



TANA WATER WORKS DEVELOPMENT AGENCY

Strategic Plan 2018-2022 Validation Workshop Report Held at White Rhino Hotel, Nyeri on 29TH January, 2021



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1. Introduction

This report captures the highlights of the Stakeholder Validation Workshop for the reviewed Tana Water Works Development Agency (TWWDA) Strategic Plan 2018 - 2022.

The main objectives of the workshop were:

- i. To update the stakeholders on the implementation status of the 2018-2022 Strategic Plan;
- ii. To provide an opportunity for the stakeholders to engage with the Agency, give comments and feedback on the Reviewed 2018-2022 Strategic Plan.

2. Session I

2.1 Welcoming and Opening Remarks

a) Preliminaries

The Validation workshop commenced at 9:30a.m. with a word of prayer led by James Ribiru, Manager Supply Chain Management. Mr. Beato Migwi, the Manager Corporate Communications and Public Relations at the Tana Water Works Development Agency took the participants through the programme for the day. He requested the participants to introduce themselves including the name of the institution they represented.



c) Opening Remarks by Chief Executive Officer

The Chief Executive Officer (CEO) welcomed the participants to the workshop and pointed out that the Agency undertakes the development, maintenance and management of the National Public Water works within its area of geographical jurisdiction and recognizes the important role played by all the institutions in the Water Sector.



Eng Phillip Gichuki, CEO TWWDA making his opening remarks

In this light, the CEO informed the stakeholders that, the Agency had reviewed its 2018-2022 Strategic Plan to ensure quality water is accessible to all households and communities at adequate quantities.

The CEO emphasized on the need for collaborations and partnerships within the Water Sector Institutions. The CEO then invited the Board Chairman, Hon. Joseph M'Eruaki to give his opening remarks.

d) Opening Remarks by the Board Chairman

The Board Chairman informed the gathering that the stakeholder validation workshop was convened to interrogate the Agency Strategic Plan 2018-2022 Mid-Term Review with a view to improving it. He pointed out that the Mid-Term Review of TWWDA Strategic Plan is being undertaken at the most critical time when the water sector is undergoing tremendous reform brought about by the Water Act, 2016. He mentioned that some of the reasons that necessitated the review included: operationalization of Sec. 152 of the Water Act, 2016 vide Legal Notice No. 27 of 26th April, 2019 and establishment of the Agency

(TWWDA) under section 65(1) of the Water Act, 2016 whereby Tana Water Services Board (TWSB) was dissolved and transferred its functions, assets, liabilities and staff to TWWDA; and the need to align the Agency activities to the “Big Four” Agenda.



Hon Joseph M'Eruaki, Chairman, TWWDA making his opening remarks

He concluded his remarks by encouraging the participants to be as candid as possible in their conversation to make the document much better and all inclusive.

2.2 Objectives of the Workshop

Mr Irari Wagereka, the Acting Chief Manager, Technical Services, at the Agency highlighted the workshop objectives as follows:

- i. To update the stakeholders on the implementation status of the 2018-2022 Strategic Plan;
- ii. To provide an opportunity for the stakeholders to engage with the Agency, give comments and feedback on the reviewed Strategic Plan 2018-2022.



Irari Wagereka (standing), Ag. Chief Manager, Technical Services presenting



Ms Jemimah Muraya, Manager, Research, Strategy and Planning presenting

3. Session II: Presentation of Reviewed TWWDA Strategic Plan 2018-2022

Ms. Jemimah Muraya, the Manager Research, Strategy and Planning (MRSP) at the Agency, made a presentation on the reviewed TWWDA Strategic Plan 2018-2022.

She presented briefs on the following topics:

- Introduction
- TWWDA role in national development agenda
- Situational analysis
- Strategic Model
- Implementation and Coordination Framework
- Risk Analysis and Mitigation Measures
- Monitoring Evaluation and Reporting

4. Session III: Plenary

This session was moderated by CPA Nicholas Kanyeke, the Chief Manager, Finance and Resource Mobilization at the Agency. The plenary focused on the presentation on the reviewed TWWDA Strategic Plan, questions from the stakeholders and their comments.



