



**Table 8: Financial resource requirement**

Key Result Area	OBJECTIVE	RESOURCE REQUIREMENTS					
		Projected Estimates (Kshs. Mn)					
		2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
1. Effective Resources Mobilization and Prudent Utilization	1) To mobilize and utilize Kshs. 243 Billion for development of water and sanitation infrastructure by 30th June 2026.	156.7	139.2	139	139	139	712.9
2. Enhancement of Water and Sanitation Infrastructure Coverage	2) To develop prioritized infrastructure for enhanced access to water and sanitation services.	35,042	40,687	46,601	54,572	62,532	239,434
3. Management of the Agency Assets	3) To develop and implement mechanisms for management of the developed water and sanitation infrastructure.	109.5	92	92	92	92	477.5
4. Enhancement of Institutional Framework and Capacity	4) To continually improve internal capabilities for efficient service delivery.	270	297	342	373	414	1,696
5. Customer and Stakeholder Management	5) To mainstream national cross cutting issues for a cohesive and just society	55	79	49	49	49	281
	6) To achieve 100% customer satisfaction.	29	23	23	23	23	121
		<b>35,662.2</b>	<b>41,317.7</b>	<b>47,246</b>	<b>55,248.5</b>	<b>63,249</b>	<b>242,723.4</b>

### 4.3.2 FINANCIAL RESOURCE FLOWS

The projected cash inflows for the Agency over the period 2021/22 – 2025/26 is Ksh. 242,796,900,000 (Ksh.243 billion) as outlined in Table 9 below.

**Table 9: Projected Cash Inflows**

S. No.	SOURCE OF FINANCE	Year 2021/22 (Ksh. Million)	Year 2022/23 (Ksh. Million)	Year 2023/24 (Ksh. Million)	Year 2024/25 (Ksh. Million)	Year 2025/26 (Ksh. Million)	TOTAL (Ksh. Million)
1	Government Development and Recurrent Allocation	6,381.71	6,811.75	7,388.36	8,760.35	9,116.38	38,458.55
2	Grants from Development Partners	125	1502.772	1632.772	1662.772	1798.522	6,721.84
3	Development Partners	25,676.00	30,738.77	35,504.20	42,039.04	48,734.94	182,692.95
	Loan Collections from County Govts	350.25	1,250.78	3,478.45	4,310.00	4,592.00	13,981.48
3	Other income, e.g., AIA such as water quality service, lease of assets, disposal of assets, sale of tenders.	154.29	169.72	186.7	205.37	226	942.08
	<b>Totals</b>	<b>32,687.25</b>	<b>40,473.79</b>	<b>48,190.48</b>	<b>56,977.53</b>	<b>64,467.84</b>	<b>242,796.90</b>

### Assumptions

1. The budget will be supported by the exchequer for each subsequent year for the strategic plan implementation.
2. Development partners will provide the pledged funds for implementation of the projects.
3. The County Governments will facilitate repayment of the loans for infrastructure development through revenue collected by the WSPs

### 4.3.3 RESOURCE MOBILIZATION STRATEGIES

To implement the proposed activities and related programmes, the Agency will put in place and deploy appropriate resource mobilization strategies which will include:

- a) **Support from the National Governments:** The National Government is the principal financier of the Agency’s operations and projects. Thus, the Agency plans to lobby for additional funding from the National Government.



- b) **Development Partners Support:** The Agency plans to attract technical and financial support from development partners. In this regard, the Agency will undertake mapping of potential partners and develop feasible proposals seeking funding from identified partners.
- c) **Proactive Development of Project Designs and Financing Proposals:** The Agency, through a Resource Mobilization Committee, will proactively:
  - i. Strengthen the Agency's capacity to mobilise funds;
  - ii. Enhance relationships with development partners and networks for donor funding;
  - iii. Identify and propose opportunities for Public-Private Partnerships (PPIs).
- d) **Prudent Management of Available Resources:** The Agency will put in place measures to ensure prudent resource management. These will include:
  - i. Implementation of efficient and effective processes and procedures;
  - ii. Application of ICT in the various processes;
  - iii. Outsourcing some non-core activities leading to increased efficiency;
  - iv. Adherence to the financial management policy; and
  - v. Adequate risk assessment and management.

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#### 4.3.3.1 PROJECTED SOURCES OF FINANCE

The programs and activities in the Strategic Plan (2021-2026) will be financed by both internal and external sources. The anticipated sources of finance include:

- a) The Exchequer or national budget, comprising government revenues;
- b) The Development Partners;
- c) Other income, e.g., Appropriation-in-Aid such as water quality service, lease of assets, dispose of assets, sale of tenders; and
- d) Other sources that can be approved by National Treasury i.e., PPPs, Commercial bank loans and infrastructure bonds.

#### 4.4 RISK ANALYSIS AND MITIGATION MEASURES

Risk management is the systematic process of managing the Agency's risk exposures to achieve its objectives in a manner consistent with public interest, human safety, environmental factors, and the law. It consists of planning, organizing, leading, coordinating, and controlling activities undertaken with the intent of providing an efficient pre-loss plan that minimizes the



adverse impact of risk on the Agency's resources, revenue and cash flows. Generally, for effective risk assessment, the Agency should deal with the following three elements:

- a) **Identify uncertainties**-The Agency should explore the entire Strategic Plan period and look for areas of uncertainty.
- b) **Analyze risks**- It should specify how those areas of uncertainty can impact the performance of the projects in the Strategic Plan, either in duration, cost or meeting the Agency's requirements.
- c) **Prioritize risks**- The Agency should establish which of those risks should receive maximum attention because of potential extreme impact; which should have regular management attention, and which are sufficiently minor to avoid detailed management attention.
- d) **Mitigation of the Risk** – Provide measures to reduce the occurrence or impact of the identified risks.

Besides, risk control has three elements, namely:

- a) **Mitigate Risks**-Take whatever actions are possible in advance to reduce the effect of risk.
- b) **Plan for Emergencies**- For all those risks which are deemed to be significant, have an emergency plan in place before it happens.
- c) **Measure and Control**-Track the effects of the risks identified and effectively manage them.

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#### 4.4.1 ENTERPRISE RISK MANAGEMENT POLICY

The Agency should develop an Enterprise Risk Management Policy, which shall provide the framework of risk assessment and management for those risks associated with the Agency's activities. The Policy shall outline the potential risks and provide guidelines for risk assessment, monitoring and management. To ensure key risks are identified and analyzed, the Agency shall:

- a) Define risks in the context of its strategy;
- b) Prepare risk profiles including a description of the material risks, the risk level and action plans used to mitigate the risk; and
- c) Regularly review and update the risk profiles.



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#### 4.4.2 THE SCOPE OF ENTERPRISE RISK MANAGEMENT POLICY

The risk management policy shall cover all operations of the Agency. The Agency shall use an Enterprise-Wide approach for the management of key corporate risks. Each staff member of the Agency has a role to play in the identification and management of risks through risk management processes being integrated in planning and management activities.

The Board shall monitor the effectiveness of the management system and ensure follow-up on all major risks. Among others, the Board of Directors 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.

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#### 4.4.3 THE RISK MANAGEMENT COMMITTEE (RMC)

The Risk Management Committee will consist of all the heads of departments and functions. The Risk Management Committee will deliver and maintain a Risk Management System in the Agency. This will include coordination of risk management processes described in the Enterprise Risk Management Policy and Framework. The members of the RMC will each be accountable for the risk management in their areas of functional responsibility. All departments shall be represented in the RMC, which shall meet at least once every quarter to exclusively discuss risk matters affecting the Agency. This will ensure that issues of risk are built into departmental meetings.

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#### 4.4.4 EVALUATION AND REVIEW OF ENTERPRISE RISK MANAGEMENT POLICY

The Agency shall monitor the policy regularly to ensure its relevance and effectiveness. It shall evaluate its impact on employees and other stakeholders. The ERMP shall be reviewed after every three (3) years to ensure that it remains relevant to the objectives of the Agency.

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#### 4.4.5 RISKS MATRIX

It is anticipated that the Agency faces a number of risks in the course of implementing its projects, programmes and activities. The risks and the corresponding mitigation measures are presented in Table 10 below.

**Table 10: Risk focus areas and mitigations**

TYPE OF RISK	RISKS ANTICIPATED	Category	PROPOSED MITIGATION MEASURES
<b>Strategic Risks</b>	Frequent changes at board and senior management level.	a) High-Medium	b) Staggered change in Management and Board appointment. c) Develop an organizational management succession plan.
	External interference with internal processes and undue influence on prioritization of infrastructure development.	a) High-Low	b) Document and maintain Standard Operating Procedures (SOP) c) Carry out feasibility studies to justify prioritization of projects: Select projects based on standard criteria. Use RSIP to identify infrastructure for development. d) Involve stakeholders in public awareness campaigns e.g. MCAs, County Governments, Local chiefs, Churches, women groups, etc. Provide financial resources to enable facilitation of this.
	Unexpected changes in level of funding required to support the proposed and approved projects	a) High-High	b) Alignment of budget cycle and prior continuous consultations and engagement with the relevant funders of the project.
	Injunctions against appointment of directors/senior management.	a) Medium-Medium	b) Compliance with the relevant policies on appointment of the board of directors and senior management.
	Unanticipated change in scope/coverage	a) Medium-Low	b) Develop comprehensive strategic and business plan to cover all area.
	Conflicting interests arising from cross-boundary projects.	a) Medium-Low	b) Development of clear MOUs with the relevant stakeholders
	Change of scope of jurisdiction	a) Medium-Low	b) Flexibility and prompt adaptation to change.
<b>Organizational Risks</b>	Unclear organizational structure and overlapping functional roles.	a) Medium-Medium	b) Clear job description and reporting hierarchy c) Maintenance of Standard Operating Procedures d) Develop and follow a consistent organizational culture.
	Resistance to change amongst the employees.	a) Medium-Medium	b) Communication and inclusivity in decision making c) Change management and succession planning. d) Effective cascading of the SP to all cadres of staff.
	Individual or vested interests in given projects and lack of integrity amongst the employees.	a) Medium-High	b) Implement code of regulation c) Sensitization on Ethics and Anti-Corruption Act. d) Develop and follow a consistent organizational culture.
<b>Operational Risks</b>	Inadequate staffing or lack of key competencies amongst staff.	a) High-High	b) Proper human resources planning c) Human resources capacity building



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TYPE OF RISK	RISKS ANTICIPATED	Category	PROPOSED MITIGATION MEASURES
			d) Organizing for staff to enroll and attend meetings, workshops organized by Professional Bodies (continuous Professional Development)
	Lack of adequate equipment or technology for implementation of Agency's activities	a) Medium-Medium	b) Proper planning and budgeting of required equipment. c) Maintain an updated record of equipment. d) Identify, train and equip the institution with latest technology e) Dispose of aged assets to allow for new requisitions
	Inadequate knowledge management capability	a) Medium-Medium	b) Carry out proper Succession management c) Implement ISO 27001:2013 on Information Security Management System (ISMS)
	Projects matched to funding as opposed to funding matching project	a) High-Medium	b) Develop a master plan c) Subjecting the new funds to existing programme /masterplan
	Project costs variations or inflations by contractors	a) High-High	b) Conduct market surveys to determine appropriate estimates for each project.
	Delays in project implementation due to appeals of procurement process, failure to procure requisite approvals etc.	a) High-High	b) Comply with procurement guidelines c) Compliance unit to proactively facilitate prompt requisite approvals.
	Litigations arising from non-payments due	a) Medium-Medium	b) Prompt payment of invoices.
	Termination for procurement process	a) Medium-Medium	b) Adherence to legal requirements c) Ensure compliance with law and policies
	Court cases against project implementation	a) Medium-High	b) Proper public participation
	Low motivation amongst employees	a) Medium-Medium	b) Carry out and implement Employee satisfaction and Work Environment surveys recommendation c) Organizing for staff to enroll and attend meetings, workshops organized by Professional Bodies (continuous Professional Development)
<b>Financial Risks</b>	Inadequate budgetary allocation;	a) High-High	b) Develop and implement a resource mobilization strategy c) Seek more funds from the Treasury: Compute the full cost of respective projects and include in the budget. Thus use the same as the basis to request for feasible funding at the inception of the projects and subsequent need for more. d) Provide justification for additional funding.



