



**TANA WATER WORKS DEVELOPMENT AGENCY.**

**STRATEGIC PLAN 2022-2027**



## **TANA WATER WORKS DEVELOPMENT AGENCY**

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## Vision

Universal access to quality water and sanitation services



## Mission

To enhance quality of citizenry life by improving access to safe water and sanitation services through infrastructure development and capacity building at the county level.



## Core Values

- Respect
- Professionalism
- Teamwork
- Integrity
- Transparency
- Diligence



## Philosophy

Quality water works for improved livelihood



## FOREWORD BY THE CHAIRMAN

The enduring impact of strategic thinking and planning is pivotal in propelling an organization towards institutional vitality, heightened effectiveness, and the realization of its core mandate. Tana Water Works Development Agency (TWWDA) places profound importance on strategic planning, a meticulous process that involves identifying and capitalizing on strengths and opportunities, while navigating challenges within the dynamic environment. This Strategic Plan serves as the architectural framework upon which the Agency's legacy of success is constructed.

Aligned with key national frameworks such as the Constitution of Kenya 2010, the Bottom-Up Transformation Economic Agenda (BETA), Kenya Vision 2030, Water Act 2016, and the National Water and Sanitation Strategy, alongside global benchmarks like the Sustainable Development Goals (SDGs) and Africa Agenda 2063, this Plan is crafted to strategically guide the Agency. It lays out comprehensive strategies aimed at achieving universal access to quality water and sanitation services, with a particular focus on ensuring that clean and safe water is accessible to every household and community at the county level.

The transformation envisioned in this Plan requires the Agency to evolve from a supply-oriented entity to a dynamic, customer service-centric organization. Successful implementation of this Strategic Plan is not just a duty but a shared responsibility among all members of the Agency and our valued stakeholders. I am confident in the achievability of our mission, thanks to the dedication of our staff, the collaboration with stakeholders, and the support of our development partners.

The commitment of the Board to the implementation of this Plan is unwavering. Thus, I urge the entire TWWDA family to embrace this Strategic Plan with pride and determination. Let us implement it with zeal, keeping our focus on the vision of 'Quality Water Works for Improved Livelihood.' Together, we can make this vision a reality.

**Mr. James Wanyaga Gathaka**

**CHAIRMAN, Tana Water Works Development Agency**

## **PREFACE BY THE CHIEF EXECUTIVE OFFICER**

The TWWDA Strategic Plan 2022-2027 charts out the direction that the Agency will take to deliver on its mandate and Vision in the next five years. It is the outcome of an intensive and painstaking process which involved many stakeholders. The participatory approach was useful in enriching the process, projects, other initiatives proposed, and ensuring ownership of the Plan at all levels for effective implementation. The Plan is anchored on the Kenya Vision 2030; taking into consideration the provisions and expectations of the Constitution of Kenya 2010; Medium Term Plan (MTP) IV; Bottom-Up Economic Transformation Agenda (BETA) and other Government commitments, including the Sustainable Development Goals (SDGs).

This Plan meticulously outlines nine (9) strategic issues, each a building block for our future success. These issues are further broken down into strategic objectives, recognized initiatives, outcomes, and results. Collectively, these components shape the foundation upon which we will build our vision for TWWDA. At the core of our strategy lies the three Key Result Areas: Excellence Water and Sanitation Infrastructure, Strategic Partnerships, and Operational Excellence. These are not just words but our compass guiding us towards a future where we provide top-tier water and sanitation solutions, foster meaningful partnerships, and excel in every facet of our operations.

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

The successful development of this Strategy would not have been possible without the support, guidance and impetus provided by the Board. I wish to express my gratitude to the staff, the Strategic Plan steering and technical committees, management team, and our stakeholders for their invaluable input. I am confident that this Strategic Plan will be implemented to the expectations of our stakeholders, and will draw the much-desired support from development partners, County Governments and the National Government, as well as, the communities within the jurisdiction of the Agency.

**Eng. Philip Gichuki, CHIEF EXECUTIVE OFFICER, Tana Water Works Development Agency**

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## DEFINITION OF TERMS

**Ground Water:** Water of underground streams, channels, artesian basins, reservoirs, lakes, and, other water bodies in the ground, including water in interstices below the water table.

**Infrastructure Development:** Develop, manage, and maintain national public water works within the TWWDA area of geographical jurisdiction.

**Regulatory Board:** The Water Services Regulatory Board (WASREB) was established by the Water Act, of 2016.

**Storage Reservoirs:** Strategic dams.

**Storage Tanks:** Facilities made of concrete, masonry or galvanized iron panels/sheets for purposes of retaining water.

**Spring:** Water emerging from beneath the ground surface other than that as a result of drilling or excavation operations.

**Stream:** Water contained in a watercourse and includes a river.

**Supply of Water in Bulk:** Supply of water to a licensee for distribution by or on behalf of the licensee taking the supply.

**Swamp:** Any shallow depression there is a small depth of surface water or a shallow depth of ground water and a slight range of fluctuation either in the surface level of the water or of the ground water level so as to permit the growth of aquatic vegetation.

**Universal:** Achieving 100% access to water and sanitation services within TWWDA area of geographical jurisdiction.

**Use of Water:** In relation to water contained in or forming part of a water resource, means:

(a) Water Act, 2016 abstraction, obstruction or diversion of the water;

(b) Discharge of materials or substances into water; or

(c) Any activity, of a kind prescribed by rules under the Water Act, 2016, in relation to the water.

**Water Tribunal:** Water Tribunal established by the Water Act, 2016.

**Water Right:** The right to have access to water through a water permit.

**Water Resource:** Any lake, pond, swamp, marsh, stream, watercourse, estuary, aquifer, artesian basin, other body of flowing or standing water, whether above or below the ground.

**Water Service:** Any service of/or incidental to the supply or storage of water and includes the provision of sewerage services.

**Water Service Provider:** A company, Non-Governmental Organization, other person or body providing water services under and in accordance with an agreement with the licensee within whose limits of supply the services are provided.

**Water Works Development Agency:** Means the agency of the national government established under Section 65 (1) of the Water Act, 2016.

**Water Table:**

(a) In pervious granular or detritus material, the upper surface of the body of free water, which

fills all openings in material that is sufficiently pervious to permit percolation; and

(b) In fractured impervious rocks and in solution openings, the surface at the

contact between the water body in the openings and the overlying ground air.

**Watercourse:** Any natural channel or depression in which water flows regularly or intermittently unless declared not to be a watercourse under Water Act, 2016.

**Works:** Any structure, apparatus, contrivance, device or thing for storing, recharging, treating, carrying, conducting, providing or utilizing water or liquid waste, but does not include hand utensils or such other contrivances as may be prescribed by the Regulations made under Water Act, 2016.

## **LIST OF ACRONYMS AND ABBREVIATIONS**

**AFDB** – Africa Development Bank

**AIA** – Appropriation in Aid

**BETA** – Bottom-Up Economic Transformation Agenda

**CAD** – Computer Aided Design

**CEO** – Chief Executive Officer

**CMCP** – Chief Manager Corporate Planning

**CMTS** – Chief Manager Technical Services

**CRMS** – Customer Relationship Management System

**CS&CMLS** – Corporation Secretary and Chief Manager Legal Services

**CSR** – Corporate Social Responsibility

**DBMS** – Database Management System

**EAC 2050** – East Africa Community 2050

**EPC-F** – Engineering, Procurement, Construction and Financing

**ESMP**- Environmental and Social Management Plan

**ERP** – Enterprise Resource Planning

**GIS** – Geographic Information System

**GoK** – Government of Kenya

**HH** – House Hold

**HoD** – Head of Department

**HSMP** -Health and Safety Management Plan

**ICT** – Information Communication Technology

**IoT** – Internet of Things

**ISO** – International Organization for Standardization

**KOAFEC** – Korea-Africa Economic Corporation

**KRAs** – Key Result Areas

**KSG** – Kenya School of Government

**M&E** – Monitoring and Evaluation

**MBWS** - Manager Bulk Water Supply

**MCC&PR** – Manager, Corporate Communication and Public Relations

**MD** – Manager Design

**MFA** – Manager, Finance and Accounts.

**MHRM&A** – Manager Human Resource Management and Administration

**MICT** -Manager, Information Communication Technology

**MoWSI** – Ministry of Water, Sanitation and Irrigation

**MRM** – Manager, Resource Mobilization.

**MR&P**– Manager Research and Planning

**MSCM** – Manager, Supply Chain Management

**MSME** – Micro, Small and Medium Enterprises

**MSI**- Manager Sanitation Infrastructure

**MTP IV** – Medium-Term Plan IV

**MWI** – Manager, Water Infrastructure

**MWUML&CD** – Manager, Water Utilities Management, Liaison and Capacity Development

**NWSS** – National Water and Sanitation Strategy

**PESTEL** – Political, Economic, Social, Technological, Environmental, Legal

**PFMR** – Public Finance Management Regulations

**PPP** – Public-Private Partnership

**SOPs** – Standard Operating Procedures.

**SWOT** – Strengths, Weaknesses, Opportunities and Threats

**TNT** – The National Treasury

**TWSB** – Tana Water Service Board

**TWWDA** – Tana Water Works Development Agency

**UKEF** -United Kingdom Export Finance.

**UN SDGs** – United Nations Sustainable Development Goals

**WASH** – Water, Sanitation and Hygiene

**WSP** – Water Service Providers

**WWDA's** – Water Works Development Agency's

## EXECUTIVE SUMMARY

The TWWDA Strategic Plan 2022-2027 takes cognizance of the Agency's responsibilities and functions under the Water Act 2016, and focuses on the attainment of sustainable access to quality water and enhanced sewerage services for all residents within the Agency's jurisdiction. This is done through the development, maintenance, and management of national public water works which guides the Agency's efforts in contributing towards the progressive realization of the economic and social right to safe and clean water in adequate quantities, gradual implementation of the Bottom-Up Economic Transformation Agenda (BETA), attainment of Kenya Vision 2030, and the aspirations of Sustainable Development Goals (SDGs).

This Strategic Plan is a roadmap for assessing the Agency's performance and achievements of results by 2027. It provides clear strategies and objectives that TWWDA intends to pursue. The plan is organized into eight chapters:

**Chapter One** sets the context for strategic planning. It highlights the background and mandate of the Agency. It also focuses on the Agency's role in supporting the national development agenda, including implementation of the Bottom-Up Economic Transformation Agenda (BETA), Kenya Vision 2030, SDGs, EAC 2050 and Africa Agenda 2063.

**Chapter Two** provides the strategic direction that the Agency intends to follow to achieve its long-term goals and objectives. It presents the strategic focus that sets out the vision, mission, core values and overall goal.

**Chapter Three** provides analysis of external and internal environments using the Strengths, Weaknesses, Opportunities, and Threats (SWOT) and Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) and also focuses on the stakeholder analysis. The chapter further reviews the TWWDA Strategic Plan 2022- 2027 highlighting milestones/key achievements and challenges experienced and lessons learnt as well analyzing its stakeholders needs and expectations.

**Chapter Four** covers the Strategic Issues, Goals, and Key Result Areas (KRAs) that guide the Agency towards its desired future by outlining critical challenges, defining overarching objectives, and specifying key areas of focus for achieving success.

**Chapter Five** presents the strategic objectives and corresponding strategies designed to meet our identified strategic goals and key result areas (KRAs). Within these objectives and strategies lie the actionable steps and initiatives that will drive our organization toward the achievement of its mission.

**Chapter Six** provides the implementation and coordination framework necessary to translate the plan into actionable steps, ensuring seamless execution across departments, effective resource allocation, and regular progress tracking toward the attainment of the defined goals and objectives

**Chapter Seven** presents the budget requirements for the identified strategies and initiatives that will be undertaken to realize the strategic objectives over the Plan period focuses on resource flows for the implementation of the Strategic Plan.

**Chapter Eight** concludes the Plan with an overview of the Agency Monitoring, Evaluation and Reporting Framework. The framework will be utilized to monitor and report on the implementation of the Strategic Plan.

# CHAPTER ONE: INTRODUCTION

## 1.0 Overview

This Chapter provides a comprehensive introduction to the critical role of strategy as an imperative for organizational success. It delves into the context of strategic planning, emphasizing the significance of this process in navigating the dynamic and competitive business environment. The chapter also delves into the historical evolution of the organization, shedding light on its roots and past developments. Furthermore, it outlines the methodology employed for developing the strategic plan, offering insights into the structured approach that will be followed throughout the plan. It also sets the stage for a deeper understanding of the strategic framework that underpins the Agency's future endeavors.

## 1.1 STRATEGY AS AN IMPERATIVE FOR ORGANIZATION SUCCESS.

The TWWDA Strategic Plan 2022-2027 charts the strategic direction towards the attainment of its vision and mission. The Plan is built on the gains made in the previous Plans as well as past performance reinforced by clear systems, processes and enabling action plans. The focus of the Plan is on new strategies of increasing accessibility of reasonable standards of sanitation, and clean and safe water in adequate quantities.

In addition, the Plan is aligned to the country's development agenda as prioritized in Kenya Vision 2030. It will provide the roadmap for TWWDA in the execution of its mandate as outlined in the Water Act, 2016.

## 1.2 THE CONTEXT OF STRATEGIC PLANNING.

Aligning the strategic plan to National and International Acts, policies and plans are fundamental in presenting a united front in addressing various development challenges. The following heavily influence the development of water and sanitation infrastructure;

### 1.2.1 United Nations 2030 Agenda for Sustainable Development.

During the Strategic Plan period, TWWDA will target the UN SDG No. 6, which aims at ensuring availability and sustainability of water and sanitation for all by 2030; SDG No. 11 that aims to make cities and human settlements inclusive, safe, resilient, and sustainable; and SDG No. 13 that seeks to reduce effects of climate change. Specifically, the Agency will contribute to the achievement of these goals as explained in **Table 1 below**:



*Table 1: TWWDA's Contribution to SDG No.6, No.11 and No.13*

No.	SDG NO. 6 Targets	Agency's Role
6.1	Achieve universal and equitable access to safe and affordable drinking water for all	Rehabilitate, expand and construct new water supply systems in urban and rural areas
6.2	Achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	Develop sewerage and sanitation infrastructure
6.3	Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated waste water and substantially increasing recycling and safe reuse globally	Implement waste management strategies such as wastewater treatment to ensure sustainable supply of fresh water.
6.4	Substantially increase water- use efficiency across all sectors and ensure sustainable withdrawals and supply of fresh water to address water scarcity and substantially reduce the number of people suffering from water scarcity	Expand and construct new water supply systems to address the water gap.

6.5	Implement integrated water resources management at all levels, including through trans-boundary co-operation as appropriate	Promote coordinated management of water resources in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems.
6.6	Protect and restore water- related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes	Improve forest cover to protect the key water catchment areas and sensitise the community on effective farming practices to protect the wetlands.
6 .a	Expand international co- operation and capacity- building support to developing countries in water and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies	Partner with key players in the water sector around the world to develop/adopt new technologies of managing water. e.g., construction of water dams and pans to conserve flood water during the rainy seasons, wastewater treatment and recycling.
6. b	Support and strengthen the participation of local communities in improving water and sanitation management	Engage the Community through public participation programmes to sensitize on effective water infrastructure management practices.