CPA Nicholas Kanyeke, Chief Manager, Finance and Resource Mobilization moderating plenary session

During this session, the following issues/observations were raised:-

1. The need to align the strategic plan 2018-2022 with the requirements of the Constitutional mandate;
2. Improvement on the challenges and threats that had been raised in the 2014-2017 Strategic Plan;
3. Urgently work on a master plan for the Agency to ensure quality service delivery;
4. Stakeholder engagement is encouraged so as to ensure timely delivery of services as envisaged in the Strategic Plan 2018-2022;
5. The Strategic Plan 2018-2022 should ensure that there is equitable distribution of the resources across the Five Counties in the Agency's area of geographical jurisdiction; and
6. Finally, the core values of the Agency must be the guiding factor of the Strategic Plan 2018-2022.



Hon. Joseph M'Eruaki, Chairman (L) and Eng Phillip Gichuki, CEO TWWDA(R) attentively following proceeding during the Workshop

5.0 Stakeholders Issues and Comments

QN1: On Strategic Plan Pillars- Director Eng. John Muiruri

Eng. Muiruri gave a suggestion on areas that needs to be improved and proposed an inclusion of the stakeholders Engagement pillar on pages 25 and 26. The proposed stakeholders Engagement pillars are for example the Intergovernmental framework of the stakeholders, Transfer plans and Investment plans.

ANS 1: The management team will review the document to include a pillar on stakeholders' engagement.

QN2: On the Agency Organization Structure- Director Eng. John Muiruri

This is especially with regards to staffing the Agency, the proposal is to harmonize the requirements in the strategic pillars with the existing organization structure in order to promote and/or improve institutional sustainability.

ANS 2: The management will beef-up on sustainability Pillar

QN 3: On Key Result Areas in Water Coverage- Director Eng. John Muiruri

This was a proposal to capture in figures in the 80% National target on water coverage. How to compute the indicator for water coverage and do the mapping so as to give proper results.

ANS 4: The water coverage figure was determined based on the WSPs contracted by WASREB . Currently there is an on-going exercise to include other non-contracted water service providers for instance CBOs and community water projects.

QN 4 &5: On Sustainability of Water Resources and Underground Water

Is the Agency working closely with WRA? Is the Agency taking care of ground water resources? Now that water resources are diminishing is the Agency working with WRA on equitable distribution of water resources?

ANS 4&5: TWWDA will engage WRA leadership who are responsible for licensing abstractions of surface and ground water.

QN 6: Improvements of Water intakes

This was a request to support water companies technically to improve on water intakes.

ANS 6: The Agency will continue to provide technical support to Water Service Providers on request.

QN 7: Dams in the Dry Areas- Dr. Jane Mugambi

This was termed as a historical injustice where some areas in Embu County Government are so dry and yet no one seems to bother about them. The CECM therefore requested the Agency to consider constructing dams in the dry areas as this will go a long way in ensuring food security in these areas.

ANS 7: TWWDA will continue constructing dams in dry areas but County government of Embu should seek collaborations with other water institutions e.g. National Water Harvesting and Storage Authority

(NWHSA), Water Resource Authority (WRA) etc. The County Government should also seek technical services support from the Agency.

QN 8: Water Aquifer -CECM Embu – Dr. Jane Mugambi

The CECM Embu County Government requested the geological survey and mapping of water aquifers. She also indicated that the Agency should consider the upcoming urban centres within Embu County because the for water supply has increased.

ANS 8: Mapping of water aquifers (ground water) is a function of Water Resources Authority. However, County Governments would be involved in the development of any projects in their counties.

QN 9: Upcoming Urban Centers- Nyeri CECM – Mr. Fredrick Kinyua

The CECM Nyeri County Government noted that there are quite a number of upcoming towns whose population is growing by the day hence the need to upgrade and/or improve on the water services attached to such areas. He gave an example of Chaka and Naromoru and the Northern Corridor towns. He also noted that water demands for Nyeri outstrips the supply thus the need to improve and/or upgrade Water and Sewerage systems.

ANS 9: In the Plan, the Agency had already included construction of small and medium sized dams. In Nyeri County, Muhoya dam for Nyeri water supply expansion is at planning stage. Further, the Plan has included Augmentation of Tetu Thegeenge and Aguthi Water Project.

QN 10: Innovation and Technology - CECM Embu – Dr. Jane Mugambi

It was noted that there is need for research and corroboration with Institutions of higher learning where MoUs can be developed.

ANS 10: The Agency will collaborate with institutions of higher learning on areas of water and environment.

QN11: Coverage Measurements – Director Eng John Muiruri

There was a concern that coverage measurements leaves out what the CBOs are doing. There is need to check on WASREB data so as to know how to capture CBOs contributions and act on the same.