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TYPE OF RISK	RISKS ANTICIPATED	Category	PROPOSED MITIGATION MEASURES
	Project cost escalation due to accumulation of interest on capital funds	a) High-High	b) Proper terms of contract. c) Strict adherence to Procurement Procedures.
	Budget cuts after budgeting process;	a) High-High	b) Exercise prudence financial discipline.
	Lack of alternative sources of funds.	a) High-High	b) Explore alternative source of funding. c) Engage county government in maintenance of infrastructure: Define national and county infrastructure, with other stakeholders. Liaise with county governments on standards for maintaining infrastructure whenever they request.
	Poor absorption of funds	a) Medium-Medium	b) Proper planning and coordination of programs.
	Poor management of financial resources.	c) High-High	d) Exercise prudence financial discipline.
<b>Technological Risks</b>	Data loss	a) Medium-High	b) Pursue and implement information security policy. c) Implement ISO 27001: 2013 on Information Security Management System (ISMS)
	Continuous changes in technology	a) High-Low	b) Embrace technological change informed by the strategic direction of the Agency.
	Security breaches for the storage of Data	a) Medium-Medium	b) Develop Enterprise Resource Planning System that ensures Centralized Storage of Information
	Loss of hard Data that has not been Digitized	a) Low-High	b) Fast-track Digitization Process of Hard Data
	Lack of Knowledge on emerging technology	a) Low-Low	b) Continuous Research and development c) Embracing a learning institution practices
	Failure to have a BCP	a) Low-Medium	b) Implement ISO 27001: 2013 on Information Security Management System (ISMS).



## CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

### 5.0 OVERVIEW

The purpose of Monitoring, Evaluation and Reporting (ME&R) is to ensure, at stated intervals, that the Strategic Plan is being implemented according to schedule of activities and if deviations are detected, appropriate and timely remedial action is taken to return to progress path. The main purpose of ME&R is to ascertain that the Agency is on the right course to achieving the strategic objectives. Outputs in the MER framework will include annual work plans for all functional areas, budgets, quarterly progress reports, annual performance reports and minutes of the quarterly progress and annual performance review meetings. The framework will comprise of the reports to the Board of Directors and their feedback to management.

### 5.1 MONITORING

#### 5.1.1 AT THE BOARD LEVEL

The implementation of the Strategic Plan (2021-2026) will be closely monitored by the Board to ensure its accomplishment.

Quarterly review meetings will be held between the Management and the Board. During these meetings, the Board will receive and review progress reports from the Chief Executive Officer indicating overall progress made on key strategic objectives. The nature and scope of reporting will include:

- a) Annual work plans shall be prepared in every financial year to ensure alignment of day-to-day activities to the strategic plan.
- b) Progress made in implementation against what was planned.
- c) Causes of deviation from Strategic Plan, if any.
- d) Areas of difficulties and suggested solutions to challenges that may adversely affect implementation. and
- e) Proposed corrective measures.

The input of these quarterly Board meetings will be the output from the Monitoring, Evaluation and Reporting Committee (MERC) reports and monthly management meetings.



### 5.1.2 AT MANAGEMENT LEVEL

Monitoring will involve routine data collection and analysis on the progress in implementation of the Strategic Plan. The results from the analysis will then be used to inform decision-making, including taking corrective action where deviations in implementation have been noted. The functional area in charge of Planning and Strategy will coordinate collection of M&E data, analysis and reporting. It will provide technical support and facilitate M&E capacity building in liaison with the Human Resource Administration division. Monitoring, Evaluation and Reporting mechanisms will be institutionalized by establishing an M&E Committee, consisting of all departmental and divisional heads and chaired by the CEO. Funds will be allocated for M&E activities and the M&E function will be automated through the ERP system.

The Monitoring and Evaluation Committee will take full responsibility of implementation of the Strategic Plan. The Committee will monitor and evaluate all strategies, activities and outcomes to advise Management on the implementation status and offer feasible policy and strategy alternatives. Monitoring will be done on quarterly basis and the same will inform reports to the Board of Directors by the CEO.

All staff will be required to keep records of the lessons learnt during implementation of the Strategic Plan and ensure the information is available for reference. A system of disseminating the lessons learnt to users will be developed as part of the M&E Strategy. The M&E Committee will monitor documentation and effective utilization of lessons learnt. Annual service delivery/customer satisfaction surveys and stakeholder feedback will be assessed to gauge the achievement of the set objectives and evaluate the extent of service delivery.

The Agency will cascade the Strategic Plan downwards to facilitate ownership and participation in the implementation of the Strategic Plan by all staff. Each Divisional Head will manage the performance and achievement of targets assigned to the Division and submit quarterly and annual progress and performance reports respectively to the respective Head of Department with a copy to the Manager responsible for Planning and Strategy management. The manager in charge of planning & strategy will verify the Divisional reports, prepare corporate progress and annual performance reports respectively and submit it to the Agency's M&E Committee. The corporate progress and annual performance reports will be adopted by management and submitted to the relevant Board of Directors for review adoption and advice.



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### 5.1.3 MANAGEMENT CONTROL FUNCTION

In carrying out the management control function, the Agency will:

- a) Set clear Performance Indicators, Standards and Targets.
- b) Carry out Regular Performance Appraisals on all staff members.
- c) Align Budgets, performance contract targets to the strategic plan.
- d) Link performance contract targets with the Performance Appraisal framework.
- e) Develop and implement a Performance Rewards framework.
- f) Prepare and review of functional progress reports and management reports to the Board of Directors.
- g) Prepare annual strategic plan implementation reports and carry out review meetings.

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### 5.1.4 STRATEGIC CONTROL MECHANISM

The control mechanisms that the Agency will deploy include:

- a) Preparation of annual Work plans.
- b) Preparation of Monthly/ quarterly reports and
- c) Holding Monthly/ quarterly progress review meetings to assess whether routine activities are producing intended results as planned.

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## 5.2 EVALUATION

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### 5.2.1 MID-TERM EVALUATION

Mid-Term evaluation of the Strategic Plan will be carried out in 2023/24 to assess progress in implementation. The report of this review will guide implementation of programmes during the remaining duration of the Plan.

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### 5.2.1 END-TERM EVALUATION

Towards the end of the Strategic Plan implementation period, a terminal or End-Term review will be carried out to assess overall implementation status and provide critical learning points that will inform development of the next Strategic Plan or may require review of the SP model.

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## 5.3 REVIEW OF THE STRATEGIC PLAN

Annual review of the implementation status of the Strategic Plan (2021-2026) will be undertaken to inform the development of the subsequent Annual Work Plans over the Strategic Planning period.



## 5.4 STRATEGIC PLAN AUDIT

An independent audit on the implementation of the Strategic Plan (2021-2026) will be carried out on annual basis.

## 5.5 KEY PERFORMANCE INDICATORS

Table 11 shows the projected key performance indicators (KPIs) for financial and non-financial targets set for the year 2021 to 2026. However, some KPIs do not have the baseline data.

The Agency's target of 84%, 60% and 48% coverage for Urban & Rural Water supply and sewerage access will be achieved by ensuring that 1,555, 013 more people will have access to improved clean water while 517,997 more will have access to public sewerage services as outlined below:

	<b>Base Year (2019/20)</b>	<b>End Year (2025/26)</b>	<b>Change</b>
<i>Urban Access to Water</i>	1,386,782	1,926,484	<i>539,702</i>
<i>Rural Access to Water</i>	1,061,835	2,077,146	<i>1,015,311</i>
			<b><i>1,555,013 people</i></b>
Urban Access to Sewerage	582,851	1,100,848	<i>517,997 people</i>
Rural Access to Sewerage	0	0	<i>0</i>

**Table 11: Key performance indicators**

KPI	BASELINE	PROJECTION					TOTAL
	2019/20	2021/22	2022/23	2023/24	2024/25	2025/26	
Total revenue (Kshs “millions”)		35,685.7	41,307.7	47,266.0	55,268.5	63,269.0	<b>242,796.9</b>
NRW (%)	39 %	38%	36 %	35%	33%	32 %	
<b>Population projections</b>							
a) Urban	2,009,829	2,100,236	2,146,953	2,194,709	2,243,528	2,293,433	
b) Rural	3,033,814	3,170,282	3,240,801	3,312,889	3,386,580	3,461,910	
<b>c) Total Pop</b>	<b>5,043,643</b>	<b>5,270,518</b>	<b>5,387,754</b>	<b>5,507,598</b>	<b>5,630,108</b>	<b>5,755,343</b>	
<b>Water infrastructure coverage (%)</b>							
a) Urban	69%	72%	75%	78%	81%	84%	
b) Rural	35%	38%	43%	48%	54%	60%	
<b>c) Average coverage</b>	<b>52%</b>	<b>55%</b>	<b>59%</b>	<b>63%</b>	<b>68%</b>	<b>72%</b>	
<b>Sewer infrastructure coverage (%)</b>							
Urban	29%	32%	35 %	39 %	44 %	48%	
<b>Customer/Stakeholder satisfaction index (%)</b>							
Employee satisfaction (%)	No Data	80%	85%	90%	95%	100%	
Employee satisfaction (%)	No Data	80%	85%	90%	95%	100%	