11.3	Enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management by 2030	Develop water and sanitation infrastructure to improve access, quality, availability, and sustainability of water supply and wastewater management.
13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters	Support climate change initiatives and programmes, including tree planting, protecting water catchment sources, managing waste water and promoting use of green energy.



TWWDA will directly address each of the ten SDG targets through the development of water and sanitation infrastructure, implementation of the water for schools' programmes, technical services and capacity building for water service providers.

### 1.2.2 African Union Agenda 2063

Agenda 2063 is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. Its guiding vision is "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena". TWWDA is central to Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development. The Agency will play a critical role in the realization of a high standard of living and well-being for all citizens by enhancing access to water and sanitation

services to people within its jurisdiction. In addition, the Agency will contribute towards realization of environmentally sustainable climate and resilient economies and communities by putting in place measures to enhance water conservation and management of water resources leading to improved quality of life.

### **1.2.3 East Africa Community Vision 2050**

The East Africa Community Vision 2050 aims to enhance transformation for growth and development, and guide the community into an upper middle-income status with a high quality of life for its population based on the principles of inclusiveness and accountability.

To contribute to the realization of the East African Community's (EAC) vision 2050: Target 1.9 on Access to basic need, attain 82% on access to safe water, and 60% access to improved sanitation, TWWDA will undertake the following;

- Develop, maintain and manage National public water works i.e., construction of water projects, dams, pans and boreholes. This will promote sustainable water resource management, fostering cross-border collaboration, and supporting research and innovation.
- Develop sanitation infrastructure through construction of sewerage and non-sewerage sanitation systems.

By embracing these approaches, the Agency will play a pivotal role in ensuring access to clean water, improved sanitation and equitable management of water resources, aligning with the ambitious goals of EAC 2050.

### **1.2.4 Constitution of Kenya 2010**

Article 43 of the Constitution envisages the right to adequate, clean and safe water. Further, Article 21 obliges the Government to progressively take steps towards the realization of this right. TWWDA aims at realizing this mandate by developing, managing, and maintaining water and sanitation infrastructure.

### **1.2.5 Kenya Vision 2030, Bottom-Up Transformation Agenda and Fourth Medium Term Plan (MTP IV)**

The TWWDA 2022-2027 Strategic Plan coincides with the fourth Medium Term Plan 2022-2027 of the Kenya Vision 2030 long-term development blueprint. The economic, social and political pillars of Kenya Vision 2030 are anchored on ten foundations, including

infrastructure development. TWWDA focuses on implementing projects anchored on the three pillars of Kenya Vision 2030 to contribute to its realization to the citizens.

The Government's Bottom-Up Economic Transformation Agenda (BETA) is geared towards economic turnaround and inclusive growth. The agenda aims to increase investments in five sectors envisaged to have the largest impact and linkages to the economy as well as on household welfare. These include:

- 1) Agricultural Transformation and inclusive growth;
- 2) Micro, Small and Medium Enterprise (MSME);
- 3) Housing and Settlement;
- 4) Healthcare; and
- 5) Digital Superhighway and Creative Industry

Provision of water and sanitation is a critical enabler to the above sectors. Water and sanitation services are a constitutional right under Article 43 of Constitution of Kenya 2010. Apart from the above core sectors, the following thematic areas under the BETA plan will also be enhanced through provision of clean water and sanitation:

1. **Infrastructure** – construction of water and sanitation facilities will directly contribute to infrastructure development. Adequate drainage and wastewater management systems are critical for preventing flooding and preserving the integrity of infrastructure assets.
2. **Manufacturing** – Access to clean and reliable water is crucial for manufacturing industries. Water is used in various stages of production, and adequate sanitation facilities ensure a safe and healthy work environment. A consistent water supply ensures uninterrupted production processes, reducing downtime and increasing productivity.
3. **Environment and Climate change** - Water infrastructure plays a crucial role in both affecting and mitigating environmental and climate change issues e.g., Infrastructure for water storage, such as reservoirs and groundwater recharge systems, is essential for storing excess water during wet periods for use during droughts.
4. **Education** - Schools with clean water sources and sanitation facilities create a healthier learning environment for students, reducing absenteeism due to water-related illnesses.

5. **Women Agenda** - Access to clean water and sanitation services reduces the burden of fetching water, often placed on women and girls, allowing them more time for education and income-generating activities.

TWWDA will contribute to the BETA plan through:

1. Increasing the number of household connections with access to water and sanitation through last mile connectivity;
2. Focusing not only on large water and sanitation infrastructure projects but also on household/community water projects, with emphasis on water harvesting and recycling;
3. Adoption of PPP model for development of water and sanitation infrastructure;
4. Deployment of design and construction technologies that are adaptive to climate change; and
5. Connecting schools with water and sanitation services.

TWWDA investment planning for water and sanitation infrastructure aligned to the MTP IV. The MTP IV has adopted a value chain approach with the Bottom-Up Economic Transformation Agenda (BETA) core pillars and key enablers clustered under five (5) sectors: Finance and Production; Infrastructure; Social; Environment and Natural Resources; and Governance and Public Administration. The State Department of Water & sanitation has been categorized under the Infrastructure Pillar. The main considerations for the State Department will be on: Inclusive growth/people centered, expansion of revenue base and alternative financing.

### **1.2.6 SECTOR POLICIES AND LAWS**

The Sector Policies and Laws serve as tools for advisory, guidance and regulation that directly influence and shape various industries. In this section, TWWDA dissects the water sector policies, regulatory frameworks and strategies that guide the Agency.

#### **1.2.6.1 Water Act, 2016**

The Water Act, 2016 together with its ensuing regulations provides the legislative framework of operationalizing Articles 21 and 43 of the Constitution on Government taking steps towards realizing the right to water and sanitation services for its citizens. These rights to water and sanitation will be realized through development of the required infrastructure by the two levels of Government. In line with this, the Water Act, 2016 has

provided for establishment of Agencies under the National Government for developing these infrastructures. TWWDA is one of the nine (9) Agencies covering the entire country. It draws its mandate from Section 68 of the Water Act, 2016. According to its mandate, TWWDA shall continue undertaking development, maintenance and management of the national public water and sanitation works within its area of jurisdiction. The other functions of the Agency envisaged in this section of the law include providing reserve capacity as a Water Services Provider (WSP) of last resort, technical support and capacity development of the stakeholders at the county level. The law also requires that TWWDA handover, to the County Governments, the commissioned works but at the same time ensure there is firm commitments from the WSP and the County Government on how they are going to meet liabilities attendant to the project's loans.

The Ministry of Water, Sanitation and Irrigation has initiated the proposed amendments to the Water Act 2016 with a view to provide for public private partnerships in financing development of water and sanitation infrastructure. The proposed amendments will give provision for TWWDA to be a water service provider for bulk water services.

Subsequently, in the Legal Notice No. 102 of 21st July 2023, Legislative Supplement No. 43 of the Water Act 2016, the Cabinet Secretary for Water, Sanitation and Irrigation has designated the following water works to be National Public Water Works under the maintenance of Tana Water Works Development Agency.

*Table 2: National Public Water Works under the maintenance of Tana Water Works Development Agency*

<b>S/NO.</b>	<b>PUBLIC WATER WORKS</b>	<b>COUNTIES SERVED</b>	<b>SCOPE OF WORK</b>
1.	Kerugoya Kutus Water Supply and Sewerage Project	Kirinyaga	Water and Sewerage works being undertaken. The project will serve multiple towns in Kirinyaga County.
2.	Chuka water Supply and Sewerage Project	Tharaka-Nithi	Water and Sewerage works being undertaken. The project will serve multiple towns in Tharaka Nithi County.

<b>S/NO.</b>	<b>PUBLIC WATER WORKS</b>	<b>COUNTIES SERVED</b>	<b>SCOPE OF WORK</b>
3.	Chogoria water Supply and Sewerage Project	Tharaka-Nithi	Water and Sewerage works being undertaken. The project will serve multiple towns in Tharaka Nithi County.
4.	Meru Water and Sewerage	Meru	Water and sewerage systems serve Meru town and its environs.
5.	Maua Water Supply and sewerage	Meru	Water and sewerage systems serve Maua town and its environs.
6.	Embu Water Supply and sewerage	Embu	Water supply serves multiple towns in Embu County. Sewerage system serves Embu town and its environs.
7.	Ena Water Supply	Embu	Water supply serves multiple towns in Embu County.
8.	Nyeri Water Supply and sewerage	Nyeri	Water supply serves multiple towns in Nyeri county. Sewerage system serves Nyeri town and its environs.
9.	Mukurwe-ini Water Supply	Nyeri	Water supply serves multiple towns in Nyeri county.
10.	Othaya Water and Sewerage	Nyeri	Water supply and sewerage systems serve Othaya town and its environs.
11.	Mathira Water Supply and sewerage	Nyeri	Water supply serves multiple towns in Nyeri county. Sewerage system serves Karatina town and its environs.
12.	Nkubu Water Supply	Meru	Water supply serves Nkubu town and its environs.



#### **1.2.6.2 National Water Policy 2016**

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

#### **1.2.6.3 The National Water and Sanitation Strategy (NWSS)**

The National Water and Sanitation Strategy 2022-2025 formulated as per Water Act, 2016 Section 64(1) envisages promotion of progressive realization of human right to water. The ultimate goal is to achieve universal access to water services. On sewerage and non-sewered sanitation, the focus is to prioritize progressive and equitable realization of sewerage and non-sewered sanitation services using technologies appropriate for urban and rural areas.

This aims to increase safe water availability, increase household (HH) water supply connections, increase physical access to water and increase water population coverage. On the sanitation services, it aims to increase household connections for sanitation services in urban areas and increase access to reasonable standards of sanitation in the peri-urban and rural areas. The interventions proposed by TWWDA in the next five-year period will go a long way towards realization of the objectives and aspirations envisaged by the NWSS.

#### **1.2.6.3 Water Services Regulations 2021**

Water services Regulations 2021 serve as a legal framework that supports the implementation of the Water Act 2016 with special focus to provision of water services. It provides guidance on water management and financing of water services at the National and County Government level. The Agency will be compelled to adhere to these regulations as a bulk water services provider.

### 1.3 History of the Organization.

Tana Water Works Development Agency (TWWDA) is a successor of Tana Water Services Board (TWSB) and it emanated from the reform that realigned the water sector to the Constitution of Kenya, 2010. It was established under Section 65 (1) of the Water Act, 2016 vide Legal Notice No. 27 of 26<sup>th</sup> April, 2019. TWWDA officially commenced operations on 3<sup>rd</sup> May, 2019 following the operationalization of Section 152 of the Water Act. The Agency is one of the nine (9) water works development agencies under the Ministry of Water, Sanitation and Irrigation. TWWDA supports the Government in developing, maintaining, and managing national public water works to attain sustainable access to quality water and improved sewerage services within its area of jurisdiction.

The Agency runs operations in five (5) counties, namely: Embu, Kirinyaga, Meru, Nyeri and Tharaka Nithi (Figure 1). The total area of coverage is **17,195 Km<sup>2</sup>** with a total population of **3,917,065** (KNBS, 2019).

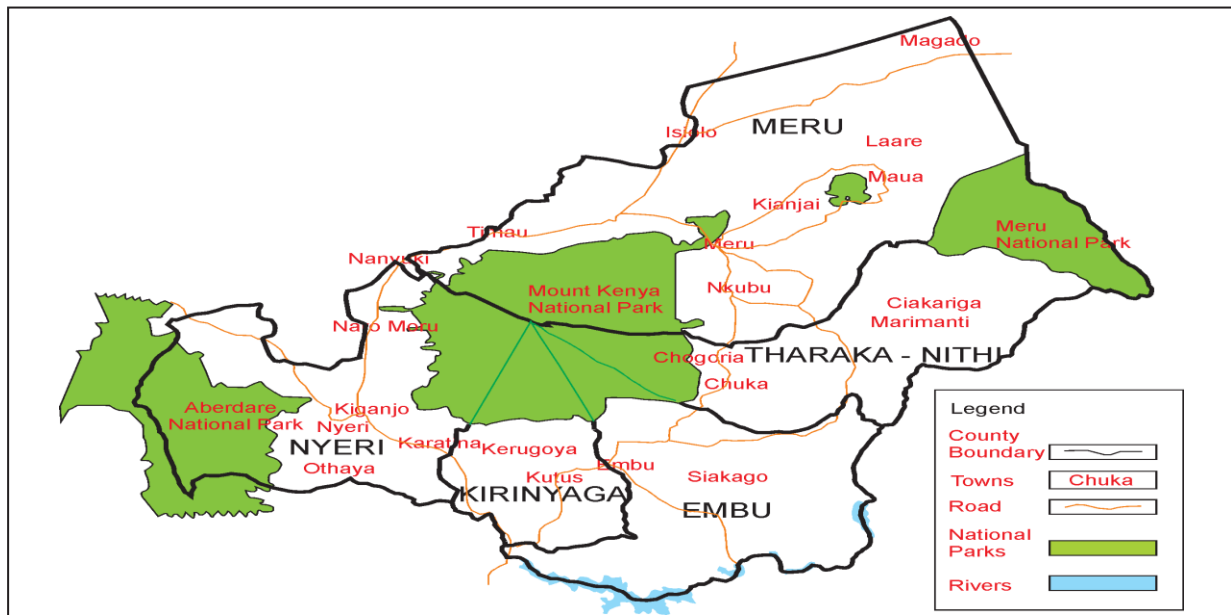


Figure 1: TWWDA's Area of Jurisdiction

*Table 3:Population distribution and water coverage*

County	Area (KM <sup>2</sup> )	Population 2019 (No.)	Households 2019 (No.)	Households with water (%)	Households with water (No.)	Household size (No.)	Population with water (No.)	Water Coverage (%)
Embu	2,821	608,599	182,427	62.90	114,747	3.2	367,189	60.3
Kirinyaga	1,478	610,411	203,576	56.80	115,631	2.9	335,330	54.9
Tharaka Nithi	2,565	393,177	109,450	54.90	60,088	3.5	210,308	53.5
Meru	7,006	1,545,714	423,931	56.80	240,793	3.5	842,775	54.5
Nyeri	3,325	759,164	244,564	70.60	172,662	2.9	500,720	66.0
Total/Average	17,195	3,917,065	1,163,948	60.40	703,921	3.2	225,6323	57.8

*Table 4:Population distribution and sewerage coverage.*

County	Area (KM <sup>2</sup> )	Population 2019(No.)	Households 2019(No.)	Households with sewer (%)	Households with sewer (No.)	Household size (No.)	Population with sewer (No.)	Sewerage Coverage (%)
Embu	2,820.70	608,599	182,427	9.40	17148	3.2	54,874	9.0
Kirinyaga	1,478.30	610,411	203,576	9.10	18525	2.9	53,724	8.8
Tharaka Nithi	2,564.40	393,177	109,450	4.40	4816	3.5	16,855	4.3
Meru	7,006.30	1,545,714	423,931	5.90	25012	3.5	87,542	5.7
Nyeri	3,325.00	759,164	244,564	13.80	33750	2.9	97,875	12.9
<b>Total/ Average</b>	<b>17,195</b>	<b>3,917,065</b>	<b>1,163,948</b>	<b>8.52</b>	<b>99,251</b>	<b>3.2</b>	<b>310,869</b>	<b>8.1</b>

#### **1.4 Methodology of Developing the Strategic Plan.**

Development of TWWDA 2022-2027 Strategic Plan was guided by a steering Committee comprising the CEO and chief managers, and a technical committee composed of staff drawn from all the departments/ divisions/ units to provide technical support. The process involved detailed assessment of TWWDA's capacity, review of the 2018-2022 Strategic Plan and customer satisfaction surveys to comprehensively understand strategic issues about the Agency and inform the current situation. Further this strategic plan was reviewed to align with the reviewed fifth generation strategic plan 2023-2027 guidelines issued by The National Treasury and Economic Planning. This involved analysis of both internal and external operating environments. Further, the process involved a desk review of secondary data and benchmarking with other organizations for insights on best practices.