ANS 11: Currently there is an on-going exercise to include other non-contracted water service providers for instance CBOs.

QN 12: Back Tracking on the Strategic Plan-Ms Fatuma from CWWDA

The representative for the Coast Water Works Development Agency noted at page 10 that there seems to be some back tracking in that the key target indicated an increase of the urban population accessing safe water from 73% to 90% by end of 2017 but indicated under the same key target to increase the same from 46% to 70% by 2022. This is a back track.

ANS 12: The figures in previous Strategic Plan had included Murang'a County. However, Murang'a County is now under Athi Water Works Development Agency hence the figures were revised downwards.

QN 13: Apprentice

The Kenya Water Institute (KEWI) indicated that under the section of stakeholder analysis consider other expectations such as internship and attachment programs.

ANS 13: The Plan has been reviewed to include Internship opportunities for KEWI students as an expectation from KEWI as a stakeholder.

QN 14: Non-Sewerage Sanitation Systems

Here it was noted that the 90% to 95% percentage increase with regards to population accessing improved sanitation there should also be consideration for non-sewerage sanitation systems for instance disposal of hospital and solid waste.

ANS 14: The TWWDA will provide exhausters to WSPs to enable them undertake exhausting services in non-sewer areas, where pit latrines and septic tanks are in use.

QN 15: Meeting the Agency's Functions

How does the Strategic Plan 2018-2022 enable the Agency meet its functions? Align the Strategic Plan with the Agency's core mandate.

ANS 15: The added Key Result Area on Stakeholder Engagement has included provision of Technical support and Capacity Building to WSPs upon requests.

QN 16: Role of the County Governments

The role of the County Governments is not clearly spelt out in the Strategic Plan 2018-2022 on the issue of shared responsibility including resource mobilization. There is a missing link between the County and National Governments. It was also noted that it is important to have MoUs with the County Governments on management of projects which clearly helps in streamlining the areas of collaboration.

ANS 16: This has been addressed under Key Result Area on Stakeholder Engagement

QN 17: Assistance to the WSPs

This is a proposal to include the nature of assistance to be offered to the WSPs in the Strategic Plan. This is with regard to last mile connectivity, maintenance of the handed over projects and improve the same to 100%.

ANS 17: In the strategic plan, last mile connectivity and capacity building of WSPs have been factored in. For the handed over projects, WSPs need to make requests to TWWDA for technical services and capacity building support.

QN 18: Actualization of the Core Values

Are the Core Values being actualized at the ground level?

ANS 18: The Agency is actualizing the Core Values. The projects in Strategic Plan are for Sustainable Development.

QN 19: Accountability - Non Revenue Water (NRW)

It was observed that there is enough water in the Agency's jurisdiction; however water service provision is not captured in the Strategic Plan thereby raising accountability issues and questioning the capacity of the Technical staff.

ANS 19: Water Service Provision is under WSPs who are under County Governments since water services is a devolved function.

QN 20: Credit Worthiness of WSPs – Mr Gitonga GM , Narowasco

One of the WSPs management noted that the Government has moved from issuing grants to WSPs. The request was that the necessary Government institutions can consider the issue of credit worthiness of WSPs. Issues to consider are:-

1. Is it a priority?
2. Is there efficiency by the WSPs?
3. Is there need for subsidy policies?
4. Can there be regulatory framework to enable liquidity of the WSPs.

ANS 20: Water Service Providers are under County Governments hence only County Government can issue grants to WSPs. The WSPs would receive conditional liquidity support grant by the World Bank through Water Sector Trust Fund to finance operating costs to ensure efficient water supply during the COVID-19 emergency response interventions.

QN 21: Gaps

In conclusion, it was observed that there are gaps in the Water Act 2016, which need to be addressed urgently, especially on how the different institutions in the water sector are to inter-relate.

ANS 21: Comprehensive amendments of Water Act 2016 is being undertaken to address the existing gaps.

6. Way forward & Closing Remarks

- i. All stakeholder feedback was recorded by the rapporteur
- ii. The management will incorporate the feedback/comments and forward the document for Board approval.
- iii. The approved Strategic Plan will be shared with all stakeholders via the website.
- iv. The Agency will embark on plans to develop the next cycle of Strategic Plan (2023-2027) in line with MTP IV.