**ANNEX I: IMPLEMENTATION MATRIX**

		Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
							Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 202 1/2 2	Y2 202 2/2 3	Y3 202 3/2 4	Y4 202 4 /25	Y5 202 5 /26	
<b>Key Result Area</b>																	
Strategic objective																	
Strategy																	
<b>KRA1: Effective Resource Mobilization &amp; Prudent Utilization</b>																	
To mobilize and utilize Ksh. 243B for development of water and sanitation infrastructure by 30th June 2026																	
Strengthen the Agency's capacity to mobilize funds.																	
		Develop Resource mobilization policy & strategy	Improved RM capacity	RM Policy & Strategy document	Completed RM Policy & Strategy within timelines	1-year	1					3.5	0	0	0	0	BOD, CEO, GM-CS, GM-TS, FM, P&DS, P&SM, ICTM
		Prepare and update a data base of project proposal	Ease of retrieval/ preparation of proposals	Project proposals database	Up-to-date project proposals database	Annually	10	10	10	10	10	5	5	5	5	5	CEO, GM-CS, GM-TS, FM, P&DS, P&SM, ICTM
		Develop the Agency's budget policy	Framework on budget development	Budget Policy	Budget policy developed within timelines	1 Year	1					3.5	0	0	0	0	CEO, GM-CS, GM-TS
		Prepare the Agency's MTEF and budget as per the relevant National Treasury and Planning guidelines.	Approval of MTEF & budgets	MTEF & budget documents	Annual MTEF & budget	Annually	2	2	2	2	2	4	4	4	4	4	BOD, CEO, GM-CS, GM-TS, FM, P&SM, P&DM, LSM, IAM



Central Rift Valley Water Works Development Agency

	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Train and build capacity on planning, proposal writing, resource mobilization and lobbying	Improved funding for projects	Trained staff	No. of trained staff	Continuous	3	3	2	2	2	0.6	0.6	0.4	0.4	0.4	CEO, GM-CS, GM-TS, FM, P&SM, P&DM,
	Seek for funds from development partners	Improved funding for projects	Partnership engagement report	No of partners willing to fund projects	Continuous	3	3	3	3	3	1.5	1.5	1.5	1.5	1.5	
	Implement the RM policy & strategy	Improved funding for projects	Implementation Report	Implementation Report	Continuous	1	1	1	1	1	10	10	10	10	10	BOD, CEO, GM-CS, GM-TS, P&SM
<b>Total budget for Strategy #1</b>											<b>28.1</b>	<b>21.1</b>	<b>20.9</b>	<b>20.9</b>	<b>20.9</b>	
<b>Absorb allocated GoK and donor funds.</b>																
	Timely and cost effectively procure goods & services	Efficient and cost-effective procurement	Procurement report	Annual procurement report	Continuous	1	1	1	1	1	30	30	30	30	30	BOD, CEO, SCM, GM-CS, GM-TS
	Efficiently implement projects and absorb all allocated funds	Maximum absorption of allocated funds	Funds absorption report	% Of absorbed allocated funds	Continuous	100%	100%	100%	100%	100%	20	20	20	20	20	CEO, SCM, GM-CS, GM-TS, PMS, CIC, PSC
	Comply with requirements for release of funds	Prompt turnaround for release of funds	Compliance reports	% of projects meeting compliance requirements	Continuous	100%	100%	100%	100%	100%	20	20	20	20	20	CEO, GM-CS, GM-TS, PMS, PSC, SCM

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						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Reduce turnaround time for processing payment	Prompt processing of payments	Payments report	No of days taken to process payment requests	Continuous	30	30	30	30	30	0	0	0	0	0	CEO, GM-CS, GM-TS, FM, PMS, SCM, CIC
<b>Total budget for Strategy #2</b>											70	70	70	70	70	
<b>Enhance relationship with development partners &amp; networks for donor funding</b>																
	Implement effective communication and dispute management	Improved funding	Communication and dispute management report	Frequency of issued communication and dispute management	Continuous	1	1	1	1	1	10	10	10	10	10	CEO, GM-CS, GM-TS, CCM, LSM
	Implement effective M&E	Timely controls on project implementation	M&E Report on resource utilization	No. of projects implemented within schedule	Annually	1	1	1	1	1	2	2	2	2	2	CEO, GM-CS, GM-TS, PSM, FM
	Put in place measures to ensure timely reporting.	Effective reports for timely decision making	Policy & Framework for Projects reporting	Policy & framework developed within timelines	1 Year	1	0	0	0	0	0	0	0	0	0	CEO, GM-CS, GM-TS, P&SM, PMs
	Implement the Policy & Framework for projects reporting	Improved project management and reporting	Projects progress reports	Quarterly reports generated	Quarterly	4	4	4	4	4	1	1	1	1	1	
	Comply with funding conditions and regulations	Improved donor confidence and trust	Un-Qualified Audit Reports	Rate of compliance	Annually	1	1	1	1	1	1	1	1	1	1	CEO, GM-CS, GM-TS, FM, IAM
<b>Total budget for Strategy #3</b>											14	14	14	14	14	
<b>Take advantage of all Govt funding programmes for the Water Supply and Sanitation development.</b>																



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	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Develop feasible project proposals and market them to the MWSI and other development partners to attract project financing.	Improved project funding	Completed project feasibility report.  New Project Proposals	No. of completed project feasibility reports.  No. of New Project Proposals	Annually	5	5	5	5	5	5	5	5	5	BOD, CEO, GM-CS, GM-TS, P&SM	
<b>Total budget for Strategy #4</b>											5	5	5	5	5	
<b>Enhance Public Private Partnerships (PPIs)</b>																
	Train staff on PPP models	Improved project funding	Training Report	No of trained staff	Annually	1	1	1	1	1	3	3	3	3	3	CEO, GM-CS, GM-TS, HRM, P&SM, PMs
	Engage with relevant organizations for PPPs	Improved project funding	PPP engagement / funding reports	No of funded PPP proposals	Annually	1	1	1	1	1	5	5	5	5	5	CEO, GM-CS, GM-TS, P&SM, PMs, SCM
	Pursue approvals from the MWSI and the National Treasury and Planning	Improved project funding	Report GoK approved project funding	No. of approved proposals by the GoK	Annually	1	1	1	1	1	3	3	3	3	3	BOD, CEO, GM-CS, GM-TS, FM, P&SM, PMs, SCM
<b>Total budget for Strategy #5</b>											11	11	11	11	11	
<b>Diversify internal revenue sources</b>																



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	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 /25	Y5 2025 /26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Gazette and operationalize Chemususu & Itare Water supply projects as national public works	Increased revenue	Gazette notice	Issued gazette notice	1 Year	1	0	0	0	0	5	0	0	0	0	CEO, GM-CS, GM-TS, LSM, AM
	Identify and develop other projects that can be declared National public water works	Increased revenue	Gazette notice	No identified and Issued gazette notice	Continuous	0	1	1	1	1	0	2	2	2	2	CEO, GM-CS, GM-TS, LSM, AM
<b>Total budget for Strategy #6</b>											5	2	2	2	2	
<b>Strengthen financial management</b>																
	Comply with public financial management policies and regulations.	Improvement on compliance	Audit report	Good audit rating	Annually	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	CEO, GM-CS, FM, P&SM, AIM
	Develop and implement the Agency's finance and procurement policies and procedures manuals	Improvement on compliance	Finance and procurement manuals	Timely completion of manuals	1 Year	2	0	0	0	0	3	0	0	0	0	CEO, GM-CS, FM, IAM, SCM
	Prepare the Agency's Financial Plan.	Improvement on compliance and financial management	Business Plan, MTEF, Medium Term Budgets,	Timely completion of the plans	Annually	4	3	3	3	3	10	5	5	5	5	CEO, GM-CS, FM, P&SM, P&DM, SCM, IAM



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			Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
								Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
					Procurement Plan													
			Implement the Agency's financial Plans	Improvement on compliance and financial management	Annual Financial Report	100% plan implementation	1 Year	1	1	1	1	1	2	2	2	2	2	CEO, GM-CS, FM, IAM, SCM
			Enforce internal controls on expenditures.	Improvement on compliance and financial management	Audit report	Good audit rating	Annually	1	1	1	1	1	1	1	1	1	1	CEO, GM-CS, FM, IAM
			Conduct regular audit reviews and implement recommendations from previous audits.	Improvement on compliance and financial management	External audit reports	Good audit rating	Annually	1	1	1	1	1	2	2	2	2	2	CEO, GM-CS, FM, IAM
			Ensure compliance with PFMA 2012, the Public Procurement and Asset Disposal Act, 2015 and the National Treasury and Planning circulars.	Improvement on compliance and financial management	External audit reports	Good audit rating	Annually	1	1	1	1	1	0	0	0	0	0	CEO, GM-CS, FM, IAM, SCM

	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Automate finance processes	Improved processes and accuracy	Automated processes	No. of automated processes	1 Year	2	2	2	2	2	2	2	2	2	2	CEO, GM-CS, FM, IAM, SCM, ICTM
	Review and update financial policies and procedure manuals.	Improvement on compliance and financial management	Reviewed management documents	Number of reviewed docs	Annually	1	1	1	1	1	0	1	1	1	1	CEO, GM-CS, FM, IAM
<b>Total budget for Strategy #7</b>											20.5	13.5	13.5	13.5	13.5	
<b>Cost-effective tendering for supply of goods and services</b>																
	Conduct market survey on various pricing of goods and services.	Improved procurement management	Market Survey report	No. of surveys conducted	Annually	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	CEO, GM-CS, SCM, IAM
	Ensure effective contract Management	Improved procurement management	Contract implementation report	No of fully implemented contracts.	Continuous	1	1	1	1	1	0	0	0	0	0	CEO, GM-CS, GM-TS, SCM, IAM, PMs
<b>Total budget for Strategy #8</b>											0.2	0.2	0.2	0.2	0.2	
<b>Strengthen Revenue collection</b>																
	Develop debt collection strategy.	Improved revenue collection	Debt collection strategy	Completed Strategy within timelines	1 year	1	0	0	0	0	0.5	0	0	0	0	CEO, GM-CS, FM,



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	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Develop mechanisms to enforce repayment of AfDB loan by NAWASSCO, NARUWASSCO, NAIWAWASS	Improved revenue collection	Realized revenue	Amount of realized revenue	Annually	54.3 m	54.3 m	54.3 m	54.3 m	54.3 m	0.5	0.5	0.5	0.5	0.5	
	Enter into agreements with beneficiary WSPS under the Kenya towns sustainable water supply and sanitation programme.	Improved revenue collection	AfDB Loan Repayment agreements	Number of successful repayments	Annually	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
	Enforce the AfDB Loan Repayment agreements and collect all funds due from the relevant WSPs.	Improved revenue collection	Revenue realized.	Amount of revenue realized.	Annually	As per the relevant agreements					0.5	0.5	0.5	0.5	0.5	
<b>Total budget for Strategy #9</b>											2	1.5	1.5	1.5	1.5	
<b>Pursue other Income Sources</b>																
	Mainstream laboratory services and collect relevant fees for the water quality services	Improved revenue collection	Realized revenue	Amount of revenue realized.	Continuous	1.5M	1.5m	1.5m	1.5m	1.5m	0.2	0.2	0.2	0.2	0.2	CEO, GM-CS, FM, WQO
	Comply with the PFOA and	Improved revenue	Realized revenue	Amount of revenue	Continuous	0.5M	0.5M	0.5M	0.5M	0.5M	0.2	0.2	0.2	0.2	0.2	CEO, GM-CS,