## **CHAPTER TWO: STRATEGIC DIRECTION**

### **2.0 Overview**

This chapter provides the strategic direction that the Agency intends to follow to achieve its long-term goals and objectives. It presents the strategic focus that sets out the Mandate of the Agency, vision, mission Statement, core values, Quality Policy Statement and the Strategic Goals.

### **2.1 Mandate of Tana Water Works Development Agency**

As outlined under Section 68 of the Water Act, 2016, the Agency is mandated to:

- (a) Undertake the development, maintenance and management of the national public water works within its area of jurisdiction;
- (b) Operate the waterworks and provide water services as a water service provider, until such a time as responsibility for the operation and management of the water works 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 water works 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 service 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 the Act.

The Water Act 2016 has proposed amendments that include provision of bulk water supply and sanitation services by Water Works Development Agencies. It's anticipated that the Agency will have an added mandate on the above.

## 2.2 Vision Statement.



## 2.3 Mission Statement



**Philosophy:** “Quality Water Works for Improved Livelihood”

## 2.4 Strategic Goals

- Increased access to quality water;
- Increased access to sanitation services;
- Enhanced uptake of innovative technology;
- Improved brand visibility;
- Improved Financial sustainability;
- Enhanced partnership and collaborations;
- Maintain a robust and mutually beneficial relationship between the Agency and its stakeholders;
- Efficient, effective and customer-focused service delivery system; and
- Enhanced human resource capacity.

## 2.5 Core Values



## 2.6 Quality Policy

Tana Water Works Development Agency (TWWDA) is committed to providing universal access to quality water and sanitation services so as to enhance the quality of citizenry lives through infrastructure development, operating bulk systems and capacity building at the county level. The Agency shall endeavor to continually improve service delivery by meeting the needs and expectations of its stakeholders and requirements for ISO 9001:2015 International Standard on Quality Management Systems and complying with the legal and statutory requirements.

This Quality Policy will be reviewed periodically to ensure that it reflects the priorities of our customers, other stakeholders, and the changing Quality Management System Principles.

Quality objectives shall be established at all functional areas in TWWDA in support of this policy which shall be communicated to all employees.

The management is committed to providing resources for the achievement of the TWWDA mandate, implementation, and continual improvement of the Quality Management System.

## CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

### 3.0 Overview

This chapter highlights the TWWDA performance of 2018-2022 Strategic Plan: First year of 2022 – 2027 strategic plan implementation of key achievements; lessons learnt and challenges. In addition, it presents an in-depth analysis of the internal and external environment under which the Plan will be implemented. The tools used are SWOT, PESTEL and stakeholder analysis.

### 3.1 Situational Analysis

#### 3.1.1 External Environment

This section delves into the broader business environment that will inform identification of appropriate strategic responses. It entails the identification and analysis of opportunities and threats that may affect TWWDA's success.

##### 3.1.1.1 Macro-Environment

#### **Political, Economic, Social, Technological, Environment and Legal (PESTEL) Analysis**

The external environment analysis provides the Agency with a greater understanding of the political, economic, social, technological, environmental and legal dynamics within which it operates and its impact to strategy and decision making. The tables below provide a summary of key factors and issues identified through this analysis:

*Table 5: Political Factors*

FACTORS	STRATEGIC IMPACT
Power politics/ political intervention	<ul style="list-style-type: none"><li>• Delays in project implementation</li><li>• Skewed projects/not evenly distributed</li><li>• Unpredictable cost of compliance</li><li>• Reduced funding</li><li>• Poor prioritization of projects</li></ul>
Political unrest (Riots and violence) & boundary disputes	<ul style="list-style-type: none"><li>• Delays in project implementation</li><li>• Destruction of properties</li></ul>
Political goodwill	<ul style="list-style-type: none"><li>• Conducive legal framework</li><li>• Improved resources allocation</li></ul>

	<ul style="list-style-type: none"> <li>Enhanced project buy-in</li> </ul>
Limiting legal frameworks for collecting administrative fees	<ul style="list-style-type: none"> <li>Adverse Financial sustainability</li> </ul>
Prioritization of Kenya Vision 2030 flagship projects	<ul style="list-style-type: none"> <li>Consistent and additional funding from the government</li> <li>Improved reputation and brand visibility</li> </ul>

*Table 6:Environmental Factors*

FACTORS	STRATEGIC IMPACT
Poor solid and liquid waste management	<ul style="list-style-type: none"> <li>High cost of water treatment</li> </ul>
Climate change	<ul style="list-style-type: none"> <li>Depletion of water resources</li> </ul>
Depletion of the vegetation cover	<ul style="list-style-type: none"> <li>Siltation of water reservoirs and water intakes</li> <li>Increased water treatment costs</li> </ul>
Encroachment of water catchments	<ul style="list-style-type: none"> <li>Depletion of the water resources</li> </ul>
Environmental risks (drought, flooding and landslides)	<ul style="list-style-type: none"> <li>Reduced water resources due to climate change.</li> <li>Delayed project completion, e.g., in cases of landslides</li> <li>Environmental health and safety hazards</li> <li>Damage to water and sanitation infrastructure.</li> </ul>

*Table 7:Social Factors*

FACTORS	STRATEGIC IMPACT
Attachment to land ownership	<ul style="list-style-type: none"> <li>Delayed project implementation</li> <li>High cost of project implementation</li> </ul>
High population growth rate	<ul style="list-style-type: none"> <li>Increased demand for water and sewerage services</li> <li>Increased competition for the available water resources</li> </ul>



Inadequate community involvement	<ul style="list-style-type: none"> <li>• Poor project sustainability</li> <li>• High management cost</li> </ul>
Pandemic and epidemic outbreaks	<ul style="list-style-type: none"> <li>• Delayed project implementation</li> <li>• Increased project implementation costs</li> </ul>

*Table 8: Technological Factors*

FACTORS	STRATEGIC IMPACT
Technological changes/advancement	<ul style="list-style-type: none"> <li>• Improved efficiency in service delivery</li> <li>• Budgetary constraints due to frequent ICT upgrades</li> <li>• Need for skilled personnel</li> <li>• Reduced cost of project (developing units for treating water at household levels)</li> <li>• Reduced operation and maintenance costs.</li> </ul>
Renewable energy sources	<ul style="list-style-type: none"> <li>• Cost reduction</li> <li>• Environmental conservation</li> </ul>

*Table 9: Economic Factors*

FACTORS	STRATEGIC IMPACT
High interest rates and inflation	<ul style="list-style-type: none"> <li>• Delays in project implementation</li> <li>• High construction and operational costs</li> </ul>
Limited sources of financing.	<ul style="list-style-type: none"> <li>• High financing cost of EPC-F and PPPs.</li> </ul>
Delays and inadequate funding from the Exchequer	<ul style="list-style-type: none"> <li>• Increased pending bills</li> <li>• Delayed project implementation</li> </ul>
International relations and global instability	<ul style="list-style-type: none"> <li>• Budget overruns due to escalated cost of materials</li> <li>• High cost of projects</li> </ul>

*Table 10: Legal Factors*

FACTORS	STRATEGIC IMPACT
Inadequate Legal framework – gaps in the Water Act, 2016	<ul style="list-style-type: none"> <li>• Delays in handing over of completed projects</li> <li>• Impediment to resource mobilization</li> </ul>
Government laws	<ul style="list-style-type: none"> <li>• Limiting legislation, which might affect actualization of mandate</li> </ul>
Statutory and Regulatory frameworks	<ul style="list-style-type: none"> <li>• Improved work environment</li> <li>• Increased litigations</li> <li>• Increased environmental management costs</li> <li>• Increased budgetary allocations</li> <li>• Delayed project implementation</li> </ul>

### 3.1.1.2 Micro-Environment

The immediate operating environment, often referred to as the micro-environment, plays a crucial role in an organization's ability to access the necessary resources for achieving its strategic objectives. These factors are closer to TWWDA and have a more direct and immediate impact.

FACTORS	STRATEGIC IMPACT
Customers	<ul style="list-style-type: none"> <li>• Enhanced corporate image</li> <li>• Improved customer satisfaction levels</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Improved efficiency in service delivery</li> <li>• Budgetary constraints due to frequent technological advancements</li> <li>• Need for skilled personnel</li> <li>• Reduced cost of project (developing units for treating water at household levels);</li> <li>• Reduced operational and maintenance costs</li> </ul>

Suppliers/ Consultant/contractors	<ul style="list-style-type: none"> <li>• Timely delivery of goods, works and services</li> <li>• Quality of goods, works and services.</li> <li>• Goodwill.</li> <li>• Effective contract management.</li> </ul>
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### 3.1.2 Summary of Opportunities and Threats

The following table outlines the opportunities and threats that impact the Agency:

FACTOR	OPPORTUNITIES	THREATS
Political	<ul style="list-style-type: none"> <li>• Political goodwill</li> <li>• Prioritization of Kenya Vision 2030 flagship projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Power politics/ political interference</li> <li>• Political unrest (Riots and violence)/boundary disputes</li> <li>• Limiting legal frameworks for collecting administrative fees</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Diversification of project financing.</li> <li>• Selling of water in bulk</li> </ul>	<ul style="list-style-type: none"> <li>• High interest rates and inflation.</li> <li>• Delays and inadequate funding from the Exchequer.</li> <li>• International relations and global instability</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Goodwill from stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Attachment to land ownership</li> <li>• High population growth rate</li> <li>• Inadequate stakeholders' involvement</li> <li>• Pandemic and epidemic outbreaks</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• Renewable energy sources</li> <li>• Smart meters systems</li> </ul>	<ul style="list-style-type: none"> <li>• Technological changes/advancement</li> </ul>
Legal	<ul style="list-style-type: none"> <li>• Favorable Statutory and Regulatory frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate Legal framework – gaps in the Water Act, 2016</li> <li>• Government laws</li> </ul>
Ecological	<ul style="list-style-type: none"> <li>• Available water sources at high altitude that permit gravity water systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor solid and liquid waste management</li> <li>• Climate change</li> <li>• Depletion of the vegetation cover</li> <li>• Encroachment of water catchments</li> <li>• Environmental risks (drought, flooding and landslides)</li> </ul>

### **3.1.3 Internal Environment**

The internal environment refers to the conditions, resources and dynamics within the organization itself that can significantly impact its operations, performance and overall success. It plays a significant role in shaping the agency's operations, culture and overall effectiveness.

#### **3.1.3.1 Governance and Administrative Structures**

To facilitate the implementation of this Plan, the Agency has developed a functional organizational structure that aligns with the strategies being implemented. The structure is strengthening the Agency's institutional capacity and putting in place the requisite implementation and coordination frameworks for successful Plan implementation. The overarching goal of the structure is to align the Agency's functional units and activities with its strategic direction. The structure consists of four (4) departments responsible for ensuring the realization of the Agency's objectives in the implementation of this Strategic Plan, namely: (a) Technical Services Department (b) Research, Strategy and Compliance Department (c) Finance and Resource Mobilization Department and (d) Human Resource Management & Administration Department.

By ensuring that the functional areas align with the organizational goals, some of the notable strengths include a cordial relationship between the Agency and the Ministry of Water, Sanitation and Irrigation, granting access to essential resources and expertise. This, in turn, fosters smooth inter-departmental communication and coordination, along with the proper alignment of strategic initiatives with governmental policies and regulations to ensure compliance.

#### **3.1.3.2 Internal Business Processes**

The Agency has well established sound internal procedures and policies, which serve as a robust framework for guiding our day-to-day operations to deliver high-quality services. The Agency's operations prioritize the needs and feedback of customers by adapting processes and services to meet their expectations, thereby fostering positive relationships and customer loyalty.

Conversely, partial operationalization and system integration can lead to inefficiencies and data silos, hindering the ability to make well-informed decisions and quick response to changing environment. Additionally, inadequate quality assurance and controls can risk delivering subpar services or products, which can undermine reputation and customer trust. The Agency will address these weaknesses through comprehensive system integration and robust quality assurance

protocols which will be pivotal to enhancing our internal business processes and, consequently, the overall organizational performance.

#### **3.1.3.3 Resources and Capabilities**

The organization's expertise enables the Agency to tackle complex challenges, innovate, and maintain high standards of service delivery. Additionally, efficient ability to absorb funds effectively allows maximum use of available resources which ensures that financial investments align with strategic objectives. A strategic location in an area endowed with good surface water at a high altitude is a considerable asset. This natural advantage provides a reliable source of water resources, reducing the dependency on external factors.

However, inadequate human capital can strain operations, leading to decreased efficiency among existing staff members. To address this weakness, the Agency has developed a staff establishment to cater for the gaps. Additionally, low exploitation of groundwater resources can present a missed opportunity to diversify water supply sources and ensure long-term sustainability. Within the plan period, the Agency will develop and implement a groundwater exploitation plan.

Lastly, over-reliance on external financing sources and insufficient stakeholder engagement, can lead to financial instability and lack of diverse perspectives. To address these weaknesses, diversifying funding sources and actively involving stakeholders in decision-making processes are crucial steps to strengthen the organization.

#### **3.1.4 Summary of Strengths and Weaknesses**

A review of TWWDA's Strengths and Weaknesses is paramount to understanding the current situation. TWWDA has identified the factors presented below that could influence the overall performance of the Agency and execution of its core mandate through a consultative forum.