7. Session IV: Closing Remarks

a. Remarks from CEO Wasreb – Eng. Robert Gakubia

- *Whether the water sector is a priority to us*
- *Actualization of Article 21*

- *How do we apply the public funds to support the weakest WSPs*
- *There are 88 WSPs that are regulated by WASREB thus need to explore their creditworthiness*

b. Stakeholder representative remarks- Mr. Labaan Mwaniki, GM Niwasco

- There is need to start process of preparation of a tariff for sewerage, especially for areas where no sewerage was present;
- Agency to support in staff capacity development during implementation of the AfDB projects in the Agency area of geographical jurisdiction.

The Chief Executive Officer thanked the participants for attending the Workshop. He pointed out that all the comments/issues raised by participants will be considered during the finalisation of the final copy of the Strategic Plan.

8. Vote of Thanks

One of the Board Members, Director David Ngonge the Chairperson of the Technical, Planning and Strategy Committee of the Board thanked all the participants for their attendance.

The workshop ended with a word of prayer by Director Dr. Patricia Njuki at 1:05pm

APPENDICES

Appendix I : CEO Address

CHIEF EXECUTIVE OFFICER, ENG. PHILLIP GICHUKI ADDRESS DURING THE STRATEGIC PLAN 2018-2022 MID TERM REVIEW STAKEHOLDERS VALIDATION WORKSHOP ON AT WHITE RHINO HOTEL, NYERI ON 29TH JANUARY, 2021

Chairman TWWDA;

Board members of TWWDA;

CEOs and Representatives of various water sector Institutions;

Representatives of Development Partners;

MDs and Representatives of Water Service Providers;

Management and members of Staff of TWWDA;

Distinguished guests;

Ladies Gentlemen,

Good morning,

- I welcome you all to our validation Workshop for the 2018-2022 Strategic Plan mid-term review (MTR).
- The MTR covers the first three years of the strategic plan implementation and provides an analysis of TWWDA strategy in relation to the organization's performance and policy changes that have implications for the organization's work.
- In the process the Agency has reviewed secondary data, such as evaluation reports, audit reports, annual performance reports, and even relevant policies both at our institution as well as at the national level. This workshop is also part of that process, and comments that we will receive here will be incorporated in the final document.
- We are therefore happy that you all found time to join us for this important function in our institution. We will certainly benefit from your invaluable contribution and experience on the matter water development and management. Please feel welcome and we thank you for being there to assist us go through this process. Indeed, during the plenary session you are invited to give your input on the document, and you are all encouraged to have a critical look at the document that we have circulated and give us your comments. We will be happy even to receive your written comments.

It is now my humble duty to invite our chairman Hon. Joseph M'Eruaki to give his opening remarks. THANK YOU.

Appendix II : Chairman’s Talking Points

TALKING POINTS FOR THE TWWDA CHAIRMAN, DURING A STAKEHOLDER VALIDATION WORKSHOP OF THE TWWDA’S STRATEGIC PLAN 2018-2022 MID TERM REVIEW AT WHITE RHINO, NYERI, ON 29th JANUARY, 2021

1. This stakeholder validation workshop is convened to interrogate the Tana Water Works Development Agency’s Strategic Plan 2018-2022 Mid-Term Review with a view to improving it.
2. Most of stakeholders including some who are gathered here today were actively involved in the development of the Agency’s Strategic Plan 2018-2022.
3. The Mid-Term Review of this Plan comes at the most critical time when the water sector is undergoing tremendous changes brought by the Water Act 2016. Some of the reasons that necessitated review of the Plan includes:
 - Establishment of Tana Water Works Development Agency (TWWDA) under section 65(1) of the Water Act, 2016 vide Legal Notice No. 27 of 26th April 2019.
 - Operationalization of Sec 152 of Water Act 2016, on 3rd May 2019, whereby Tana Water Services Board (TWSB) was dissolved and transferred its functions, assets, liability and staff to TWWDA.
 - Need to align Agency activities to “Big Four” agenda.
4. It is a constitutional requirement for all public institutions to ensure the public participate in processes that affect them. Besides, TWWDA is charged with the responsibility of **undertake the development, maintenance and management of the National Public Water works within its area of jurisdiction**. This mandate can better be discharged if the Agency understand and appreciate the needs of its stakeholders.
5. This is why we have involved stakeholders in the development of the Plan from inception to Mid-Term Review. It is the same reason why we have called you to this validation forum. We aim at an improved Plan that meets our needs and those of our stakeholders.
6. I encourage you to be as candid in our conversation to make this document better than it is. Your views will be incorporated in the Plan before it is finalised.
7. I thank my colleague Board members for providing leadership and resources in the review of this Plan, and management for the wonderful work it has done to develop it.