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		Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
							Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
		sell tender documents to clients/ bidders who wish to buy them instead of getting them on the website.	collection		realized.												FM, SCM,
		Lease off and/or rent out assets that are not being used.	Improved revenue collection	Realized revenue	Amount of revenue realized.	Annually	0.5M	0.5M	0.5M	0.5M	0.5M	0	0	0	0	0	CEO, GM-CS, FM, LSM, AM
		Dispose assets that are either idle or too old for the purpose of the Agency.	Improved revenue collection	Realized revenue	Amount of revenue realized.	5 Years	1.5M	1.5M	1.5M	1.5M	1.5M	0.5	0.5	0.5	0.5	0.5	BOD, CEO, GM-CS, SCM, IAM, AM, LSM
<b>Total budget for Strategy #10</b>												0.9	0.9	0.9	0.9	0.9	
<b>KRA2: Enhancement of Water and Sanitation Infrastructure Coverage</b>																	
<b>To develop prioritized infrastructure for enhanced access to water and sanitation services.</b>																	
<b>Develop priority water infrastructure projects in the area determined by the Legal Notice establishing the Agency including those listed in Annex III and as maybe advised by the Cabinet Secretary for Water, Sanitation and Irrigation</b>																	
		Assess the need of water supply infrastructure development	Improved needs awareness	Needs assessment report	No of needs assessment reports	1 year	5No. County. 1No. Agency's					160	0	0	0	0	CEO, GM- TS, GM-CS, P&DM, P&SM, WQM
		Develop water supply Master Plan.	Proper planning for water supply	Master Plan	Completed master plan on timelines	2 years	1					20	20	0	0	0	



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	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Develop water supply infrastructure projects concept notes		Water supply projects concept notes	No of concept notes developed on timelines	Continuo us	10	10	10	10	10	10	10	10	10	10	
	Carry out project planning, feasibility studies, survey, designs and prepare tender documents		Feasibility studies reports *Design reports *Tender documents	No. of various reports generated.	Continuo us	10	10	10	10	10	100 0	100 0	100 0	100 0	100 0	
	Implement the water supply projects as budgeted for.	Improved water supply	Project status reports	No of implemented projects within timelines	Monthly	12	12	12	12	12	240 00	270 00	300 00	350 00	400 00	CEO, GM- TS, GM-CS, P&DM, P&SM, WQM, PMs
	Commission and hand over completed water supply projects	Improved water supply	Projects completion certificates *Deed of handover	No. of commissione d projects within timelines	Continuo us	15	15	15	15	15	15	15	15	15	15	CEO, GM- TS, GM-CS, P&DM, P&SM, CCM, WQM, PMs
<b>Total budget for Strategy #1</b>											252 05	280 45	310 25	360 25	410 25	
<b>Develop priority sanitation and sewerage infrastructure projects in the area determined by the Legal Notice establishing the Agency including those listed in Annex III and as maybe advised by the Cabinet Secretary for Water, Sanitation and Irrigation</b>																
	Assess the need of sanitation	Improved needs	Needs assessment	No of needs assessment	1 year	5No. report					100	0	0	0	0	CEO, GM- TS,

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			Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
								Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
			and sewerage infrastructure development	awareness	report	reports		1No. Agency's report										GM-CS, P&DM, P&SM, WQM
			Develop sanitation and sewerage master plan.	Proper planning for sewerage management	Master plan	Completed master plan within timelines	2 years	1	1				20	20	0	0	0	
			Develop sanitation and sewerage infrastructure projects concept notes		Concept notes	No of concept notes developed within timelines	Continuous	10	10	10	10	10	10	10	10	10	10	
			Carry out project planning, feasibility studies, survey, designs and prepare tender documents		Feasibility studies reports *Design reports *Tender documents	No. of various reports generated.	Continuous	10	10	10	10	10	800	800	800	800	800	
			Implement sanitation and sewerage projects as budgeted for.	Improved access to sewerage services	Project status reports	No of implemented projects within timelines	Monthly	12	12	12	12	12	9000	12000	15000	18000	21000	CEO, GM-TS, GM-CS, P&DM, P&SM, WQM, PMs
			Commission and hand over completed sanitation and sewerage projects	Improved access to sewerage services	Projects completion certificates	No. of commissioned projects within timelines	Continuous	1	4	7	10	15	8	9	13	15	17	CEO, GM- TS, GM-CS, P&DM, P&SM, CCM, WQM,



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						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
			*Deed of handover													PMs
<b>Total budget for Strategy #2</b>											993 8	128 39	158 23	188 25	218 27	
<b>KRA3: Management of the agency assets</b>																
<b>To develop and implement mechanisms for management of the developed water and sanitation infrastructure.</b>																
<b>Securing ownership of the Agency's assets</b>																
	Maintain an up-to-date asset register.	An up-to-date register of assets	Asset register	Up-to-date Asset register	Annually	100%	100%	100%	100%	100%	5	1	1	1	1	CEO, GM-TS, GM-CS, AM
	Secure ownership of the assets	Security of assets	Deeds of ownership	Percentage of Assets having Deeds of ownership	Continuous	100%	100%	100%	100%	100%	2	2	2	2	2	
	Register wayleaves	Security of assets	Registered wayleaves	Percentage of wayleaves registered	Continuous	100%	100%	100%	100%	100%	2	2	2	2	2	
	Renewal of Licenses, rates and leases	Regulatory compliance	Renewed licenses and permits	Percentage of regularized licenses and permits	Annually	100%	100%	100%	100%	100%	20	20	20	20	20	CEO, GM-TS, GM-CS, AM, FM
<b>Total for Strategy #1</b>											29	25	25	25	25	
<b>Ensure regular maintenance activities of water infrastructure is done</b>																
	Develop a policy on maintenance of infrastructure	Proper infrastructure maintenance	Policy document	Completed policy document	1 year	1	0	0	0	0	2	0	0	0	0	CEO, GM-TS, GM-CS, AM
	Prepare a strategy on maintenance of infrastructure	Proper infrastructure maintenance	Strategy document	Completed strategy document	1 year	1	0	0	0	0	5	0	0	0	0	

	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Coordinate the Implementation of the strategy for maintenance of infrastructure	Proper infrastructure maintenance	Implementation report	Rate of policy & strategy compliance	Annually	1	1	1	1	1	1	1	1	1	1	CEO, GM-TS, GM-CS, AM, P&SM
	Prepare infrastructure status report	Proper infrastructure maintenance	Infrastructure status report	Completed report within timelines	Annually	1	1	1	1	1	0	0	0	0	0	AM, P&SM
<b>Total for budget Strategy #2</b>											8	1	1	1	1	
<b>Create awareness among stakeholders on the need to set aside and protect present and potential assets sites</b>																
	Develop a strategy for stakeholder awareness on water and sanitation infrastructure sites	Improved security of assets	Strategy Document	Completed Strategy document within timelines	1 year	1					2	0	0	0	0	CEO, GM-TS, GM-CS, P&DM, AM, CCM, P&SM
	Implement the strategy for stakeholder awareness on water and sanitation infrastructure sites	Improved security of assets	Implementation report	Rate of implementation of the strategy	Annually	1	1	1	1	1	0.5	1	1	1	1	
<b>Total budget for Strategy #3</b>											2.5	1	1	1	1	
<b>Secure future water and sanitation project sites and infrastructure network.</b>																
	Identify future suitable water and sanitation infrastructure sites	Improved security of sites	Secured sites	Number of secured project sites and properties.	Continuous	5	5	5	5	5	3	3	3	3	3	CEO, GM-TS, GM-CS, P&DM, AM, LSM



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	Collaborate with relevant MDAs to acquire ownership of the future water and sanitation project sites and infrastructure network.	Improved security of sites	Part Development Plans and Title Deeds	No. of Part Development Plans and Title Deeds	Continuous	5 PDPs	50	50	50	50	50	CEO, GM-TS, GM-CS, AM, LSM				
	Secure the future water and sanitation project sites and infrastructure network	Improved security of sites	Secured sites	Number of secured sites	Continuous	5 sites	6	6	6	6	6	CEO, GM-TS, GM-CS, P&DM, AM, LSM				
<b>Total budget for Strategy #4</b>											59	59	59	59	59	
<b>Build capacity of Counties and WSPs for management and maintenance of the water and sanitation infrastructures</b>																
	Develop a strategy for capacity building WSPs	Improved performance in water and sanitation services	Strategy document	Complete strategy document within timelines	1 year	1					5	0	0	0	0	CEO, GM-TS, GM-CS, P&SM
	Implement the strategy for capacity building WSPs on the operationalization of projects	Improved performance in water and sanitation services	Capacity building report	No. of WSPs engaged in Capacity building	Annually	1	1	1	1	1	0	0	0	0	0	CEO, GM-TS, GM-CS



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	Respond to technical support request by County Governments	Improved performance in water and sanitation services	Technical support action report	No of initiatives supported	Annually	100%	100%	100%	100%	100%	5	5	5	5	5	
	Offer capacity building in corporate governance to the WSPs.	Improved performance in water and sanitation services	Capacity building report	No of WSPs engaged in capacity building	Annually	1	1	1	1	1	1	1	1	1	1	
<b>Total for budget Strategy #5</b>											11	6	6	6	6	
<b>KRA4: Enhancement Of Institutional Framework And Capacity</b>																
<b>To continually improve internal capabilities for efficient service delivery.</b>																
<b>Establish and operationalize Research and Development (R&amp;D) in the Agency</b>																
	Identify research projects as and when required.	Institutionalized R&D	Report on research initiatives	Annual reports on research initiatives undertaken	Continuous	1	1	1	1	1	25	5	5	5	5	GM -TS, GM - CS, P&SM
<b>Total budget for Strategy #1</b>											25	5	5	5	5	
<b>Attain and maintain the QMS (Quality Management System) ISO 9001: 2015 standards.</b>																
	Pursue and acquire ISO 9001: 2015 certification.	Attaining quality standard certification	ISO 9001: 2015 certificate	Attainment of standards within timelines	2 Years	1	1	1	1	1	15	10	5	5	8	C.E.O, QMR
<b>Total for budget Strategy #2</b>											15	10	5	5	8	
<b>Attain and maintain the ISMS 27001: 2013 certification and, Development &amp; review HR policies and procedures manual</b>																



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	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Pursue and acquire ISMS 27001: 2013 certification	Attaining quality standard certification	ISMS 27001: 2013 certificate	Attainment of standards within timelines	2 years		1	1	1	1	10	4	3	3	5	C.E.O, GM- CS, ICTM
	Develop and review policies and procedure manuals.	Attaining quality standard certification	Report on reviewed policies & proc manuals	Number of reviewed policies and manuals.	5 years	7	2	2	2	2	25	2	2	2	2	CEO, GM CS, HRM
	Audit implementation and compliance.	Attaining quality standard certification	Implementation & compliance report	Rate of compliance	Annual	1	1	1	1	1	1	1	1	1	1	HRM
	Action audit recommendations	Attaining quality standard certification	Report on actioned issues	No of implemented audit issues	Annual	1	1	1	1	1	1	1	1	1	1	
<b>Total budget for Strategy #3</b>											<b>37</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>9</b>	
<b>Institute and enhance succession management &amp; planning.</b>																
	Develop HR Management Policy.	Effective HR management	HRM Policy	Completed HRM Policy within timelines	2 years	TOR formulation	1				0	2	0	0	0	CEO, GM-CS, HRM
	Develop manpower plan.	Effective HR management	Manpower Plan	Completed plan within timelines	1 year	Manpower Plan					0	0	0	0	0	
	Competitively advertise and fill human resource gaps as per the manpower plan.	Effective HR management	Staff recruitment report	No of filled gaps	5 years		15	10	10	10	5	5	5	5	5	