*Table 11: Summary of Strengths and Weaknesses*

Factor	Strength	Weaknesses
<b>Governance and Administrative Structure</b>	<ul style="list-style-type: none"> <li>• Cordial Relationship between Agency and Ministry of water, sanitation and irrigation as well as other development partners.</li> <li>• Able and committed leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders not fully engaged</li> </ul>
<b>Internal Business Processes</b>	<ul style="list-style-type: none"> <li>• Sound internal procedures and policies</li> <li>• Customer Focus</li> <li>• Effective in Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Partial operationalization and integration of business system.</li> <li>• Inadequate quality assurance and controls</li> </ul>
<b>Resources and capabilities</b>	<ul style="list-style-type: none"> <li>• Qualified Staff</li> <li>• Efficient Funds Absorption</li> <li>• Strategic location-area endowed with good surface water at high attitude. – Three reliable water towers, i.e., Mt. Kenya, Aberdares &amp; Nyambene.</li> </ul>	<ul style="list-style-type: none"> <li>• Over reliance on development partners for financing.</li> <li>• Inadequate human capital.</li> <li>• Low exploitation of ground water.</li> </ul>

### **3.1.5 Analysis of Past Performance**

TWWDA has implemented three (3) strategic plans: two as Tana Water Services Board (2010-2013 and 2013 – 2017), one as TWWDA (2018 – 2022) and the first-year implementation of (2022-2027) Strategic plan to various degrees of success.

#### **3.1.5.1 Key Achievements**

The key achievements include:

- (i) Increased water coverage to 57.8% within its area of jurisdiction.
- (ii) Increased sewerage and sanitation coverage to 8.1% within its area of jurisdiction.
- (iii) Increased institution annual budget to KES 173 million recurrent budget and KES 3.236 billion development budget by 2023.
- (iv) Attained customer satisfaction level of 88.4% in 2022.
- (v) Certification to ISO 9001:2008 in 2012; transitioning, maintenance and re-certification to ISO 9001:2015 in 2021.
- (vi) Improved automation level to 72% through the acquisition of ICT equipment and operationalization of ERP and DBMS.
- (vii) Increased staff establishment to 84 by 2022 through the development, approval and implementation of HR instruments.

#### **3.1.5.2 Challenges**

While there were notable achievements in the implementation of Strategic Plan 2018-2022, the Agency also encountered certain challenges that required attention. These challenges included:

- i. Delays in the acquisition of wayleave.
- ii. Delayed approval of tax exemptions thus, delaying purchases of materials.
- iii. Cash flow challenges which hampered the progress of the projects/activities.
- v. Poor performance by external service providers.
- vi. Economic fluctuations, regulatory changes and Pandemic which were beyond the Agency's control.

### 3.1.5.3 Lessons Learnt

The challenges provided the following key lessons to be carried forward in the implementation of this Plan:

- a) Collaboration and partnership with key stakeholders are critical for efficient and effective development of water and sanitation works;
- (b) Synergies among the functional areas is key in enhancing effective discharge of the Agency's mandate;
- (c) Optimum human capital and financial resources are required for successful implementation of the strategic plan; and
- (d) The need to leverage on technology for improved service delivery.
- e) Enhance selection process of external providers to eliminate non-performing service providers.

### 3.2 Stakeholders Analysis

The analysis presented below enables TWWDA to understand its stakeholders, their needs and develop strategies to meet stakeholder expectations.

*Table 12:Stakeholder Analysis*

S. No	Stakeholder	Role	What they expect from TWWDA	TWWDA Expectations
1	The National Treasury	<ul style="list-style-type: none"><li>• Funding</li></ul>	<ul style="list-style-type: none"><li>• Timely reporting</li><li>• Prudent use of allocated resources</li><li>• Compliance with set guidelines</li></ul>	<ul style="list-style-type: none"><li>• Capacity building</li><li>• PPP facilitation</li><li>• Budgetary allocation</li><li>• Policy guidance</li></ul>
2	MoWSI (GoK)	<ul style="list-style-type: none"><li>• Regulation</li></ul>	<ul style="list-style-type: none"><li>• Implement policies with deadline</li><li>• Prudent use of resources</li><li>• Timely and accurate reporting</li><li>• Participate and contribute to planning processes</li><li>• Good governance</li></ul>	<ul style="list-style-type: none"><li>• Budgetary allocation</li><li>• Policy guidance</li><li>• Feedback</li><li>• Facilitation of bilateral and multi-lateral engagements</li></ul>



<b>3</b>	<b>Board</b>	<ul style="list-style-type: none"> <li>• Governance and Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Timely reporting</li> <li>• Professionalism and integrity</li> <li>• Data/information provision</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and guidance</li> <li>• Policy approvals</li> <li>• Lobbying and advocacy</li> </ul>
<b>4</b>	<b>County Governments</b>	<ul style="list-style-type: none"> <li>• Partnership and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Technical support</li> <li>• Capacity building</li> <li>• Hand over quality water/sewerage infrastructures</li> <li>• Participation</li> <li>• Develop water works projects</li> <li>• Consensus in resource sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborations</li> <li>• Ready to take over the projects</li> <li>• Provision of data/information</li> <li>• Proper management and maintenance of the projects</li> <li>• Assume liabilities for the projects</li> </ul>
<b>5</b>	<b>Water Service Providers (WSPs)</b>	<ul style="list-style-type: none"> <li>• Customer</li> </ul>	<ul style="list-style-type: none"> <li>• Technical support</li> <li>• Capacity building</li> <li>• Development of water works infrastructures</li> <li>• Participation in planning and design of projects</li> <li>• Swift complaint handling</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration</li> <li>• Ready to take over the projects</li> <li>• Provision of data/information</li> <li>• Proper management and maintenance of the projects</li> <li>• Assume liabilities for the projects</li> </ul>
<b>6</b>	<b>Community</b>	<ul style="list-style-type: none"> <li>• Consumer</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder involvement</li> <li>• Proper compensation</li> <li>• Development of quality water works</li> <li>• Technical support/capacity building</li> <li>• Prioritization of community needs</li> <li>• Swift complaint handling</li> </ul>	<ul style="list-style-type: none"> <li>• Proper care of the infrastructures</li> <li>• Provision of data on water</li> <li>• Provision of land /wayleaves</li> </ul>
<b>7</b>	<b>Development Partners</b>	<ul style="list-style-type: none"> <li>• Funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely reporting</li> <li>• Compliance with guideline</li> <li>• Participation of proposal for funding</li> <li>• Proper project management and implementation and administration</li> </ul>	<ul style="list-style-type: none"> <li>• Resources allocation/funding</li> <li>• Capacity building</li> <li>• Support of our agenda</li> </ul>

8	Other Government Institutions	<ul style="list-style-type: none"> <li>Partnership and collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Exchange of knowledge /sharing</li> <li>Consultations and engagements</li> <li>Swift complaint handling</li> </ul>	<ul style="list-style-type: none"> <li>Faster approvals of TWWDA request</li> <li>Compliance</li> <li>Prompt payment of fees/levies</li> <li>Provision data</li> <li>Collaboration/partnership</li> </ul>
9	Suppliers	<ul style="list-style-type: none"> <li>Provision of goods and services</li> </ul>	<ul style="list-style-type: none"> <li>Prompt payments</li> <li>Fair evaluation and award of tenders</li> <li>Swift complaint handling</li> <li>Give feedback on outcome</li> </ul>	<ul style="list-style-type: none"> <li>Quality services and product</li> <li>Time delivery of services/products</li> <li>Provision of competitive price of service/products</li> <li>After sale support/Technical support for equipment</li> <li>Goodwill/rappor/good working relationship</li> </ul>
10	Consultants	<ul style="list-style-type: none"> <li>Consultancy and facilitation.</li> </ul>	<ul style="list-style-type: none"> <li>Professionalism</li> <li>Integrity</li> </ul>	<ul style="list-style-type: none"> <li>Goodwill/rappor/good working relationship</li> <li>Data/information</li> <li>Prompt payments</li> <li>Timely and quality output</li> <li>Effective contract management</li> </ul>
11	Media	<ul style="list-style-type: none"> <li>Press coverage</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration</li> <li>Accurate information</li> </ul>	<ul style="list-style-type: none"> <li>Proper and accurate reporting</li> </ul>
12	Staff/ Employees	<ul style="list-style-type: none"> <li>Execution of Agency's mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Proper remuneration</li> <li>Proper working conditions</li> <li>Improved staff welfare</li> <li>Training and empowerment</li> <li>Coaching and mentorship</li> <li>Professional development</li> <li>Recognition and motivation</li> <li>Promotions</li> </ul>	<ul style="list-style-type: none"> <li>Improved performance</li> <li>Improved staff engagement and commitment to work</li> <li>Professionalism and integrity (compliance)</li> <li>Retention</li> </ul>

# CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

## 4.0 Overview

This chapter outlines TWWDA's approach to addressing key strategic issues, achieving targeted goals, and focusing on critical result areas. By identifying and tackling strategic challenges, setting clear objectives, and prioritizing key areas of impact, we aim to drive transformative growth and establish ourselves as sector leaders over the next five years.

## 4.1 Strategic Issues

1. **Water coverage:** The provision of water services remains a national duty while distribution of the same is a county responsibility. Hence, the need to formulate appropriate strategies to enable the development of sustainable water works that would lead to an increase in water service coverage.
2. **Sanitation Coverage:** Ensuring sanitation services is a collective responsibility at the national level. Therefore, it is essential to devise effective strategies for constructing resilient infrastructure, fostering a rise in sanitation coverage.
3. **Research, innovation and technology:** The fast pace of technological advancements can lead to obsolescence of existing solutions. Therefore, it is necessary to invest in agile technologies, and foster a culture of innovation
4. **Limited Brand visibility:** Restricted exposure of a brand poses a challenge in effectively conveying the mission, securing financial support, and broadening the reach to individuals who stand to benefit from our initiatives.
5. **Financial sustainability:** The Agency bears the exclusive responsibility of ensuring the sustainable provision of infrastructure for water treatment and distribution as well as sanitation services in the area of jurisdiction. Enhancing revenue for financial sustainability is crucial to enabling the Agency to operate independently, facilitating the successful execution of all planned projects/programs with reduced reliance on the Exchequer.
6. **Partnership and Collaborations:** While partnerships are a core aspect of our strategy, issues related to effectiveness, synergy, and mutual benefit in existing collaborations would arise. Addressing this issue requires a critical assessment of our current collaborative

practices, identifying areas for improvement, and implementing strategic adjustments to foster more meaningful and impactful partnerships moving forward.

7. **Stakeholder participation and engagement:** This issue poses a risk to effective collaboration, transparency, and the alignment of our actions with the diverse needs and perspectives of our stakeholders. Addressing this issue necessitates a reevaluation of our engagement strategies, the implementation of inclusive decision-making mechanisms, and the cultivation of a culture that encourages and values the contributions of all stakeholders throughout the organization's strategic endeavors.
8. **Service delivery:** While our organization is committed to providing high-quality services, disparities may emerge in the delivery standards among different units. This inconsistency may pose a risk to our overall reputation, customer satisfaction, and the achievement of organizational objectives. Addressing this issue requires a systematic review of service delivery processes, the standardization of operational procedures, and the implementation of measures to ensure uniform excellence in services across all units.
9. **Institutional sustainability:** Despite the goal to enhance human resource capacity, we may encounter challenges related to the misalignment between the skills our workforce possesses and those required for current and future needs. This gap can pose a risk to our organizational effectiveness, innovation, and competitiveness. To address this involves a comprehensive strategy to identify skill deficiencies, implement targeted training programs, and foster a culture of continuous learning to ensure our workforce is well-equipped for the evolving demands of our organization.

## 4.2 Strategic Goals

In the dynamic landscape of water management and infrastructure development, the role of TWWDA is pivotal in ensuring sustainable access to clean water and sanitation services for communities. Through this strategic plan, we aim to not only meet the current challenges of water management but also to proactively address future needs, fostering resilience and progress within our area of jurisdiction.

The following are our strategic goals:

1. **Increased Access to Quality Water:** Prioritizing initiatives to broaden community access to clean and quality water, emphasizing public health and well-being.
2. **Increased Access to Sanitation Services:** Ensuring that all communities under our care have access to proper sanitation facilities, promoting hygiene and environmental well-being.
3. **Enhanced Uptake of Innovative Technology:** Integrating and adopting innovative technologies to optimize operational efficiency and effectiveness in water and sanitation services.
4. **Improved Brand Visibility:** Implementing strategies to enhance the agency's visibility, building trust, and fostering community engagement and support.
5. **Improved Financial Sustainability:** Focusing on prudent fiscal practices and financial strategies to ensure the long-term sustainability of water and sanitation services.
6. **Enhanced Partnership and Collaborations:** Actively seeking and fostering partnerships and collaborations to amplify the agency's impact and benefit from diverse expertise.
7. **Maintain Robust Stakeholder Relationships:** Establishing and nurturing strong relationships with stakeholders to ensure mutual understanding, support, and shared objectives.
8. **Efficient, Effective, and Customer-Focused Service Delivery:** Developing and maintaining a service delivery system that is efficient, effective, and centered around meeting customer needs.
9. **Enhanced Human Resource Capacity:** Prioritizing continuous training and development initiatives to enhance the skills and capacities of the agency's human resources.

### **4.3 Key Result Areas**

In the commitment to advancing water and sanitation services, our strategic focus revolves around three key result areas: Excellent Water and Sanitation Infrastructure, Strategic Partnerships, and Operational Excellence. These key result areas encapsulate our dedication to building robust and accessible infrastructure, fostering collaborative partnerships, and ensuring operational efficiency. Together, these areas form the cornerstone of our strategic plan, guiding our efforts to provide quality water and sanitation services, forge meaningful partnerships, and operate with excellence in every facet of our mission.

*Table 13: Strategic Issues, Goals and KRA*

S.No	Strategic Issue	Goal	KRAs
1	Water coverage	Increased access to quality water services	Excellent water and Sanitation Infrastructure
2	Sanitation Coverage	Increased access to sanitation services	
3	Research, innovation and technology	Enhanced uptake of innovative technology.	
4	Limited Brand visibility	Improved brand visibility	
5	Financial sustainability	Improved Financial sustainability	Strategic Partnerships
6	Partnership and collaborations	Enhanced partnership and collaborations	
7	Stakeholder participation and engagement	Maintain a robust and mutually beneficial relationship between the Agency and its stakeholders.	
8	Service delivery	Efficient, effective and customer-focused service delivery system	Operational Excellence
9	Institutional sustainability	Enhanced human resource capacity	

## CHAPTER FIVE: STRATEGIC OBJECTIVES

### 5.0 Overview

This chapter serves as a detailed guide, outlining the strategic objectives and corresponding strategies designed to meet our identified strategic goals and key result areas (KRAs). Within these objectives and strategies lie the actionable steps and initiatives that will drive our organization toward the achievement of its mission. By aligning these strategic elements with our overarching goals and key result areas, we aim to provide a clear and strategic roadmap for the successful implementation of our organizational vision.