Thank you for finding time to participate in this forum.

Appendix III: List of Stakeholders present

1. Northern Water Works Development Agency
2. Lake Victoria North Water Works Development Agency
3. Central Rift Water Works Development Agency
4. Athi Water Works Development Agency
5. Coast Water Works Development Agency
6. Muthambi 4K Water Association
7. Murugi Mugumango Water Society
8. Naromoru Water and Sanitation Company
9. Nyeri Water and Sanitation Company
10. Meru Water and Sanitation Company
11. Murang'a Water and Sanitation Company
12. Kahuti Water and Sanitation Company
13. Embu Water and Sanitation Company
14. Kirinyaga Water and Sanitation Company
15. Tetu-Aberdare Water and Sanitation Company
16. Mathira Water and Sanitation Company
17. Othaya Mukurweini Water and Sanitation Company
18. Imetha Water and Sanitation Company
19. Ministry of Water, Sanitation and Irrigation
20. Kenya Water Towers Agency
21. National Water Harvesting and Storage Authority
22. KERRI
23. Water Services Regulatory Board
24. Regional Centre for Ground Water

County Governments represented

1. CECM Nyeri County Government – Mr. Fredrick Kinyua
2. CECM Embu County Government – Dr. Jane Mugambi
3. CECM Kirinyaga County Government - Dr. Jackan Gutu

Stakeholder Validation Pictorial



Some of the stakeholders during the SP Validation Workshop



Eng Robert Gakubia, CEO WASREB during the Workshop making his comments



Directors (R-L): CPA Edward Wamweya, Peter Mwangi, Eng John Muiruri and David Ngonge



Mr Naftali Abuya, Representative from the Ministry of Water, Sanitation and Irrigation

The Ministry of Water, Sanitation and Irrigation representative Mr. Naftali Abuya, said that “If you don’t know where you are, you cannot know if you are achieving your goals or not”

He further appreciated that the Agency had followed the set guidelines for developing Strategic Planning from The National Treasury and Planning.



**TANA WATER WORKS DEVELOPMENT AGENCY
PROGRAMME FOR THE DAY
STAKEHOLDERS' VALIDATION WORKSHOP FOR THE REVIEWED STRATEGIC PLAN
2018-2022**

DATE: 29TH JANUARY, 2021

VENUE: WHITE RHINO HOTEL, NYERI

TIME	ACTIVITY	FACILITATOR
8:00 a.m - 8:30 a.m	Arrival and Registration	Mary Wahome Mercy Kinyungu
8:30 a.m - 8:40 a.m	National & East African Anthem/ Prayers / Climate Setting/Introduction	Beato Migwi
8:40 a.m - 8:50 a.m	Presentation of Workshop Objectives	Irari Wagerika
8:50 a.m - 9:00 a.m	Welcoming Remarks	CEO – TWWDA Eng Philip Gichuki
9:00 a.m - 9:10 a.m	Remarks from Ministry of Water, Sanitation and Irrigation	Ministry Representative
9:10 a.m - 9:20 a.m	Opening Remarks	Chairman – TWWDA Hon Joseph M'Eruaki
9:20 a.m - 10:30 a.m	Presentation of Reviewed Strategic Plan 2018- 2022	Jemimah Muraya
10:30 a.m - 11:00 a.m	TEA BREAK	ALL
11:00 a.m - 12:00 p.m	Plenary Session-Stakeholder Feedback and discussions	CPA Nicholas Kanyeke
12:00 p.m - 12:15 pm	Way Forward	CEO TWWDA Eng Philip Gichuki
12:15p.m - 12:25 pm	Remarks from a Stakeholder	MD-Nithi Water & Sanitation Company Mr. Laban Mwaniki
12:25 p.m - 12:35 pm	Closing Remarks	Chairman-TWWDA Hon Joseph M'Eruaki
12:55 p.m - 12:45 pm	Votes of Thanks	Director-TWWDA Director David Ngonge
12:45 pm-2:00 p.m	LUNCH AND DEPARTURE	ALL

Master of Ceremony: Mr. Beato Migwi Rapporteurs: Ms. Lilianne Kamau & Ms. Rose Chomba