	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Train and build capacity of employees for succession management.	Effective HR management	Training & capacity building report	No of staff engaged	Annually	2	2	2	2	2	1	1	1	1	1	
	Encourage and support membership of professional bodies.	Effective HR management	Report on professional memberships	No of staff acquiring memberships	Annually	20	23	26	30	35	3.5	4	4.5	5	5.5	
<b>Total budget for Strategy #4</b>											9.5	12	10.5	11	11.5	
<b>Establish KM framework &amp; structures to build a learning organization culture</b>																
	Develop and implement KM policy and procedure.	Institutionalized KM practices	KM policy/procedures. *Infrastructure for KM.  *Information updates on the KMS	Completed KM policy/procedures within timelines. Infrastructure.  No of contents	*KM policy - 1yr  *Infrastructure - 2ys *Information updates - Daily	KM policy	KM sensitization of staff	Infrastructure	Implementation	Continuous updates and reviews	5	5	10	10	2	CEO, GM-CS, GM-TS, ICTM, HRM, P&SM, CCM
<b>Total budget for Strategy #5</b>											5	5	10	10	2	
<b>Develop and implement comprehensive quality &amp; risk management framework across all functional areas</b>																
	Develop risk Management Framework.	Improved risk management	Risk Mgmt Framework.	Completed RMF.	1 year	1					10	0	0	0	0	CEO,  IAM
	Develop and update the Agency Risk Register.	Improved risk management	Risk Register	No of updates	*Develop - 1 year *Update-Quarterly	Risk Register Developed	4 Risk Register updates	4 Risk Register updates	4 Risk Register updates	4 Risk Register updates	2	0.5	0.5	0.5	0.5	



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	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	
	Develop and Update Risk Mitigation Plan.	Improved risk management	Risk Mitigation plan	No of risk issues mitigated	*Develop - 1 year *Review & Update- Annually	Risk Mitigation Plan	1 Risk Mitigation Plan review	2	0.5	0.5	0.5	0.5				
<b>Total budget for Strategy #6</b>											14	1	1	1	1	
<b>Create a conducive work environment</b>																
	Provide conducive work environment	Improved productivity	*Work Environment Survey Report *Health and Safety Audit report *Fire safety Audit report	Rate of compliance	Annually	*2 Audit Report *1 Survey report	*2 Audit Report *1 Survey report	*2 Audit Report *1 Survey report	*2 Audit Report *1 Survey report	*2 Audit Report *1 Survey report	2	2	2	2	2	CEO GM-CS HRM
	Develop staff feedback mechanism	Improved productivity	Employee Satisfaction survey report	Employee Satisfaction index	Annually	80% ESI	80% ESI	80% ESI	80% ESI	80% ESI	1.5	1.5	1.5	1.5	1.5	
	Carry out job evaluation and implement recommendations	Improved productivity	Job evaluation implementation report	No of implemented issues	5 years	Implement Job evaluation recommendation				Carry out job evaluation	0	0	0	0	1	

	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Develop and implement a corporate culture framework and undertake audits.	Improved productivity	*Corporate culture framework  *Corporate culture audit report	*Completed Corporate culture framework within timelines.  *Audit rating	*Develop Framework-2 years   *Audits-Annually	Training and sensitization of staff on organizational culture issues and National Values and Principles	Corporate Culture Framework Developed	1 Corporate Culture Audit Report	1 Corporate Culture Audit Report	1 Corporate Culture Audit Report	3	4	1	1	1	CEO, GM-CS, GM-TS, HRM  CCM, P&SM, IAM, ICTM
	Carry out compliance Audit on legal and statutory obligations	Improved productivity	Compliance Audit reports	Rate of compliance	Annually	100%	100%	100%	100%	100%	2	2	2	2	2	CEO, IAM
<b>Total budget for Strategy #7</b>											8.5	9.5	6.5	6.5	7.5	
<b>Strengthen corporate governance</b>																
	Carry out capacity building for the Board in line with Mwongozo	Improved governance ratings	Training reports	No of trainings undertaken	Annually	3 training reports	3 training reports	3 training reports	3 training reports	3 training reports	10	10	10	10	10	CEO  LSM

	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Undertake regular governance audit.	Improved governance ratings	Governance Audit report	Rate of compliance	Annually	1 Gov Audit report	1 Gov Audit report	1 Gov Audit report	1 Gov Audit report	1 Gov Audit report	0	0	0	0	0	CEO, IAM, LSM
	Develop and Implement ME&L framework.	Improved governance ratings	*ME&L framework *ME&L reports	*Completed ME&L framework *Completed ME&L reports	*ME&L framework-1 year *Reports-Quarterly	*ME&L Framework Developed	4 Quarterly ME&L reports	7	3	3	3	3	CEO, GM-TS, GM-CS and P&SM			
<b>Total budget for Strategy #8</b>											17	13	13	13	13	
<b>Strengthen a performance management framework</b>																
	Undertake periodic performance review.	Improved productivity	Performance appraisal report	Completed performance appraisals within timelines.	Annually	All staff	All staff	All staff	All staff	All staff	0	0	0	0	0	CEO, GM-TS, GM-CS and All Divisional Heads
<b>Total budget for Strategy #9</b>											0	0	0	0	0	
<b>Adherence to Government policies and procedures in all functions</b>																
	Undertake legal compliance audits	Improved compliance	Compliance Audits reports	Audits ratings	Annually	1	1	1	1	1	3	3	3	3	3	CEO, LSM, IAM
<b>Total budget for Strategy #10</b>											3	3	3	3	3	
<b>Ensure ICT security</b>																
	Implement Cyber Security, ICT Risk Management and BCM	Improved ICT security	ICT Risk Management report	No of implemented initiatives	Quarterly	4	4	4	4	4	2	2	2	2	2	CEO, GM-CS, ICTM, IAM

	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Ensure proper data access protocols are in place.	Improved ICT security	ICT Risk Management report	No of implemented initiatives	Quarterly	4	4	4	4	4	0	0	0	0	0	CEO, GM-CS, ICTM,
<b>Total budget for Strategy #11</b>											2	2	2	2	2	
<b>Automate generation of relevant reports through -Management Information System (MIS)</b>																
	Implement ERP system.	Improved MIS	ERP operational report	Completed ERP implementation	Annually	1	1	1	1	1	0	0	0	0	0	CEO, GM-CS, ICTM
	Train staff on use of the ERP system.	Improved MIS	ERP Training report	No/% of staff trained	Annually	100%	100%	100%	100%	100%	3	2	2	2	2	CEO, GM-CS, HRM, ICTM
	Develop and implement ERP reporting policy	Improved MIS	*Policy *Policy Compliance report	*Completed policy within timelines. *Rate of compliance	Quarterly	*Policy *4 quarterly reports	4 Reports	4 Reports	4 Reports	4 Reports	0	0	0	0	0	CEO, GM-CS, HRM, ICTM, P&SM, FM
	Digital mapping of water and sanitation infrastructure (georeferencing).	Improved MIS	Georeferenced map	Percentage Georeferenced map	5 years	20%	40%	60%	80%	100%	30	30	30	30	30	CEO, GM-CS, GM-TS, ICTM, WQM, P&SM, P&DM
<b>Total budget for Strategy #12</b>											33	32	32	32	32	
<b>KRA5: Customer and stakeholder management</b>																
<b>To mainstream national cross cutting issues for a cohesive and just society</b>																
<b>Implement government policies in addressing health and safety and disability issues at workplace</b>																
	Implement work safety requirements for all staff.	Improved work-health safety	OSHA Compliance report	Rate of Compliance	Annually	1	1	1	1	1	3	33	3	3	3	CEO, GM-CS, HRM

	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Identify emerging issues that require organizational attention and mitigate	Improved work-health safety	Reports on identified emerging issues	No of initiatives implemented	Annually	1	1	1	1	1	1	1	1	1	1	CEO, GM_TS, GM-CS, HRM
	Incorporate COVID-19 prevention measures	Improved work-health safety	COVID-19 report	No of initiatives implemented	Quarterly	4	4	4	4	4	2.5	2.5	2.5	2.5	2.5	CEO, GM_TS, GM-CS, HRM, CCM
<b>Enhance social safeguard in projects</b>																
	Comply with ESIA and RAP requirement	Improved work-health safety	ESIA and RAP compliance report	Rate of compliance	Quarterly	4	4	4	4	4	2	2	2	2	2	CEO, GM_TS, GM-CS, LSM, AM, CCM, WQM, P&SM, EE
<b>Enhance environment management.</b>																
	Identify and align emerging issues to the CSR policy of the Agency.	Improved stakeholder relationship	CSR policy	Completed updated CSR policy.	Annually	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	CEO, GM-TS, GM-CS, CCM, P&SM, WQ, EE,
	Develop an environmental management policy	Improved stakeholder relationship	Policy	Completed policy	1 year	1					1	0	0	0	0	
	Implement the environmental management policy	Improved stakeholder relationship	Implementation report	Rate of compliance	Annually	1	1	1	1	1	20	20	20	20	20	
<b>Mainstream climate change mitigation</b>																

	Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
						Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
	Develop a climate change policy	Improved climate sustainability	Climate change policy	Completed policy	1 year	1					5	0	0	0	0	CEO, GM-TS, GM-CS, P&SM, FM, WQ, EE, P&DM
	Implement the climate change policy	Improved climate sustainability	Implementation report	Rate of compliance	Annually	1	1	1	1	1	20	20	20	20	20	
<b>Total budget for Objective</b>											<b>55</b>	<b>79</b>	<b>49</b>	<b>49</b>	<b>49</b>	
<b>To achieve 100% customer satisfaction.</b>																
<b>Enhance stakeholders' engagement</b>																
	Develop stakeholders' engagement strategy	Improved stakeholder relationship	Stakeholder engagement strategy	Completed strategy	1 year	1					2	0	0	0	0	CEO, GM-TS, GM-CS, CCM
	Implement stakeholders' engagement strategy	Improved stakeholder relationship	Stakeholder engagement report	No of implemented issues	Annually	1	1	1	1	1	5	5	5	5	5	CEO, GM-TS, GM-CS, CCM, P&SM, P&DM
<b>Management of corporate publicity</b>																
	Develop corporate branding strategy	Improved corporate image	Corporate Branding Strategy	Completed strategy within timelines	1 year	1					2	0	0	0	0	CEO, GM-TS, GM-CS, CCM,
	Implement the corporate branding strategy	Improved corporate image	Corporate Branding implementation report	Annual reports on corporate branding and publicity	Annually	1	1	1	1	1	10	10	10	10	10	
<b>Complaints management.</b>																
	Develop complaints handling strategy	Improved client satisfaction	Complaint's handling strategy	Completed strategy within timelines	1 year	1					2	0	0	0	0	CEO, GM-TS, GM-CS, CCM,