### 5.1 Strategic Objectives

- i. Increase access to quality water services from 57.8% to 90% by 2027;
- ii. Increase access to sanitation services from 8.1% to 30% by 2027;
- iii. Enhance research, innovation and uptake in technology;
- iv. Improve the customer satisfaction index from 88% to 90% by 2027;
- v. Enhance financial sustainability;
- vi. Enhance partnership and collaborations;
- vii. Enhance stakeholder participation and engagement;
- viii. Improve service delivery; and
- ix. Enhance human resource capacity;

*Table 14: Outcomes Annual Projections*

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1 (22/23)	Year 2 (23/24)	Year 3 (24/25)	Year 4 (25/26)	Year 5 (26/27)
KRA 1: EXCELLENT WATER AND SANITATION INFRASTRUCTURE							
Increase access to quality water services from 57.8% to 90% by 2027	Increased access to quality water services	Percentage population connected to water services	57.8	63	72	81	90
Increase access to sanitation services from 8.1% to 30% by 2027	Increased access to sanitation services	Percentage population connected to sanitation services	8.1	13	19	25	30

Enhance research, innovation and uptake in technology.	Enhanced uptake of innovative technology.	No. of innovations adopted /Implemented	-	1	1	1	1
Improve the customer satisfaction index from 88% to 90% by 2027.	Improved brand visibility	% increase in customer satisfaction index	88	89	-	90	-
<b>KRA 2: STRATEGIC PARTNERSHIPS</b>							
Enhance financial sustainability	Improved Financial sustainability	Amount of funds raised (Kshs. Mn)	3,987	4,522	16,625	18,061	21,912
Enhance partnership and collaborations	Enhanced partnership and collaborations	No. of active partnerships	2	4	6	8	10
Enhance stakeholder participation and engagement	Robust and mutually beneficial relationship between the Agency and its stakeholders.	Perception index	-	Baseline (X)	-	X +2	-
<b>KRA 3: OPERATIONAL EXCELLENCE</b>							
Improve service delivery	Efficient, effective and customer-focused service delivery system	% Level of compliance	100	100	100	100	100
Institutional sustainability	Enhanced human resource capacity	Employee Satisfaction index	-	Baseline (x)	X+5	-	X+10



## 5.2 Strategic Choices

Strategic choices are the pivotal decisions made by the Agency to chart its course and achieve its long-term objectives. These choices encompass a range of critical decisions, including market selection, competitive positioning, resource allocation, and innovation focus. It's about selecting the most promising paths that align with the organization's mission and vision while considering potential risks and trade-offs. Making well-informed and agile strategic choices is essential to navigate uncertainty, adapt to change, and secure a prosperous future for the Agency.

To effectively achieve the Agency's defined strategic objectives, it is imperative to implement a set of well-defined strategies. These strategies will serve as the actionable roadmap, guiding the efforts towards the fulfillment of the strategic goals. Each strategy has been carefully crafted to align with specific objectives, ensuring a synchronized approach towards Agency's success.

*Table 15: Strategic Objectives and Strategies*

KRAs	STRATEGIC OBJECTIVES	STRATEGIES
<b>KRA1: Excellent water and Sanitation Infrastructure</b>	<ul style="list-style-type: none"><li>• Increase access to quality water services from 57.8% to 90% by 2027</li></ul>	<ul style="list-style-type: none"><li>• Develop water and sanitation infrastructure.</li></ul>
	<ul style="list-style-type: none"><li>• Increase access to sanitation services from 8.1% to 30% by 2027</li></ul>	
	<ul style="list-style-type: none"><li>• Enhance research, innovation and uptake in technology.</li></ul>	<ul style="list-style-type: none"><li>• Investment in research and development that is able to increase corporate research output.</li><li>• Foster an innovative ecosystem within the agency to enhance research, drive innovation and facilitate effective uptake of technology.</li></ul>
	<ul style="list-style-type: none"><li>• Improve the customer satisfaction index from 88% to 90% by 2027.</li></ul>	<ul style="list-style-type: none"><li>• Improve customer relations, satisfaction and perception.</li></ul>

KRAs	STRATEGIC OBJECTIVES	STRATEGIES
<b>KRA2: Strategic Partnerships</b>	<ul style="list-style-type: none"> <li>• Enhance financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify sources of finances</li> <li>• Improve effectiveness and efficiency in service delivery.</li> </ul>
	<ul style="list-style-type: none"> <li>• Enhance partnership and collaborations</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen partnerships and collaborations with stakeholders</li> <li>• Diversify sources of funding</li> <li>• Enhance financial sustainability.</li> </ul>
	<ul style="list-style-type: none"> <li>• Enhance stakeholder participation and engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance stakeholder confidence</li> <li>• Enhance capacity for networking and advocacy.</li> <li>• Facilitate collaborations with county governments and institutions to enhance knowledge sharing in the sector.</li> </ul>
<b>KRA3: Operational excellence</b>	<ul style="list-style-type: none"> <li>• Improve service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance continuous process improvement and quality assurance</li> <li>• Operationalize integrated and automated systems</li> </ul>
	<ul style="list-style-type: none"> <li>• Enhance human resource capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Cultivate a dynamic and empowered workforce</li> <li>• Enhance performance management</li> <li>• Strengthen change management</li> </ul>

## **CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK**

### **6.0 OVERVIEW**

This Chapter serves as the backbone for successful execution of the Agency's activities. It incorporates several key components that collectively ensure strategic goals become actionable realities. The implementation matrix delineates key activities, expected output, budget, timelines, and responsibilities, ensuring alignment with strategic objectives. The costed annual workplan provides a practical financial roadmap, guiding resource allocation for strategic initiatives. A performance contract formalizes commitments, enhancing accountability and monitoring of goal attainment. The coordination framework establishes collaboration mechanisms among teams and stakeholders for seamless execution. Lastly, the risk management framework identifies and addresses potential obstacles, fortifying the Agency's ability to adapt and succeed. Together, these components foster efficient strategic plan execution, driving TWWDA towards its envisioned future.

### **6.1 Implementation Plan**

The implementation plan outlines how the Agency intends to bring its strategic goals to fruition. It consists of essential elements such as the implementation matrix, which breaks down objectives into specific tasks, responsibilities, and timelines; the annual workplan and budget, which allocates financial resources to support these initiatives and the performance contract, which formalizes commitments and accountability measures. This plan serves as the operational blueprint, ensuring that strategic objectives are translated into practical actions and financial allocations, facilitating effective monitoring, and ultimately driving successful goal achievement.

#### **6.1.1 Action Plan**

The action plan constitutes Strategic Issues, Strategic Goals, KRA, Outcomes, Strategic Objectives, Strategies, Key Activities, Expected Outputs, Output Indicators, Annual Targets, Annual Budgets, and Responsibility for the execution of the activities.

Table 16: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Water and sanitation coverage																
Strategic Goal: Increased access to quality water and sanitation services																
KRA: Excellent water and Sanitation Infrastructure																
Outcome: Increased access to quality water and sanitation services																
Strategic Objective: Increase access to quality water services from 57.8% to 90%, and sanitation services from 8.1% to 30% by 2027.																
Develop water and sanitation infrastructure	Develop Water and sanitation Infrastructure	Completed water and sanitation infrastructure	No. of completed water and sanitation infrastructure	20	4	4	4	4	4	0	0	6,000	7,000	8,000	CMTS	MWI MD MSCM MSI
	Develop Masterplans.	Approved Masterplans.	No. of Approved Masterplans.	5	0	1	1	1	2	0	0	6	12	12	CMTS	MD
	Implement projects in the Master Plan	Projects implemented from the masterplan	No. of projects implemented from the Masterplan	46	0	4	14	14	14	6,500	6,500	6,500	9,800	9,700	CMTS	MWI, MSI & MD
	Develop a ground water exploitation plan.	Approved ground water exploitation plan.	No. of approved ground water exploitation plan.	1	0	1	0	0	0	-	10	-	-	-	CMTS	MD

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Implement ground water exploitation plan.	Projects implemented from the ground water exploitation plan.	No. of Projects implemented from the ground water exploitation plan.	40	0	10	10	10	10	-	300	200	250	250	CMTS	MWI, MSI & MD
	Develop and implement design works that are inclusive of last mile connectivity (connect network to the end user)	Implemented design Works that are inclusive of last mile connectivity.	No. of Design Works implemented that are inclusive of last mile connectivity	15	3	3	3	3	3	15	15	15	15	15	CMTS	MWI, MSI & MD
	Undertake annual water and sanitation situation survey	Annual Water and Sanitation Survey Report.	No. of Annual Water and Sanitation Survey Reports.	5	1	1	1	1	1	2	2	2	2	2	CMC P	MR&P
<b>Strategic Issue:</b> Research, innovation and technology																
<b>Strategic Goal:</b> Enhanced uptake of innovative technology.																

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA: Excellent water and Sanitation Infrastructure																
Outcome: Enhanced uptake of innovative technology.																
Strategic Objective: Enhance research, innovation and uptake in technology.																
Investment in research and development that is able to increase corporate research output. Foster an innovative	Develop and implement a knowledge management strategy	Approved and implemented Knowledge Management Strategy.	% implementation of Knowledge Management Strategy.	100	0	25	25	25	25	-	2	2	1	1	CMC P	MR&P
	Undertake automation assessment (every two years)	Bi-annual Automation Assessment reports.	No. of Bi-annual Automation Assessment reports.	2	0	1	0	1	0	0	1	0	1	0	MICT	MICT
	Build capacity (training and tools) on computer aided design software	Skilled Employees using CAD software.	No. of Skilled Employees using CAD software.	30	6	6	6	6	6	5	10	2	2	2	CMTS	MWI, MSI & MD MICT, MSCM, MWUL& CD, MBWS
	Develop and implement	Active partnerships	Active partnerships	10	2	4	6	8	10	1	1	1	1	1	CMC P	MR&P MRM

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
ive ecosystem within the agency to enhance research, drive innovation and facilitate effective uptake of technology.	partnership and collaboration framework for research in the water sector	and collaboration	and collaboration													
	Benchmark and research on emerging innovation and technology on water and sanitation.	Benchmarking and Research Reports on emerging innovation and technology.	No. of Benchmarking and Research Reports on emerging innovation and technology.	17	2	3	3	4	5	5	5	5	5	5	CMC P	MR&P, MWI, MSI, MD (All HODs)
	Uptake of smart meters	Smart meters installed	% Uptake of smart meters	100	0	35	45	70	100	0	3	3	3	3	CMTS	MWI, SI, MD, MWUL&CD MBWS MICT
	Installation of smart air valves in	Smart Air Valves installed bulk water	% installation of smart air	100	0	40	60	80	100	0	1.5	1.5	1.5	1.5	CMTS	MWI, MSI, MD, MWUL&CD

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	bulk water supply projects	supply projects	valves bulk water supply projects													MBWS MICT
	Map water and sanitation infrastructure	Mapped water and sanitation infrastructure	% of mapped water and sanitation infrastructure.	100	30	60	100	100	100	7	2	2	2	2	CMTS	MWI, MSI MD, MWUL& CD MBWS MICT
	Implement unified communication and collaboration systems	Unified communication and collaboration systems	No. of Unified communication and collaboration systems.	5	1	1	1	1	1	-	10	2	2	2	MICT	MICT
<b>Strategic Issue:</b> Limited Brand visibility																
<b>Strategic Goal:</b> Improved brand visibility																
<b>KRA:</b> Excellent water and Sanitation Infrastructure																
<b>Outcome:</b> Improved brand visibility																
<b>Strategic Objective:</b> Improve the customer satisfaction index from 88% to 90% by 2027.																
Improve customer relation	Undertake customer satisfaction survey and implement	Customer satisfaction Surveys.	Customer satisfaction Index.	90	88	89	0	90	0	0.5	1.5	0.5	1.5	0.5	MCC & PR	MCC&PR MSCM



Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
s, satisfaction and perception	recommendations.															
	Operationalize Customer Relationship Management System	Functional Customer Relationship Management System.	% implementation of CRMS.	100	0	40	60	80	100	15	1	1	1	1	MCC & PR	MCC & PR MICT MSCM
	Undertake Corporate Social Responsibility initiatives	CSR Initiatives.	No. of CSR Initiatives.	25	5	5	5	5	5	10	10	10	10	10	M,CC & PR	MCC & PR MSCM CMTS
	Develop and implement a communication strategy (includes branding and image strategy)	Approved Communication Strategy.	% compliance to the approved communication strategy.	100	20	40	60	80	100	8	6	6	6	6	MCC & PR	MCC & PR
<b>Strategic Issue:</b> Financial sustainability																
<b>Strategic Goal:</b> Improved Financial sustainability																
<b>KRA:</b> Strategic Partnerships																
<b>Outcome:</b> Improved Financial sustainability																
<b>Strategic Objective:</b> Enhance financial sustainability																

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Diversify sources of finances  Improve effectiveness and efficiency in service delivery.	Lobby and participate in water tariff review.	Approved Tariff and License structure.	No. of approved tariff and License structure.	4	0	1	1	1	1	0	2	1	1	1	CEO	CMTS CMF&RM CS&MLS MHRM&A MWUL&CD
	Establish strategies of selling water in bulk	Bulk Water Supply License.	No. of bulk Water Supply License	4	0	1	1	1	1	0	0.2	0.2	0.2	0.2	CMTS	MWI, MSI, MD MBWS MFA MRM CS&MLS MHRM&A MWUL&CD
	Develop and implement resource mobilization strategy.	Approved resource mobilization strategy.	% implementation of RM strategy.	100	0	20	40	80	100	4	2	2	2	2	CMCS	MRM CMTS
	Develop and implement a master plan	Approved Masterplans.	No. of Approved Masterplans.	5	0	1	1	1	2	Refer to Budget to Strategic Issue Water and sanitation coverage above					CMTS	MWI, MSI MD MFA MRM

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Build capacity on PPP execution	Skilled Employees on PPP Execution.	No. of Skilled Employees on PPP Execution.	12	6	6	0	0	0	4	4	0	0	0	CMF &RM	CMTS MSI, MWI, MD MRM MSCM CS &MLS MFA
<b>Strategic Issue:</b> Partnership and collaborations																
<b>Strategic Goal:</b> Enhanced partnership and collaborations																
<b>KRA:</b> Strategic Partnerships																
<b>Outcome:</b> Enhanced partnership and collaborations																
<b>Strategic Objective:</b> Enhance partnership and collaborations																
Strengthen partnerships and collaborations with stakeholders	Build capacity on proposal writing	Skilled Employees on proposal writing	No. of Skilled Employees on proposal writing	8	4	4	0	0	-	1	1	0	0	0	CMTS	MWSI MD MRM
	Publish and share the master plan	Published Masterplan	No. of Published Masterplan	5	1	1	1	1	1	Refer to Budget to Strategic Issue Water and sanitation coverage above					CMTS	MWSI MD MCCPR
	Develop evidence-based reporting on	Project financing reports	No. of Project financing reports	4	1	1	1	1	0	Refer to Budget to Strategic Issue Water and sanitation coverage above					CMCS	MFA MRM

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Diversify sources of funding Enhance financial sustainability.	project financing															
	Establish financial management system	Sage 300	% uptake of Sage 300	100	80	90	95	100	100	Refer to Strategic Issue on service delivery below (ERP)					CMCS	MICT MFA
	Lobby with the TNT, parent ministry and development partners	Budgetary allocations	Amount in KES Billion raised from resource mobilization	63.775	3.99	4.52	16.26	17.83	21.175	1	1	1	1	1	CEO	CMCP CMCS
	Undertake Technical services and Capacity building to the WSPs/stakeholder programmes	Technical services and Capacity building undertaken on (soft components)	% of technical services and Capacity building requests undertaken on (soft components)	100	100	100	100	100	100	2	2	2	2	2	CMTS	MWI, MSI, MD, MWUL& CD

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Build capacity for advocacy and networking	Skilled staff on advocacy and networking	No. of skilled staff on advocacy and networking	5	1	1	1	1	1	2	2	2	2	2	MCC & PR	MCC & PR
	Develop concept notes for development programmes	Projects Concept notes	No. of Projects Concept notes	55	11	11	11	11	11	1	1	1	1	1	CMTS	CMCP MD MWI MSI MRM
	Conduct annual water and sanitation situation conference	Annual water and sanitation situation conference	Annual water and sanitation situation conference report	5	1	1	1	1	1	5	5	5	5	5	CEO	HODs/Divisions (MCCPR - Coordinator)
<b>Strategic Issue:</b> Stakeholder participation and engagement																
<b>Strategic Goal:</b> Maintain a robust and mutually beneficial relationship between the Agency and its stakeholders.																
<b>KRA:</b> Strategic Partnerships																
<b>Outcome:</b> Robust and mutually beneficial relationship between the Agency and its stakeholders.																
<b>Strategic Objective:</b> Enhance stakeholder participation and engagement																
Enhance stakeholder confidence	Develop and implement Land acquisition plan/strategy	Land acquisition plan/strategy	% Adherence to the Land acquisition plan/strategy	100	0	100	100	100	100	0	5	0	0	0	CS&C MLS	MWI MSI

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance capacity for networking and advocacy.  Facilitate collaborations with county governments and institutions to enhance knowledge sharing in the sector.																
	Undertake community/stakeholder requests appraisals	Community/stakeholder requests appraised	% of Community/stakeholder requests appraised	100	100	100	100	100	100	1	1	1	1	1	CMTS	MWI MSI MD MWUL&CD
	Develop and implement Community/stakeholder engagement strategy	Community/stakeholder engagement strategy	% adherence to the Community/stakeholder engagement strategy	100	0	100	100	100	100	4	2	2	2	2	MCC & PR	MWUL&CD
	Undertake impact assessments for project implementation	Impact assessment reports	No. of Impact assessment reports	5	1	1	1	1	1	0	5	5	5	5	CMRS & C	MR&P MWI MSI MTPD
	Develop climate change, adaptation and mitigation Strategy.	Climate change, adaptation and mitigation Strategy.	One No. Climate strategy developed.	1	0	1	0	0	0	0	2	0	0	0	MCC & PR	MD MWI MSI MR&P

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	mitigation Strategy.															
	implement climate change, adaptation and mitigation Strategy.	Climate change, adaptation and mitigation programmes implemented	No. of Climate change, adaptation and mitigation programmes implemented	4	-	1	1	1	1	-	15	15	15	15	CMTS	MWI MSI MD MWUL& CD
<b>Strategic Issue:</b> Service delivery																
<b>Strategic Goal:</b> Efficient, effective and customer-focused service delivery system																
<b>KRA:</b> Operational Excellence																
<b>Outcome:</b> Efficient, effective and customer-focused service delivery system																
<b>Strategic Objective:</b> Improve service delivery																
Enhance continuous process improvement and quality assurance  Operationalize integrated and automated	Undertake process flow mapping and re-engineering.	Processes mapped and re-engineered.	% of processes mapped and re-engineered	100	55	100	100	100	100	2	0	2	0	2	CMC P	MR&P MD MICT
	Develop and implement an M&E framework for projects.	M&E framework for projects.	% implementation framework for projects	100	0	100	100	100	100	0	3	1	1	1	CMC P	MR&P MWI MSI MD
	Develop and implement contract	Contract management policy /framework	% adherence to the contract management	100	0	100	100	100	100	0	3	1	1	1	CMTS	MWI MSI MD

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
ed systems	management policy /framework		policy contract management policy													
	Review and implement risk management framework.	Reviewed risk management framework	% implementation of the reviewed risk management framework	100	0	100	100	100	100	0	3	1	1	1	CMC P	MR&P
	Undertake regular internal and External quality audits of processes and implement recommendations.	Audit reports	No. of Audit Reports	15	3	3	3	3	3	1	1	1	1	1	CMC P	MR&P
	Implement an ERP solution and	ERP system	% implementation of ERP solution	100	80	90	95	100	100	65	35	5	5	5	MICT	HOD/Divisions (MICT - Coordinator)



Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	integration of processes.															
<b>Strategic Issue:</b> Institutional Sustainability																
<b>Strategic Goal:</b> Enhanced human resource capacity																
<b>KRA:</b> Operational Excellence																
<b>Outcome:</b> Enhanced human resource capacity																
<b>Strategic Objective:</b> Improve service delivery																
Cultivate a dynamic and empowered workforce	Conduct employee satisfaction survey(s)	Employee satisfaction survey(s)	Employee satisfaction index	X+ 5	Baseline (X)	-	X+ 5	-	X+ 10	1	-	2	-	2	MHR M&A	MSCM
	implement recommendations from employee satisfaction survey.									-	3	-	3	-		
Enhance performance management Strengthen	Conduct work environment survey(s) and implement recommendations	Work environment survey(s)	Work environment index (%)	X+ 5	Baseline (X)	-	X+ 5	-	X+ 10	0	7	10	9	7	MHR M&A	MSCM

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
change management	Undertake skills gap analysis/ training needs analysis and.	Skills gap analysis/ training needs analysis reports	No. of skills gap analysis/ training needs analysis reports	3	1	0	1	0	1	20	-	-	20	-	MHR M&A	All HoDs/Divisions (MHRM&A - coordinator)
	implement recommendations from skills gap analysis	No. of training conducted from the skills gap analysis	No. of training conducted from the report	105	0	35	35	0	35	-	20	20	-	20		
	Develop and implement succession plan.	Succession plan/ guideline	% Compliance to the Succession plan/ guideline	100	0	100	100	100	100	0	2	0	0	0	MHR M&A	All HoDs/Divisions (MHRM&A - coordinator)
	Implement mentorship and coaching policy.	Mentorship and coaching reports.	No. of successful mentees	100	20	20	20	20	20	1	1	1	1	1	MHR M&A	All HoDs/Divisions (MHRM&A - coordinator)

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (KES. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Implement rewards and recognition policy	Employees rewarded and recognized	No. of employee rewarded and recognized	40	-	10	10	10	10	0	5	5	5	5	MHRM&A	MHRM&A Performance Management Committee
	Develop and implement a change management framework.	Change management framework.	% adherence to the Change management framework	100	0	100	100	100	100	0	12	2	2	2	MHRM&A	All HoDs/Divisions (MHRM&A - coordinator)
	Review and implement HR instruments	Reviewed and approved HR instruments.	% adherence to the reviewed and approved HR instruments	100	0	100	100	100	100	0	7	2	2	2	MHRM&A	All HoDs/Divisions (CMHRM&A - coordinator)
	Develop and implement staff welfare programme.	Staff welfare programme.	% implementation of the activities in the staff welfare programme.	100	60	70	80	90	100	2	2	2	2	2	CMHRM&A	CMHRM&A Committee
					TOTAL BUDGET					6,690.5	7,036.2	12,852.2	17,211.2	18,104.2	62,894.3	

### **6.1.2 Annual Workplan and Budget**

An annual workplan and budget serve as the foundational framework for the Agency's activities and financial resources over the course of a year. This essential document provides a roadmap for ensuring that the mission and objectives are translated into actionable plans and financial realities. It serves as a guide for decision-making, resource allocation, and accountability, allowing to track progress, measure outcomes, and make informed adjustments as needed to achieve the strategic goals effectively.

### **6.1.3 Performance Contracting**

Through the prism of performance contracting, the agency not only sets clear expectations but also establishes a robust framework for continuous evaluation, adaptation, and improvement, thereby reinforcing its commitment to transparency, efficiency, and tangible results in the realm of development endeavors.

Annual Performance Contracts for the five-year period will be drawn from the costed annual work plans.

## **6.2 Coordination Framework**

This section describes how the activities and programs that are key in the implementation of the TWWDA strategic plan 2023 - 2027 will be coordinated. It entails the institutional framework; staffing levels; skills set and competences; leadership; and systems and procedures.

### **6.2.1 Institutional Framework**

The Agency plays a pivotal role in developing and managing National Public Water Works within its area of jurisdiction. To effectively implement its strategic initiatives, TWWDA has developed a robust organizational structure, comprehensive policies, and a set of rules and regulations that serve as the backbone of its operations.

#### **6.2.1.1 Organization Structure**

To facilitate the implementation of this Plan, the Agency has developed a functional organisation structure that is aligned to the strategies being implemented. The structure will strengthen the Agency institutional capacity and put in place the requisite implementation and co-ordination frameworks for successful implementation of this Plan. The overarching goal of the structure is to align the Agency's functional units and activities with its strategic direction. The Agency is led by

a competent and visionary Board of Directors, with the Chairperson providing strategic direction. The structure has five (5) departments that are charged with the responsibility of ensuring the realization of the Agency's objectives in the implementation of this Strategic Plan namely: (a) Technical Services Department (b) Corporate Planning Department (c) Corporate Services Department (d) Corporation Secretary and Legal Services Department and (e) Human Resource Management & Administration Department as presented in Figure 3.

This hierarchical structure ensures that strategic initiatives are clearly delineated and aligned with the Agency's goals. Each department is tasked with developing and implementing initiatives that correspond to their specific areas of expertise. This structure facilitates efficient decision-making, resource allocation, and accountability, ensuring that strategic goals are met effectively.

### **1. The Board**

The leadership of the Agency is entrusted to the Board headed by the Chairperson. The Board reports to the Cabinet Secretary in charge of the Ministry of Water & Sanitation and Irrigation. The Board Members are responsible for providing strategic leadership and overseeing the management. Specifically, the Board is mandated to undertake the following:

- (i) Provide leadership in the management of the organisation and in particular articulating the goals of the Agency and planning how these goals are to be achieved.
- (ii) Ensure that good corporate governance is integrated at all levels of the organization.
- (iii) Provide guidance to management in the development of policy in Key Result Areas of the organization; approving policy and ensuring management compliance to approved policy.
- (iv) Monitor management and corporate performance against the strategic plan and approved budgets.
- (v) Nurture positive relationship with stakeholders.
- (vi) Oversee compliance to statutory and regulatory frameworks of the organization.

## **2. The Chief Executive Officer**

The day-to-day operation of the Agency is delegated to the Chief Executive Officer who is responsible for providing leadership in formulation, promotion and implementation of strategies and policies of the Agency in line with its mandate. The CEO is supported by departmental heads, divisional managers and officers. The CEO, on behalf of management, reports to the Board. The management has the responsibility of implementing the strategic plan and reporting to the Board on the progress towards the achievement of the planned activities. The management sets the strategic goals of the organization and makes decisions on how the overall organization will operate.

## **3. The Office of Chief Executive Officer**

Under the Chief Executive Office, the following three divisions will report to the Chief Executive Officer;

- i. Supply Chain Management Division:** The division is charged with the overall management of the Procurement function, offering technical advice on procurement issues and ensuring compliance with procurement laws, policies and regulations.
- ii. Corporate Communications and Public Relations Division:**  
The division will be responsible for the management of the corporate communication, public relations and the Agency's branding to enhance quality service delivery.

## **4. Corporation Secretary and Legal Services Department:**

This department serves a dual purpose, acting as the Board's Secretariat in accordance with Clause 1.21 of the Mwongozo Code of Governance for State Corporations and providing Legal Services to the Agency. It is headed by the Corporation Secretary and Chief Manager of Legal Services, who reports to the Chief Executive Officer. The Department comprises two units: Legal Services Division and Board Secretariat Unit.

## **5. Internal Audit Department**

The department is responsible for the provision of independent and objective assurance by bringing a systematic, disciplined approach to evaluation and improvement of the effectiveness of risk management, control and governance process. To maintain independence the Division reports functionally to the Audit Committee and administratively to the Chief Executive officer.

## **6. Technical Services Department**

The Department is headed by a Chief Manager who reports to the CEO on matters of water and sanitation development. The Department exists pursuant to the provisions of Section 68 (a), (b), (c), (d) and (e) of the Water Act, 2016 to plan, develop, operate and maintain water and sanitation infrastructure. The Department also ensures that safeguard standards are adhered to including environment, social, economic, resettlement and Health and safety requirements. Equally, the Department maintains Geographical Information Systems for planning of resource utilization and water services networks. The Department has five (5) key divisions namely; Design Division, Water Infrastructure Division, Sanitation Infrastructure Division, Water Utilities Management, Liaison and Capacity Development Division, and Bulk Water Supply Division.

The functions of these divisions include:

### **i. Design Division**

The overall responsibility of the division is to direct the planning and design of construction works. The division is also responsible for carrying out effective consultation with all key stakeholders at the conceptual and planning stages. It oversees the preparation of water and sanitation infrastructure development plans, investment proposal, feasibility studies, designs and the technical standards of water and sanitation facilities.

### **ii. Water Infrastructure Division**

The division is responsible for directing, coordinating, control and management of Agency's technical operation and ensure good development and maintenance of infrastructure for quality water services.

### **iii. Sanitation Infrastructure Division**

The division is responsible for directing, coordinating, control and management of Agency's technical operation and ensure good development and maintenance of infrastructure for quality sewerage services.

### **iv. Water Utilities Management, Liaison and Capacity Development Division.**

The overall objectives of the division are to ensure proper management of water and sanitation assets. It also develops/adopts technical standards for incorporation into service agreement

with the county government, joint committee, authority of county government or water service providers.

**v. Bulk Water Supply Division**

The division will be responsible for operation & maintenance of specified public water works and supply of water in bulk to water service providers as shall be guided by the relevant laws. In addition, the division will also be responsible for providing water services in instances when the Agency shall be required to provide reserve capacity after the Regulatory Board orders the transfer of water services functions from a defaulting water services provider to another licensee.

**7. Corporate Planning Department**

The Department is headed by the Chief Manager who reports to the Chief Executive Officer. The Department will be responsible for spearheading corporate research, corporate planning, resource mobilization, and quality assurance & risk management. The Department has three (3) divisions namely; Research and Planning Division, Resource Mobilization Division, and Quality Assurance & Risk Management Division.