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		Activities	Expected Outcome	Expected Output	Output Indicators	Time Frame	Target					Budget (Mn)					Responsibility
							Y1 2021 / 22	Y2 2022 / 23	Y3 2023 / 24	Y4 2024 / 25	Y5 2025 / 26	Y1 2021 1/2 2	Y2 2022 2/2 3	Y3 2023 3/2 4	Y4 2024 4 /25	Y5 2025 5 /26	
		Implement complaints handling strategy	Improved client satisfaction	Complaint handling report	No of resolved complaints	Annually	1	1	1	1	1	1	1	1	1	1	LSM
		Evaluate customer feedback.	Improved client satisfaction	Customer satisfaction survey Stakeholder engagement report	Customer satisfaction index	Annually	1	1	1	1	1	7	7	7	7	7	CEO, GM-TS, GM-CS, CCM, P&SM, LSM
<b>Total budget for Objective</b>												29	23	23	23	23	

**ANNEX II: MONITORING AND EVALUATION FRAMEWORK**

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-Term Period Target	End of Plan Period Target
<b>KRA 1: Effective Resource Mobilisation &amp; Prudent Utilisation</b>	Availability of adequate funds to undertake prioritized projects to completion	Amount of mobilized funds	Ksh 16.14B	Ksh 124.2B	Ksh 243B
<b>KRA 2: Enhancement of Water and Sanitation Infrastructure Coverage</b>	Increased access to safe water within the area of jurisdiction	Percentage of residents having access to safe water in the area of jurisdiction	Urban = 69%	78%	84%
			Rural = 35%	48%	60%
	Increased access to sanitation services within the area of jurisdiction	Number of new water and sanitation infrastructures	29%	39%	48%
<b>KRA 3: Management of the agency assets</b>	An up-to-date register of assets and improved asset management	-Updated asset register; -% of titled assets; -% of registered wayleaves; -% of regularised licences/permits	N/A	100%	100%
	Improved and proactive management of Agency's infrastructure	Policy on management of infrastructure. Annual implementation reports	N/A	Policy in place Annual reports	Policy in place Annual reports
	Improved management of water and sanitation project sites and infrastructure network.	Number of Part Development Plans and Title Deeds	N/A	15 PDPs 15 Title deeds	25 PDPs 25 Title deeds
	Improved performance in water and sanitation services	Annual capacity building reports for WSPs	N/A	3 annual reports	5 annual reports
<b>KRA 4: Enhancement of Institutional Framework And Capacity</b>	Enhanced human resources development	Employee satisfaction index	N/A	90%	90%
	Improved research undertakings within the Agency	Annual reports on research initiatives undertaken	N/A	3 research reports	5 research reports
	Attaining quality standard certification	QMS ISO 9001: 2015 standards within 2 years	N/A	Attained certification	QMS ISO 9001 certification maintained.
	Attaining quality standard certification	ISMS 27001: 2013 certification	N/A	Progress report	Attained certification
	Improved succession	HRM Policy	N/A	HRM Policy in	HRM Policy in



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Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-Term Period Target	End of Plan Period Target
	management			place	place
		Manpower plan	N/A	Manpower plan in place	Manpower plan in place
		Training and capacity building	N/A	6 engagement reports	10 engagement reports
		Professional membership enrolments	N/A	26 staff	35 staff
	Institutionalized KM practices	Completed KM policy/ procedures within timelines, infrastructure and contents	N/A	Policy in place	Implementation
				Sensitization of staff is done	
				Infrastructure in place	Updated contents
	Improved quality & risk management across all functional areas.	Completed RMF	N/A	RMF	RMF
		Quarterly updated RM registers	N/A	Updated Risk registers	Updated risk registers
	Improved corporate governance ratings	Number of board trainings undertaken	N/A	9 training reports	15 training reports
		Compliance audit ratings;	N/A	Excellent	Excellent
		No of Gov audits	N/A	3 gov audits	5 gov audits
		Completion of ME&L framework	N/A	ME&L Framework	ME&L Framework
		Number of ME&L reports	N/A	8 ME&L reports	16 ME&L reports
	Strengthened a performance management framework and improved productivity	Completed annual performance appraisals.	N/A	100% of staff appraised annually	100% of staff appraised annually
	Adherence to Government policies and procedures in all functions	Audit reports	N/A	3 Reports	5 Reports
		Audits ratings	Good	Excellent	Excellent
	Secure ICT systems	Number of implemented initiatives	N/A	12 implemented initiatives	20 implemented initiatives
	Better and prompt decision-making based on MIS	Completion of ERP implementation within timelines	N/A	Completed ERP implementation	100% MIS automation
	<b>KRA 5: Customer and stakeholder management</b>	Improved work-health safety	Annual compliance audit reports	N/A	3 reports
				Excellent audit ratings	Excellent audit ratings
Enhanced social safeguard in projects		Quarterly reports on ESIA & RAP compliance	N/A	12 reports	20 reports



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Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-Term Period Target	End of Plan Period Target
	Enhanced environmental management	Environmental management policy	N/A	Policy in place	Policy in place
		Annual implementation progress reports		3 implementation progress reports	5 implementation progress reports
	Mainstream climate change mitigation	Climate change management policy	N/A	Policy in place	Policy in place
		Annual implementation progress reports		3 implementation progress reports	5 implementation progress reports
	Overall customer satisfaction	Customer satisfaction index	N/A	85%	85%
	Enhanced stakeholders' engagement and participation	Annual stakeholder engagement reports	N/A	3 reports	5 reports
Improved corporate image	Annual reports on corporate branding and publicity	N/A	3 reports	5 Reports	

**ANNEX III: LIST OF PROJECTS**

**Currently Ongoing Projects**

No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	No. of households to be connected	Amount Required (Kshs. '000')	Implementation Timelines
1	Kenya Towns Sustainable Water Supply and Sanitation Programme	Construction of Sewerage and last mile connectivity -on going	Narok, Narok Water and Sanitation Services Company	29,757	1,477,780	2020-2021
2	Kenya Towns Sustainable Water Supply and Sanitation Programme	Construction of Sewerage and Improvement of water supply for Ol Kalou Town.	Nyandarua, Ol kalou Water and Sanitation Company	3,249	396,978	2020-2021
3	Kenya Towns Sustainable Water Supply and Sanitation Programme	Kabarnet Town Last mile Connectivity for water supply	Baringo, Kirandich Water and Sewerage Company	19,966	100,000	2020-2021
4	Kenya Towns Sustainable Water Supply and Sanitation Programme	Feasibility study, Detailed Design and Preparation of Tender Documents for Amaya Dam Water Supply Project	Baringo, Kirandich Water and Sewerage Company	8,334	65,158	2020-2021
5	Kenya Towns Sustainable Water Supply and Sanitation Programme	Feasibility study, Detailed Design and Preparation of Tender Documents for Bergei Dam Water Supply Project	Baringo, Kirandich Water and Sewerage Company	9,500	93,650	2020-2021
6	Kenya Towns Sustainable Water Supply and Sanitation Programme	Feasibility study, Detailed Design and Preparation of Tender Documents for Eldama Ravine Sewerage Project	Baringo, Chemususu Water and Sewerage Company	3,333	34,804	2020-2021
<b>Kenya Towns Sustainable Water Supply and Sanitation Programme - Sub total</b>				<b>74,139</b>	<b>2,168,370</b>	
7	Lake Nakuru Biodiversity Improvement Water Project	Construction of new sewerage system and rehabilitation of the existing one in Nakuru Town and its environs and Identification of new water sources,	Nakuru, Nakuru Water and Sewerage Services Company	300,000	5,100,000	2020-2026
8	Kaptumo Cluster Water Supply Project	Construction of storage tanks and extension of the distribution network and associated facilities	Baringo,	1,265	55,000	2020-2021
9	Kaboro Cluster Water supply Project	Construction of gravity main- approximately 3.5Km pipeline; Water Storage Structures; 2No. 100m <sup>3</sup> & 1No. 50m <sup>3</sup> Masonry storage. Tank;	Baringo, Kasaka Village	1,250	50,000	2020-2021



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No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	No. of households to be connected	Amount Required (Kshs. '000')	Implementation Timelines
		and Intake Weir-Intake works				
10	Rehabilitation of Water Supply – Central Rift Valley	To rehabilitate averagely 100 Water Supply projects per county in both rural and urban areas.	Laikipia, Baringo, Nakuru, Nyandarua and Narok.	350,000	150,000	2020-2025
11	Programme for Equipping, and Civil works for 58 No. Strategic Borehole in rural areas	To equip over 58 Water Supply bore holes in five Counties.	Laikipia, Baringo, Nakuru, Nyandarua and Narok.	20,000	150,000	2020-2021
12	Kirandich Water Supply and Sanitation Project Phase II	Laying of lines and construction of tanks for Additional Water supply area, Improvement of Dam components, Construction of Siltation traps and Construction of Sewerage	Baringo, Kirandich Water and Sewerage Company	10,834	2,100,000	2020-2022
13	Chemususu Distribution Water Supply Project	Laying Distribution network, Treatment Works and tanks construction	Baringo, Chemususu Water and Sewerage Company	50,000	3,500,000	2020-2021
14	Naivasha Industrial Park Water Supply Project	Equipping boreholes, laying of rising and gravity mains and Construction of storage tanks	Nakuru, Naivasha Water and Sewerage Company	5,400	1,200,000	2020-2021
			<b>Total</b>	<b>812,888</b>	<b>14,473,370</b>	

**Projects with Feasibility Studies but with No Funding**

No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	No. of households to be Served	Amount Required (Kshs. '000')	Implementation Timelines
1	Nakuru bulk water supply project ( <b>Itare Dam Water Supply Project</b> )	Completion of the stalled Itare Dam, Treatment Works, Bulk Transfer Tunnel, Storage tanks and Clean Water Gravity Mains to Nakuru Town	Nakuru, Nakuru Water and Sewerage Services Company (NARUWASCO) and Nakuru Water and Sanitation Services Company (NAWASSCO)	1,000,000	35,050,678	2022-2027
2	Kabartonjo – Bartabwa – Kampi Samaki Water Supply Project ( <b>Bergei Dam Water supply Project</b> ) Feasibility study, Detailed Design and Preparation of Tender Documents done under KTSWSSP	Construction of a 7.5 million m3 surface water storage 75m high Dam, 17,711 m3 per day treatment works, 350 km long pipeline of various sizes to Ayatia, Maregut, Kuikui wards and environs, Community Water Points, 400ha Irrigated demonstration farm, hydropower production plant and water storage tanks	Baringo County	15,000	7,636,182	2024 - 2027
	Sosion – Longewan – Tiaty Water supply Project ( <b>Amaya Dam Water Supply Project</b> ) - Feasibility study, Detailed Design and Preparation of Tender Documents done under KTSWSSP	Construction of a 1.44 million m3 surface water storage 48.7 m high Dam, 14,400 m3 per day treatment works, 272 km long pipeline of various sizes to Churo, Tangelbei, Silale, Suguta Marmar & Sosian wards and environs, 67 water delivery points, 20ha demonstration farm with a capacity of future expansion to 600ha, hydropower production plant and nine water storage tanks.	Baringo County	16,000	8,000,000	2024 - 2027
3	Eldama Ravine Town Sewerage - ( <b>Feasibility study, Detailed Design and Preparation of Tender Documents done under KTSWSSP</b> )	Construction of 5,200m3/day Sewerage Treatment Plant (anaerobic ponds, facultative ponds and stabilization ponds), 15KM Main Trunk Sewers, 55kms Secondary Sewer lines and Staff houses.	Baringo, Chemususu Water and Sewerage Company	7,000	1,500,000	2024 - 2026
4	Rehabilitation of Water Supply – Central Rift Valley	To rehabilitate averagely 100 Water Supply projects per county in both rural and urban areas.	Laikipia, Baringo, Nakuru, Nyandarua and Narok.	350,000	7,515,000	2020-2025



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No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	No. of households to be Served	Amount Required (Kshs. '000')	Implementation Timelines
5	Programme for Equipping, and Civil works for 58 No. Strategic Borehole in rural areas	To equip over 58 Water Supply bore holes already drilled and equipped in five Counties.	Laikipia, Baringo, Nakuru, Nyandarua and Narok.	20,000	650,000	2020-2021
6	Chemususu Dam Last Mile Water Distribution Project	Water storage tanks Pipelines and connections	Baringo Chemususu Water and Sewerage Company and Nakuru Rural Water Supply Company	300,000	1,500,000	2021-2024
7	Naivasha Industrial Park Last Mile Water Distribution Project	Equipping boreholes, laying of rising and gravity mains and Construction of storage tanks	Nakuru, Naivasha Water and Sewerage Company	5,400	300,000	2020-2021
8	Saimoi Soi Dam Water Supply Project	Construction of Saimo Soi Dam, Raw water gravity mains, Treatment works, gravity clean water mains and water storage tanks	Baringo, Kirandich Water and Sewerage Company	40,000	15,180,000	2021-2024
9	Nyahururu Town Water and Sewerage Project	Last Mile Connectivity	Laikipia, Nyahururu Water and Sanitation Company	8,038	77,000	2021-2022
<b>Sub Total</b>				<b>1,761,438</b>	<b>77,408,860</b>	

**Projects Under Planning (Have concept Notes but without Feasibility Studies and Funding)**

No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	Expected households to be connected	Amount Required (Kshs. '000')	Implementation Timelines
1	Äberdare Bulk Water Supply Programme	1.Malewa Dam Water Supply Project: Construction of Malewa Dam, Water treatment works, conveyance system and related facilities.	Nyandarua Water Supply Company and/ or Naivasha Water Supply and Sanitation Company	90,000	20,000,000	2022-2026
2	Äberdare Bulk Water Supply Programme	2. Pesi Dam Water Supply Project: Construction of Pesi Dam, Water treatment works, conveyance system and related facilities (Wiyumiririe – Ndaragwa – Gwaking'u – Nyahururu Town – Olkalou Town Water Supply Project (Pesi Dam Water Supply Project))	Nyandarua Water Supply Company, Olkalou Water Supply and Sanitation Company and Nyahururu Water Supply Company.	75,000	17,000,000	2021-2026
3	Äberdare Bulk Water Supply Programme	3. Water Supply project for areas upstream of the Malewa and Pesi Dams: - Feasibility studies, tender documents, procurement of consultants and contractors and development of several appropriate water supply projects	Nyandarua Water Supply Company	65,000	13,000,000	2021-2026
4	Nyahururu Water and Sewerage Project	Last Mile Connectivity	Laikipia, Nyahururu Water and Sanitation Company	8,038	77,000	2021-2022
5	CRVWWDA Sewerage Development Programme	Construction works for 4No towns Sewerage Projects - Chemolingot – Mogotio – Marigat – Emining - Kisanana Sewerage Project -	Baringo, Kirandich and Chemususu Water and Sewerage Company	9,802	4,000,000	2021-2025
6	CRVWWDA Sewerage Development Programme	Subukia – Kikopey – Gilgil Sewerage Project- Construction works for 3No towns Sewerage Projects	Nakuru, Nakuru Rural Water and Sanitation Services Company	16,344	4,000,000	2021-2025
7	CRVWWDA Rural Water Supply Programme 303 priority boreholes.	Drilling, Equipping and minor civil Works for 303 boreholes in five Counties	WSPs in the Agency's area of jurisdiction	303,000	4,000,000	2021-2025
8	CRVWWDA Small Dams/Water Pans Programme (188 No.)	Construction of 188 small dams in five counties	Nakuru, Nakuru Rural Water and Sanitation Services Company	9,400	1,400,000	2021-2023
9	Chemulingot Water Supply Project	Hydrogeological survey, Drilling and equipping of Boreholes and feasibility studies for surface water	Baringo County	15,000	320,000	2021-2024



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No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	Expected households to be connected	Amount Required (Kshs. '000')	Implementation Timelines
		capability of the area.				
10	Njabini – Engineer – Mairoinya – Miharati – Ol Joro Orok - Ndaragwa Water Supply and Sanitation Project	Construction works for 6No towns Sewerage Projects: Njabini – Engineer – Mairoinya – Miharati – Ol Joro Orok - Ndaragwa Water Supply and Sanitation Project	Nyandarua, Nyandarua Water and Sanitation Company	12,566	4,000,000	2021-2024
11	Kuresoi - Molo Water Supply Project	Construction works for Kuresoi - Molo Water Supply Project	Nakuru, Nakuru Rural Water and Sanitation Services Company	4,757	3,000,000	2021-2024
12	Njoro Water Supply Project	Construction works for Njoro Water Supply Project	Nakuru, Nakuru Rural Water and Sanitation Services Company	7,792	1,500,000	2021-2024
13	Kabazi – Sokee – Upper Solai Water Supply Project.	Construction works for Kabazi – Sokee – Upper Solai Water Supply Project.	Nakuru and Baringo, Nakuru Rural Water and Sanitation Services Company and Chemususu Water and Sewerage Company	22,321	1,000,000	2021-2024
14	Nakuru Town Low Income Areas Water and Sanitation Project	Pipelines and connections, Ablution blocks, Sewerage lines and Water Kiosks	Nakuru, Nakuru Water and Sewerage Services Company	98,873	500,000	2021-2024
15	Mbechot Multipurpose Dam Water Supply Project	Construction works for Mbechot Dam Water Supply Project	Baringo Kirandich Water and Sewerage Company	1,300	5,000,000	2021-2024
16	Kamukunji – Maram Sigitio – Chemasis - Majitamu – Lower Solai Water Supply Project	Construction works for Kamukunji – Maram Sigitio – Majitamu – Lower Solai Water Supply Project	Nakuru, Nakuru Rural Water and Sanitation Services Company	1,423	750,000	2021-2024
17	Radat – Kimose – Embogong"- Chepnyorgin Water Supply Project	Construction works for Radat – Kimose – Embogong"- Chepnyorgin Water Supply Project	Baringo, Chemususu Water and Sewerage Company	1,261	2,000,000	2021-2024
18	Banita/ Barina Dam Water Supply Project	Construction works for Banita/ Barina Dam Water Supply Project	Nakuru, Nakuru Rural Water and Sanitation Services Company	2,271	3,000,000	2021-2024
19	Embosos Dam Water Supply Project	Construction works for Embosos Dam Water Supply Project	Baringo,	1,500	1,000,000	2021-2025
20	Kipsikirio Dam Water Supply Project	Construction works for Kipsikirio Dam Water Supply Project	Baringo,	800	1,320,000	2021-2022
21	Oke Dam Water Supply	Construction works for Oke Dam	Baringo,	650	750,000	2021-2022



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No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	Expected households to be connected	Amount Required (Kshs. '000')	Implementation Timelines
	Project	Water Supply Project				
22	Narosura Dam Water Supply Project	Construction works for Narosura Dam Water Supply Project	Baringo,	4,136	950,000	2021-2023
23	Kapsebeltin - Ewani - Ndoroto Dams Project	Construction of Kapsebeltin,Ewani and Ndoroto Dams	Nakuru	2,000	50,000	2022 - 2024
24	Ntulele Water Supply Project	Construction works for Ntulele Water Supply Project	Narok, Narok Water and Sanitation Services Company	5,472	190,000	2021-2023
25	Nairekia Enkare – Suswa Kikuyian Water Project	Construction works for Nairekia Enkare – Suswa Kikuyian Water Project	Narok, Narok Water and Sanitation Services Company	2,028	420,000	2021-2023
26	Naikarra water supply project	Construction works for Naikarra water supply project	Narok, Narok Water and Sanitation Services Company	1,692	580,000	2021-2023
27	Ololulunga water supply project	Construction works for Ololulunga water supply project	Narok, Narok Water and Sanitation Services Company	3,742	630,000	2021-2023
28	Rutara Dam Water Supply Project	Review of Design and Implementation of Phase II	Nyandarua, Nyandarua water and sewerage company	3,500	300,000	2021-2023
29	Nyandarua County Water Supply and Sanitation Programme	Construction works for selected market Water Supply and Sanitation Project	Nyandarua, Nyandarua water and sewerage company	53,468	2,000,000	2021-2025
30	Narok County Water Supply and Sanitation Programme	Construction works for selected market Water Supply and Sanitation Project	Narok, Narok Water and Sanitation Services Company	71,435	2,500,000	2021-2025
31	Baringo County Water and Sanitation Program	Construction works for selected market Water Supply and Sanitation Project	Baringo,	45,563	2,150,000	2021-2025
32	Laikipia County Water and Sanitation Program	Construction works for selected market Water Supply and Sanitation Project	Laikipia,	43,733	4,000,000	2021-2025
33	Nanyuki Water Supply Project	Review of feasibility studies, review of design of the water supply project and preparation of tender documents and implementation of the project	Laikipia County – Nanyuki Water Supply and Sanitation Company Ltd.	50,000	7,000,000	2021-2025



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No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	Expected households to be connected	Amount Required (Kshs. '000')	Implementation Timelines
34	Nanyuki Town Sewerage Project	Review of feasibility studies, review of design of the Sewerage project and preparation of tender documents and implementation of the project	Laikipia County – Nanyuki Water Supply and Sanitation Company Ltd.	50,000	2,500,000	2021-2025
35	Rumuruti Town Water Supply Improvement Project	Review of feasibility studies, review of design of the water supply project and preparation of tender documents and implementation of the project	Laikipia County	60,000	2,500,000	2021-2025
36	Turasha Water Supply Project.	Rehabilitation and augmentation of the Turasha Water Supply Project.	Nakuru County – Nakuru Rural Water Supply Company.	50,000	550,000	2021-2025
37	Naivasha Town Water Supply Project.	Rehabilitation of Water Supply system in Naivasha Town and Augmentation of the water distribution system by drilling and equipping 20 No. additional Bore holes.	Nakuru County and Naivasha Water Supply Company Ltd.	60,000	500,000	2021-2025
38	Mawingu Water Supply Project		Nakuru County Government	45,000	500,000	2021-2025
42	Kampi ya Moto and Rongai Sewerage Project	1. Studies to identify the number of communal water points & length of the distribution lines. 2. Laying of gravity distribution lines from the Storage Reservoirs to the communities, schools and tertiary institutions. 3. Construction of Communal water points & some storage tanks.	Baringo	1,500	1,400,000	2024 - 2027
43	Egerton – Njoro Bulk Water Supply project	Construction of a dam 25m high earth dam to impound 5,000,000 M3 of water, Raw water gravity mains 5 kms pipeline, 12,000 m3 per day treatment works, 5 water storage tanks and gravity water distribution system for Egerton University, Njoro Town, Nessuit Mukungugu, Sigotik and Mispepei Sub Locations.	Nakuru	9,000	6,000,000	2023 - 2025
44	Keringet – Olonguruine - Kiptagich Water Supply and Sewerage Project	1.Project feasibility studies and engineering designs 2. Construction of intake,	Nakuru	2,400	4,434,770	2024 - 2025