**8. Corporate Services Department**

The Department will be responsible for providing strategic leadership and direction in the provision of the Corporate Services by co-ordination and management of all activities in the Department to ensure efficient and effective execution of the Agency's objective in line with its Strategic Plan. The Department is headed by the Chief Manager who reports to the Chief Executive Officer. The overall responsibility will be managing the Agency's financial planning, budgeting, debt management, Human Capital and Administration functions and ICT functions of the Agency. performance. The Department has three divisions namely; Finance and Account Division, Human Resource and Administration Division, and Information and Communication Technology Division.

**6.2.2.2 Policies that are relevant to the implementation of the Strategic Plan**

TWWDA has established a comprehensive set of policies that guide its actions and decisions. These policies cover a wide range of areas, including water management, environmental protection, stakeholder engagement, Human Resource Management, Public Procurement and Disposal, ICT, Risk & compliance, Safety and Health, Resource Mobilisation, Communication



and financial management. These policies serve as a roadmap for the Agency's operations and provide a framework for implementing strategic initiatives.

#### **6.2.2.2 Rules and Regulations**

To ensure that strategic initiatives are executed efficiently and in compliance with established standards, TWWDA has a set of rules and regulations in place. The following rules and regulations govern various aspects of the Agency's activities: Public Finance Management Regulation (PFM) 2020, Water Act 2016 , Public Service Commission Performance Management Regulation 2021, Environmental Management and coordination Regulation, Public Procurement and Assets Disposal Regulations 2020 and Engineers Rules (Scale of fees for professional engineering services) 2022.

In summary, TWWDA's organizational structure, policies, rules and regulations form a cohesive framework that supports the successful implementation of its strategic initiatives. This framework ensures that the Agency's efforts are coordinated, transparent, and compliant with relevant laws and standards.

#### **6.2.2 Staff Establishment, Skills Set, and Competence Development**

The staff establishment is organized on the premise of an inverted pyramid where the first line of service is the five (5) core departments of Technical Services, Corporate Planning, Corporation Secretary and Legal Services, Internal Audit Compliance followed by the support departments of Corporate Services and Finally the overseer, which is the Office of the Chief Executive Officer. It is proposed that recruitment will be done in phases to take care of the expanded mandate and succession management. The proposed staff establishment is summarized in the table below.

Table 17: Skills Set and Competence Development

S/No	CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
1.	CHIEF EXECUTIVE OFFICER'S OFFICE	<ul style="list-style-type: none"> <li>Strategic Leadership</li> <li>Policy formulation</li> <li>Analytical Skills</li> <li>Corporate branding</li> <li>Corporate Planning</li> </ul>	<ul style="list-style-type: none"> <li>Internet of Things (IoT)</li> </ul>	Internet of Things (IoT) course
i.	SUPPLY CHAIN MANAGEMENT DIVISION	<ul style="list-style-type: none"> <li>Report writing</li> <li>Policy/strategy formulation</li> <li>Legal Interpretation</li> </ul>	<ul style="list-style-type: none"> <li>Contract Management</li> <li>Cost &amp; Market Analysis</li> <li>Project Monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Contract Management-KISM</li> <li>Cost &amp; Market</li> <li>Project Monitoring and evaluation-KSG</li> </ul>
ii.	CORPORATE COMMUNICATION & PUBLIC RELATIONS DIVISION	<ul style="list-style-type: none"> <li>Report writing</li> <li>Photography</li> <li>Digital communication</li> <li>Planning &amp; Organizing</li> <li>Content creation</li> <li>Public Speaking</li> <li>Adaptability</li> </ul>	<ul style="list-style-type: none"> <li>Web analytics</li> <li>Strategic communication</li> </ul>	<ul style="list-style-type: none"> <li>Video Production course</li> <li>Crisis and Issues communication management course</li> <li>Multimedia certificate Campaigns projects and events management course</li> </ul>
2.	<b>INTERNAL AUDIT DEPARTMENT</b>			
i.	INTERNAL AUDIT DEPARTMENT	<ul style="list-style-type: none"> <li>Auditing</li> <li>Accounting</li> <li>Problem Solving</li> <li>Presentation skills</li> </ul>	<ul style="list-style-type: none"> <li>ERP</li> <li>Project planning, management and analysis</li> <li>Legal audit and compliance</li> <li>Conflict management and resolution course</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Project planning management and analysis course</li> <li>Negotiation</li> </ul>
3.	<b>CORPORATION SECRETARY &amp; LEGAL DEPARTMENT</b>			
i.	CORPORATION SECRETARY & LEGAL DEPARTMENT	<ul style="list-style-type: none"> <li>Legal Interpretation</li> <li>Minute writing</li> <li>Report writing</li> </ul>	<ul style="list-style-type: none"> <li>Governance audit</li> <li>Mediation skills</li> <li>Crisis management</li> </ul>	<ul style="list-style-type: none"> <li>Mediation training</li> <li>Supervisory skills training.</li> </ul>

				•
4.	<b>TECHNICAL SERVICES DEPARTMENT (CMTS OFFICE)</b>			
i.	DESIGN DIVISION	<ul style="list-style-type: none"> <li>• Construction Supervision</li> <li>• Technical assessments and appraisals</li> <li>• Engineering drawings</li> <li>• Environmental assessment</li> <li>• GIS Mapping</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering computer application proficiency</li> <li>• Legal Interpretation</li> <li>• Survey Works Technology</li> <li>• Computer Aided Designs</li> </ul>	<ul style="list-style-type: none"> <li>• Training on Environmental requirements Law.</li> <li>• Legal Interpretation</li> <li>• OSHA Training</li> <li>• RTK &amp; Drone technology</li> <li>• Computer Aided Designs</li> <li>• Geospatial Database Management</li> <li>• PLUG-IN in Qgis</li> <li>• Drone data processing</li> <li>• Hydrogeological Analysis</li> <li>• Hydrological Analysis</li> </ul>
ii.	Water Infrastructure Division  Sanitation Infrastructure Division		Project/Contract Management  CIVIL 3D AutoCAD software skills  Computer-aided design (CAD)	FIDIC Contracts Project management course  PPP Project Management  Advanced CIVIL 3D design & application  Water Analysis
iii.	Water Utilities Management & Liaison and Capacity Development Division	Report writing Capacity gaps analysis Operation and Maintenance of Water Services Technical appraisals	Conflict Management Data analytics Proposals, Report and Minute writing	Conflict Management Data analytics Proposals, Report and Minute writing

			Civil 3d AutoCAD, Hydraulic modelling for water & sanitation QGIS Social negotiations and persuasions Monitoring and Evaluation. Presentation skills Development Strategic Leadership Course	Civil 3d AutoCAD, Hydraulic modelling for water & sanitation QGIS Social negotiations and persuasions Monitoring and Evaluation. Presentation skills Development Strategic Leadership Course
iv.	Bulk Water Supply Division	Project Management Report Writing	Project Management Report Writing	Project Management Report Writing
5.	<b>CORPORATE SERVICES DEPARTMENT – (CMCS) OFFICE</b>			
i.	FINANCE AND ACCOUNT DIVISION	Financial Management Financial Reporting Budgeting	Risk Management	Tax Administration Strategic Leadership Development Course  Risk Management
ii.	HRM & ADMINISTRATI ON	<ul style="list-style-type: none"> <li>• Payroll Management</li> <li>• Report writing</li> <li>• Labor laws interpretation</li> <li>• Employee Relations</li> <li>• Performance Management</li> <li>• Training &amp; Development</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Leadership</li> <li>• Knowledge management</li> <li>• Policy formulation implementation and analysis</li> <li>• Negotiation techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisory skills development course</li> <li>• HR Counselling</li> <li>• Strategic Human Resource Management</li> <li>• ERP/HRIS</li> </ul>

iii.	ICT DIVISION	<ul style="list-style-type: none"> <li>• Computer Networking</li> </ul>	<ul style="list-style-type: none"> <li>• Disaster Recovery &amp; Data Management</li> <li>• ICT Project management training</li> <li>• IOT</li> <li>• Risk Management</li> <li>• Programming skills</li> </ul>	<ul style="list-style-type: none"> <li>• Relational Database Management training</li> <li>• Information Technology</li> <li>• Library (ITIL)</li> <li>• Automation Course</li> <li>• Programming course</li> <li>• CCNA, CCNP</li> </ul>
6.	<b>CORPORATE PLANNING DEPARTMENT (CMCP)- OFFICE</b>			
i.	Research and Planning Division	<ul style="list-style-type: none"> <li>• Research Skills</li> <li>• Policy Formulation</li> <li>• Performance Management</li> <li>• Presentation skills</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal writing</li> <li>• Result Based Monitoring &amp; Evaluation</li> <li>• Project planning &amp; management</li> <li>• Knowledge management</li> </ul>	<ul style="list-style-type: none"> <li>• Research &amp; Proposal writing course</li> <li>• Knowledge management course</li> </ul>
ii.	Resource Mobilization Division	<ul style="list-style-type: none"> <li>• Budgeting</li> </ul>	Proposal writing Resource Mobilization Risk Management	PPP Strategies and Resource Mobilization

### 6.2.3 Leadership

This section elaborates the leadership which will be responsible for the execution of the TWWDA Strategic Plan 2022-2027. The Agency has established Strategic Theme Teams aligned to the respective strategic issues for purposes of responsibility and accountability in leading and coordinating the execution of the strategic activities relevant to the KRAs. The strategic theme Teams and their TORs.

Table 18: Strategic Theme Teams and TORs

Strategic Theme	Strategic Issue	Teams	Terms of Reference	Responsible Person
EXCELLENT WATER AND SANITATION INFRASTRUCTURE	Water and Sanitation Coverage	<ul style="list-style-type: none"> <li>Technical Planning &amp; Design</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement design works that are inclusive of last mile connectivity (connect network to the end user)</li> </ul>	CMTS
		<ul style="list-style-type: none"> <li>Water &amp; Sanitation Infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Water and Sanitation Infrastructure</li> <li>Develop and implement a master plan</li> <li>Develop and implement ground water exploitation plan</li> </ul>	
		Research & Development	<ul style="list-style-type: none"> <li>Undertake annual water and sanitation situation survey</li> </ul>	CMCP
	Research, innovation and technology	Research & Development	<ul style="list-style-type: none"> <li>Develop and implement a knowledge management strategy</li> <li>Undertake automation assessment (every two years).</li> <li>Implement unified communication and collaboration systems</li> </ul>	CMCP
		<ul style="list-style-type: none"> <li>Technical Planning &amp; Design</li> <li>Water &amp; Sanitation Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Build capacity (training and tools) on computer aided design software</li> </ul>	MICT
				CMTS

Strategic Theme	Strategic Issue	Teams	Terms of Reference	Responsible Person
		<ul style="list-style-type: none"> <li>Water Utilities Management, Liaison &amp; Capacity Development</li> </ul>	<ul style="list-style-type: none"> <li>Map water and sanitation infrastructure</li> </ul>	
		Research & Development	<ul style="list-style-type: none"> <li>Develop and implement partnership and collaboration framework for research in the water sector.</li> <li>Benchmark and research on emerging innovation and technology on water and sanitation.</li> </ul>	CMCP
	Limited Brand visibility	Corporate Communication and Public Relations	<ul style="list-style-type: none"> <li>Undertake customer satisfaction survey and implement recommendations</li> <li>Operationalize Customer Relationship Management System</li> <li>Undertake Corporate Social Responsibility initiatives</li> <li>Develop and implement a communication strategy (includes branding and image strategy)</li> </ul>	MCC&PR

Strategic Theme	Strategic Issue	Teams	Terms of Reference	Responsible Person
STRATEGIC PARTNERSHIPS	Financial sustainability	<ul style="list-style-type: none"> <li>• Water &amp; Sanitation Infrastructure</li> <li>• Technical Planning &amp; Design</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby and participate in water tariff review</li> <li>• Establish strategies of selling water in bulk</li> <li>• Develop and implement a master plan</li> </ul>	CMTS
		Finance & Resource Mobilization	<ul style="list-style-type: none"> <li>• Develop and implement resource mobilization strategy</li> <li>• Build capacity on PPP execution</li> </ul>	CMCS
	Partnership and collaborations	Finance & Resource Mobilization	<ul style="list-style-type: none"> <li>• Build capacity on proposal writing</li> <li>• Publish and share the master plan</li> <li>• Develop evidence-based reporting on project financing</li> <li>• Establish proper financial management system</li> <li>• Lobby with the TNT, parent ministry and development partners</li> <li>• Undertake Technical services and Capacity building to the WSPs/stakeholder programmes</li> <li>• Build capacity for advocacy and networking</li> <li>• Develop concept notes for development programmes.</li> </ul>	CMCS



Strategic Theme	Strategic Issue	Teams	Terms of Reference	Responsible Person
	Stakeholder participation and engagement	Research & Development	<ul style="list-style-type: none"> <li>Conduct annual water and sanitation situation conference</li> </ul>	CMCS
		Legal services	<ul style="list-style-type: none"> <li>Develop and implement Land acquisition plan/ strategy</li> </ul>	CS&CMLS
		Technical Services	<ul style="list-style-type: none"> <li>Undertake community/ stakeholder requests appraisals</li> </ul>	CMTS
		Corporate Communication and Public Relations	<ul style="list-style-type: none"> <li>Develop and implement Community/stakeholder engagement strategy</li> <li>Undertake climate change, adaptation and mitigation programmes</li> </ul>	MCC&PR
		Research & Development	<ul style="list-style-type: none"> <li>Undertake impact assessments for project implementation</li> </ul>	CMCP
OPERATIONAL EXCELLENCE	Service Delivery	Strategic Planning & Compliance	<ul style="list-style-type: none"> <li>Undertake process flow mapping and re-engineering</li> <li>Review/develop Standard Operating Procedures</li> <li>Develop and implement an M&amp;E framework for projects</li> <li>Review and implement risk management framework</li> <li>Undertake regular and ad hoc quality audits of processes and implement recommendations</li> </ul>	CMCP

Strategic Theme	Strategic Issue	Teams	Terms of Reference	Responsible Person
		Water & Sanitation Infrastructure	<ul style="list-style-type: none"> <li>Develop and implement contract management policy /framework</li> </ul>	CMTS
		Information Communication Technology	<ul style="list-style-type: none"> <li>Implement an ERP solution and integration of processes</li> </ul>	MICT
	Institutional sustainability	HRM& Administration	<ul style="list-style-type: none"> <li>Conduct employee satisfaction and work environment survey(s) and implement recommendations</li> <li>Undertake skills gap analysis/ training needs analysis and implement recommendations</li> <li>Develop and implement succession plan</li> <li>Implement mentorship and coaching policy</li> <li>Implement rewards and recognition policy</li> <li>Develop and implement a change management framework.</li> <li>Review and implement career guidelines</li> <li>Develop and implement staff welfare programme.</li> </ul>	MHRM&A

#### **6.2.4 Systems and Procedures**

This section has described the required internal systems, processes and standard operating procedures that will be required for effective and efficient implementation of the Agency's Strategic Plan 2023 - 2027. To ensure the effective and efficient implementation of the strategic plan for the Agency, a range of internal systems, processes, and standard operating procedures (SOPs) have been established and rigorously followed. These internal mechanisms are essential for aligning resources, managing activities, and monitoring progress towards strategic goals.