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No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	Expected households to be connected	Amount Required (Kshs. '000')	Implementation Timelines
		3. Construction of water treatment plant, 4. Construction of storage tanks 5. Laying of pipelines, 6. Related water distribution networks. 7. Construction of a sewerage system 8. Institutional capacity building.				
45	St Luke - Nyakio Water Supply and sewerage Project	Construction of sewerage system of about 1,600m <sup>3</sup> /day and 1275m <sup>3</sup> /day for Mairo Inya and Njabini respectively (Trunk sewers, Secondary sewers, laterals, connections, treatment works and ancillary works, intakes, gravity mains, treatment works, distribution mains, pumping stations, storage tanks buildings all with an output of about 14,700m <sup>3</sup> /day, Institutional strengthening of the Water Services Provider	Nyandarua	3,500	1,500,000	2025 - 2027
46	Molo – Njoro – Elburgon – Salgaa – Mau Summit Sewerage Project	Trunk Sewers, Secondary Sewers, Sewerage Treatment Plant (ponds) and connections	Nakuru	35,000	5,500,000	2026 - 2027
47	Mulot – Kilgoris – Lolgorian - Emurua- Dikir Water Supply and Sewerage Project	Construction of 9,000m <sup>3</sup> /day Sewerage Treatment Plant (anaerobic ponds, facultative ponds and stabilization ponds) 60kms Main Trunk Sewers 550kms Secondary Sewer lines, staff houses Construction of water intake, 2,500m <sup>3</sup> / day conventional Water Treatment Plant, 120kms of water pipeline and 1000 new connections	Narok	16,800	1,750,000	2024 - 2027



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No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	Expected households to be connected	Amount Required (Kshs. '000')	Implementation Timelines
48	Upper Solai Dam Water Project	A Reinforced Concrete 3 million Cubic Meter Dam of height 43m at Gatongu on River Magomano, 4,873 m <sup>3</sup> /d Treatment Works at Reservoir Source, and another 3,252m <sup>3</sup> /d.at Koitegan Hill, A Raw Water Main of DN 250 mm PN 10 to Koitegan Hill Water Treatment Works, length 19,454m, Storage tanks of total installed capacity of 3,700 m <sup>3</sup> , Clear Water Main Pipelines of Assorted sizes DN 100, 150, 200, 250 and 300 and PN 10 of total length 112,745	Nakuru	11,000	1,750,000	2024 - 2027
49	Naivasha Town Sewerage Project	Project feasibility studies and engineering designs, Construction of new Sewage treatment plant(s) Construction of trunk, secondary and connection sewers Rehabilitation of the old sewage treatment plant and Institutional capacity building.	Nakuru	35,000	1,500,000	2023 - 2027
50	Kabazi – Subukia Bulk Water Supply & Sewerage Project	Preliminaries and General item, Geotechnical investigation/Foundation treatment, Cofferdam and river diversion works construction, Dam embankment, spillway, Water intake and draw off works instrumentation and check dam construction, Construction of 9m high earth fill dam of embankment volume 96,570m <sup>3</sup> Water treatment works, Raw Water Main of 140.4m <sup>3</sup> /h to kabazi and 97.2 (m <sup>3</sup> /h) to subukia, Water Transmission Pipelines, construction of Water Storage tanks and Other associated works.	Nakuru	25,000	3,500,000	2023 - 2027



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No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	Expected households to be connected	Amount Required (Kshs. '000')	Implementation Timelines
51	Mai Mahiu Water Supply and Sewerage Project in Nakuru County	<ul style="list-style-type: none"> <li>i. Project feasibility studies and engineering designs,</li> <li>ii. Construction of intake,</li> <li>iii. Construction of raw water pipeline</li> <li>iv. Construction of water treatment plant,</li> <li>v. Construction of storage facilities</li> <li>vi. Laying of distribution pipelines,</li> <li>vii. Related water distribution networks.</li> <li>viii. Construction of a sewerage system</li> <li>ix. Institutional capacity building.</li> </ul>	Nakuru	10,000	1,550,000	2023 - 2027
52	Enoosupukia, Ololulung'a, Maji moto - Naroosura, Oloolpironito Water Supply Project in Narok County	<ul style="list-style-type: none"> <li>i) Design review of Water Supply System</li> <li>(ii) Environmental and Social Impact Assessment.</li> <li>(iii) Field Survey: Water Quality, Topographic, Geo-Technical investigations.</li> <li>(iv) Construct water intake structure of capacity 6,000m<sup>3</sup>/day.</li> <li>(v) Construct Water Treatment Plant capacity: 6,000m<sup>3</sup>/day</li> <li>(vi) Lay Water Supply Pipeline: D50~300mm, L=86.3km</li> <li>(vii) Construct four water reservoirs and twenty-five water kiosks.</li> <li>(viii) Develop a water master plan for Narok County.</li> </ul>	Narok	10,000	480,000	2023 - 2027
53	Marigat – Nginyang Water Supply and Sewerage Project	<ul style="list-style-type: none"> <li>100m<sup>3</sup> masonry storage Tank</li> <li>• Raw Water Rising Mains, 50mm dia, length 1,700m</li> <li>• Gravity Transmission Mains- 110mm dia, 4,100m</li> <li>• Chlorination Facilities</li> <li>• Distribution System- 50mm dia, length 9,300m</li> </ul>	Baringo	12,000	750,000	2023 - 2027



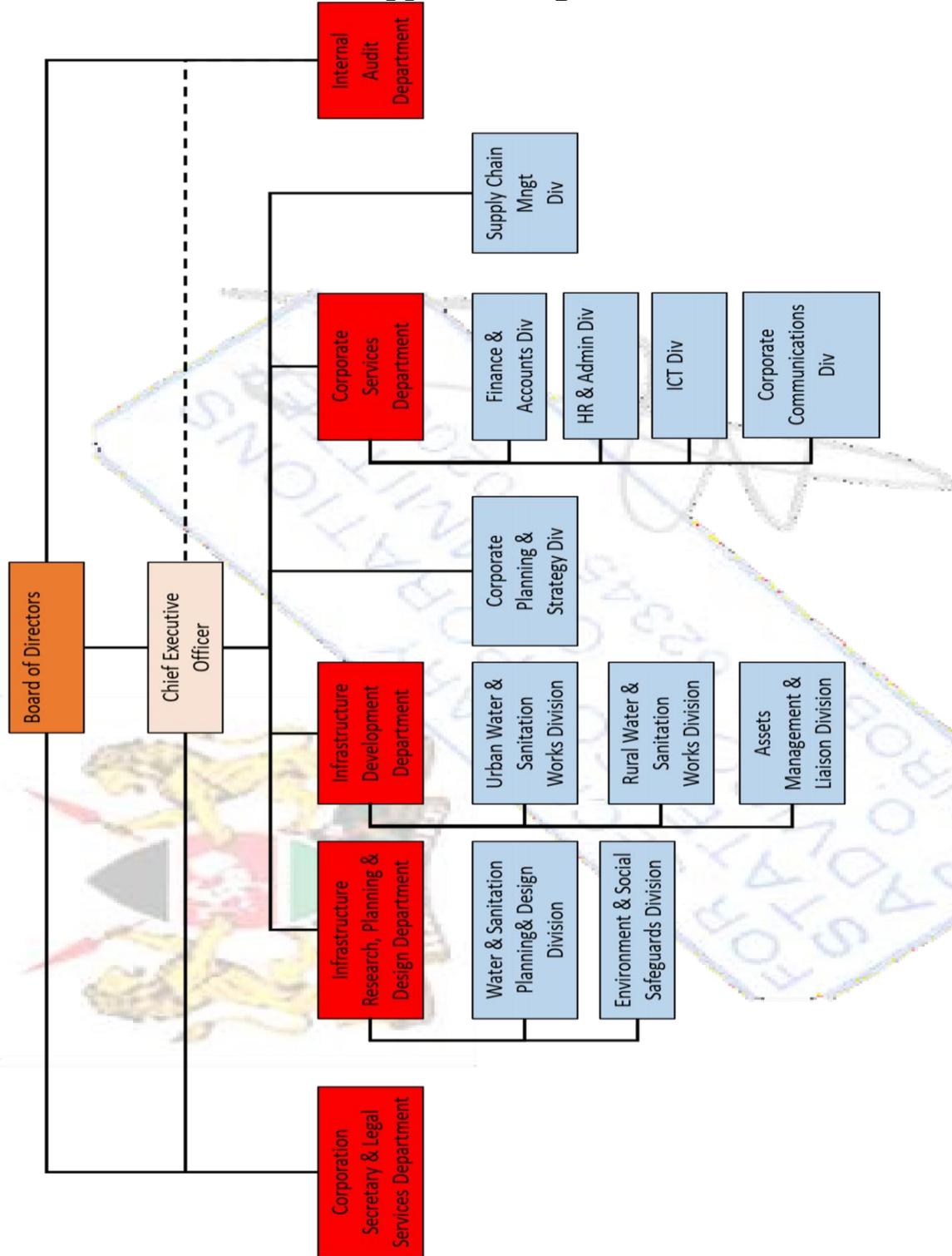
Central Rift Valley Water Works Development Agency

No.	Name & Description of Planned projects /Program	Brief Description of baseline (2020) program status	Participating or Beneficiary counties& WSPs	Expected households to be connected	Amount Required (Kshs. '000')	Implementation Timelines
54	Lake Baringo Drainage Water Project.	1. Geological study of L Baringo underlying tectonic plates. 2. Construction of 8 Km canal from Loruk to Chepilat. 3. Installation of Gabions along R. Nginyang. 4. Construction of Irrigation canals.	Baringo	20,000	2,500,000	2023 - 2027
		<b>TOTAL</b>		<b>1,300,367</b>	<b>147,551,770</b>	



ANNEX IV: ORGANIZATION STRUCTURE

CRVWDA Approved Organization Structure





A Section of the Narok Town Sewerage Treatment Works



Kiptogot-Kolongolo Water Supply Project Intake



**The Chief Executive Officer**  
Central Rift Valley Water Works Development Agency  
Maji Plaza, Prison Road,  
Off Nakuru-Eldama Ravine Highway,  
P.O.Box2451-20100,  
Nakuru, Kenya 0718313557  
Email: [info@crvwda.go.ke](mailto:info@crvwda.go.ke)

**Counties : Baringo, Laikipia, Nakuru, Narok, Nyandarua**