Tana Water Works Development Agency (TWWDA) demonstrates a commitment to quality standards, digitalization, and value chain execution as an integral component of its operations for effective national water works infrastructure development through:

##### **1. Adoption of Quality Standards: ISO 9001: 2015 Certification**

TWWDA recognizes the importance of adhering to quality standards to ensure the delivery of safe and reliable water access. The agency has integrated quality standards into various aspects of its operations:

TWWDA has pursued ISO 9001:2015 certification, emphasizing quality management systems. This certification demonstrates the agency's commitment to providing high-quality services and processes that meet international standards.

##### **2. Digitalization:**

TWWDA has embraced digitalization to enhance its efficiency, data management, and decision-making processes through implementation of:

**Enterprise Resource Planning (ERP):** TWWDA's adoption of an ERP system has revolutionized its operations in financial management, project management, Board management, supply chain management and data analysis among others. Consequently, the ERP system has enhanced efficiency, transparency, and decision-making capabilities. This technology-driven approach underscores the Agency's commitment to optimizing operations in its area of jurisdiction while aligning with its strategic goals and objectives.

**Investment Data-Base Management System (DBMS):** The adoption of a DBMS by the Agency has played a crucial role in improving data organization, accessibility, improved data integrity,

data analysis and reporting and decision-making in the context of its mandate. This technology-driven approach underscores Agency's commitment to data-driven decision-making.

**Computer Aided Design (CAD):** The use of CAD technology by the Agency has brought about significant advancements in the planning, design and implementation of water and sanitation infrastructure. It has improved accuracy, efficiency, collaboration, and stakeholder engagement in the agency's efforts to optimize on its operations.

**Geographic Information Systems (GIS):** The Agency employs GIS technology to map and analyze spatial data related to its water and sanitation infrastructure. This tool aids in the assessment of water availability, distribution and land use planning.

### **3. Infrastructure development Value Chain**

Infrastructure development value chain in this context implies all the processes and activities involved in; collection, conversion of raw water to portable water and distribution; collection and conversion of raw waste water into environmentally safe water. In our core mandate of developing water and sanitation infrastructure, the Agency has developed and implemented standard operating procedures that guide our processes through the water and sanitation value chain in project lifecycle. The SOPs guide the process of project initiation and conception where problem identification is undertaken in response to stakeholder request. Relevant problem appraisal is done in consultation with the stakeholders to conceptualize a project after which detailed project design is done followed by infrastructure construction.

The water and sanitation infrastructure development value chain incorporates many and diverse players who add value to our processes and products as well as accrue benefits from our engagements. Our activities spur economic growth by promoting livelihoods through job creation, cash flow promotion in land & way leave compensations and promote Small and Midsize Enterprises (SMEs) through market creation for raw materials. Additionally, our processes and products ensure promotion of social welfare by providing adequate and quality water, decent sanitation as well as skills development and capacity building during project implementation.

### **6.3 Risk Management Framework**

The Agency faces potential risks that may hamper successful implementation of the Plan. To ensure effective implementation of the proposed strategies, the Agency has developed and

integrated into the Plan a robust risk management framework. The framework will be useful in ensuring that risks are identified in a timely manner and mitigation strategies promptly implemented to minimize negative impact.

Risk management forms an integrated part of planning, controlling and reporting procedures in the Agency. All programmes and activities will be subjected to risk assessment and appropriate mitigation measures put in place to ensure that risks are effectively managed as per the Agency risk management framework. The Agency will continuously identify the risks, analyze and prioritize them to effectively mitigate on their potential impact. In controlling the risks, the Agency shall act to mitigate the effect of the risks and implement an emergency plan for risks deemed to be significant.

### **6.3.1 Key risks that could affect the achievement of strategic objectives**

The Agency has identified key risks that may affect the achievement of its strategic objectives as stated in the plan. Consequently, the Plan has programmed strategies to be implemented to mitigate on the effects of the identified risks.

Risks have been categorized into three levels: low, medium, or high. Before determining the adequacy of the controls and other measures in place to address the identified risks, the Agency took into account both the potential impact of these risks and the likelihood or probability of their occurrence.

**Low-risk category:** This pertains to situations where the activity lacks significance or shows minimal indications of risk. These risks can be effectively managed through established routine procedures.

**Medium-risk category:** This applies when the activity is intrinsically complex, and the risk information, whether considered individually or collectively, indicates a pattern of significant risk. Specific management responsibilities need to be defined.

**High-risk category:** This is applicable when the activity is inherently complex, and the risk information, whether assessed individually or in combination, indicates the potential for significant risk. This necessitates the direct attention of Top management.

The risks are analyzed in the context of the probability of their occurrence and mitigation strategies as tabulated below:

Table 19: Risk Management Framework

Risk Category	Risks	Risk Likelihood (L)	Severity (S)	Overall Risk Level (L*S)	Mitigation Strategy(s)
Strategic Risks	Inadequate Funding	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> <li>Develop and implement resource mobilization strategy.</li> <li>Engage the private sector in water infrastructure development through PPP, among others to aid in allocation exchequer.</li> </ul>
	Emerging legal and statutory framework	Possible (3)	Major (4)	Medium (12)	<ul style="list-style-type: none"> <li>Mid-term review of the Strategic Plan to align with any emerging Government policies.</li> </ul>
	Gaps in the Water Act, 2016	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> <li>Lobby for review of the Water Act, 2016.</li> <li>Enhance stakeholder engagement.</li> </ul>
Operational Risks	Unsustainable Project	Unlikely (2)	Catastrophic (5)	Medium (10)	<ul style="list-style-type: none"> <li>Enhanced appraisal and implementation process.</li> <li>In-depth analysis of the results of the operations monitoring and learning.</li> <li>Enhanced engagement with communities and stakeholders.</li> </ul>
	Inadequate business continuity plan	Unlikely (2)	Major (4)	Medium (8)	<ul style="list-style-type: none"> <li>Develop and implement business continuity management and disaster recovery strategies.</li> </ul>

	Delays in obtaining approvals from Government agencies	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> <li>• Timely and proper planning of project documents.</li> <li>• Enhance collaborations with Government agencies</li> </ul>
	Inadequate budget for acquiring land and wayleaves for projects' implementation	Almost Certain (5)	Major (4)	High (20)	<ul style="list-style-type: none"> <li>• Community engagement.</li> <li>• Incorporating cost of land and way leave in the project tender documents.</li> <li>• Creating a Resettlement action plan promptly during the design phase.</li> <li>• Acquiring land at project inception stage</li> </ul>
Financial Risks	Fluctuations in forex, interest rates and material costs	Almost certain (5)	Major (4)	High (20)	<ul style="list-style-type: none"> <li>• Hedging against future forex fluctuations.</li> <li>• Milestone based Contractual</li> </ul>
	Price fluctuations of materials cost and supplies	Likely (4)	Moderate (3)	Medium (12)	<ul style="list-style-type: none"> <li>• Ensure milestone based contractual engagement.</li> <li>• Timely application of tax exemption in development partners funded projects.</li> <li>• Provide contingencies in the project costs.</li> </ul>
	Corruption /forgery	Possible (3)	Major (4)	Medium (12)	<ul style="list-style-type: none"> <li>• Ensure continuous monitoring and review of internal controls.</li> </ul>

Technological	Risks Cyber security threats	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> <li>• Capacity build employees on cybersecurity.</li> <li>• Implement network segmentation</li> <li>• Application of security firewalls.</li> <li>• Develop and enforce policies on unauthorized hardware and software.</li> </ul>
Reputation risk	Bad publicity / negative publicity	likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> <li>• Timely implementation of projects.</li> <li>• Delivery of quality projects.</li> <li>• Inculcating high integrity values.</li> <li>• Enhance CSR.</li> <li>• Clear and efficient communication with relevant stakeholders.</li> <li>• Timely resolution of grievances and public complaints.</li> </ul>
Environmental	Climate change, Natural calamities (i.e, pandemic and landslides)	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> <li>• Compliance with environmental laws.</li> <li>• Insurance against risks.</li> <li>• Sensitize the public on environmental issues.</li> </ul>
	drought				<ul style="list-style-type: none"> <li>• Construction of storage facilities i.e dams</li> </ul>
	floods				<ul style="list-style-type: none"> <li>• Employing climate change Resilient infrastructure</li> </ul>
	Pollution				
Legal Risks	Litigations	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> <li>• Use Alternative Dispute Resolution (ADR) mechanisms, e.g., negotiation, mediation,</li> </ul>



					conciliation, arbitration and negotiations out of court. • Conduct legal audits.
	Stoppage of Projects/delay of projects	Likely (4)	Major (4)	High (16)	<ul style="list-style-type: none"> <li>• Promptly address public Complaints.</li> <li>• Sensitize Project Affected Persons (PAPs) in a timely manner.</li> <li>• Effective contract management</li> <li>• Compliance with statutory requirements in construction.</li> </ul>

Table 20: Risk Matrix Table

RISK MATRIX TABLE					
Likelihood (L)	Severity (S)				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	Low (5)	Medium (10)	High (15)	High (20)	High (25)
Likely (4)	Low (4)	Medium (8)	Medium (12)	High (16)	High (20)
Possible (3)	Low (3)	Medium (6)	Medium (9)	Medium (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)

### 6.3.2 Risk Monitoring and Reporting

The Agency shall monitor the effectiveness of risk management processes by conducting quarterly and annual assessment. The effectiveness will be assessed through ongoing monitoring activities, separate evaluations, or a combination of the two.

The Agency has established an effective reporting mechanism which is well elaborated in the risk management framework.

## CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

### 7.0 Overview

This chapter presents the budget requirements for the identified strategies and initiatives that will be undertaken to realize the strategic objectives over the Plan period.

### 7.1 Financial Requirements

This Strategic Plan covers a five-year period (2022-2027) and will require approximately **KES 63,775.30** billion to implement. The Agency will mobilize resources from Government **KES 8.554** billion, PPPs **KES 30.021** billion, Development partners **KES 21.7** billion and **KES 3.5** billion from Appropriation in Aid (AIA). The Agency's financial forecast as indicated in the table 22 below:

*Table 21: Financial Requirements for Implementing the Strategic Plan*

Cost Item	Projected Resource Requirements (KES. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>KRA 1: Excellent Water and Sanitation Infrastructure</b>	6,568.50	6,881.00	12,759.00	17,116.00	18,014.00	61,338.50
<b>KRA 2: Partnerships and Collaborations</b>	25	50.2	37.2	37.2	37.2	186.8
<b>KRA 3: Operational Excellence</b>	97	105	56	58	53	369.00
	<b>6,690.50</b>	<b>7,036.20</b>	<b>13,852.20</b>	<b>17,211.20</b>	<b>18,104.20</b>	<b>62,894.30</b>
<b>Administrative Cost</b>	173	213	461	497	537	1,881.00
<b>TOTAL</b>	<b>6,863.50</b>	<b>7,249.20</b>	<b>13,313.20</b>	<b>17,708.20</b>	<b>18,641.20</b>	<b>63,775.30</b>

Table 22:Resource Gaps

<b>Financial Year</b>	<b>Estimated Financial Requirements (KES Mn)</b>	<b>Estimated Allocations (KES Mn)</b>	<b>Variance (KES.Mn) (Requirements – Allocations)</b>
<b>Year 1</b>	6,863.50	3,409.72	3,453.78
<b>Year 2</b>	7,249.20	3,801.00	3,448.20
<b>Year 3</b>	13,313.20	3,953.00	9,360.20
<b>Year 4</b>	17,708.20	17,708.20	0.00
<b>Year 5</b>	18,641.20	11,998.30	6,642.90
<b>Total</b>	<b>63,775.30</b>	<b>40,870.22</b>	<b>22,905.08</b>

## 7.2 Resource Mobilization Strategies

This strategic Plan covers a five-year period (2022 -2027) and will require approximately KES. 62.795 billion to implement. The Agency will mobilize the resources from the following avenues:

- 1) Government Grant - Under Government funding, the Agency will submit its budget requirements to the Parent Ministry and subsequently to Treasury within the stipulated time. Intense lobbying will be pursued by the Board and Top Management to ensure maximum allocation is given as per the estimated financial requirements.
- 2) Development Partners - Currently, the Agency has one Development Partner, African Development Bank, but will pursue other potential Development partners such as UKEF, World Bank, KOAFEC and SWED Fund for potential donor grants or loans.
- 3) Public Private Partnership - As the Water Act 2016 is currently being amended to provide for Public Private Partnership in funding of the water sector, the Agency will take advantage of the same and prepare itself for its implementation.
- 4) Appropriation in Aid (AIA) - The Agency will explore and pursue other revenue streams. This will include water bowser services and bulk water supply provision.

*Table 23: Mobilization of financial requirements gap*

<b>Potential Source of Funding</b>	<b>Resource Requirement (KES Mn)</b>					<b>TOTAL</b>
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
Public Private Partnerships	3,453.78	3,448.20	9,360.20	0	6,642.90	<b>22,905.08</b>
<b>Total Resource Gap</b>	3,453.78	3,448.20	9,360.20	0	6,642.90	<b>22,905.08</b>

### **7.3 Resource Management**

Competition for resources among sectors often undermines rational allocation of resources, and also wastage due to duplication, fragmentation and lack of coordination. In order to mitigate this, and in line with the Bottom-Up Economic Transformation Agenda 2023 – 2027(BETA), a value-chain approach will be adopted in order to utilize the scarce resources on impactful value chain activities to achieve desired outcomes on quick wins, short-term, medium-term and long-term basis. Value chain analysis enables organizations to evaluate business processes so that they can provide the greatest opportunities to reduce operational costs, optimize efforts, eliminate waste, improve health and safety, and increase profitability.

The ultimate goal is to provide water and sanitation services at an affordable cost to the citizenry. This cannot be undertaken without the development of water and sanitation infrastructure. Therefore, the following activities are key in the development of the product (Infrastructure) and offering the service (water and sanitation) and will be given priority in allocation of resources when limited:

1. Design of Water and Sanitation Infrastructure
2. Procurement of a Contractor(s) and Supervision Consultants.
3. Construction of the Water and Sanitation Infrastructure.
4. Operate, Maintain and Manage the National Public Water Works.

Various departments have sub activities that contribute to the above key activities and ultimately to the overall organizational value. The BETA Plan also cites that the key issue in the water sector is financing value for money, and that is why as an organization, we aim to mobilize resources through the Public Private Partnership Model in construction of the viable large reservoirs.

## **CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK**

### **8.0 Overview**

The Monitoring and Evaluation (M&E) framework will enable the Agency to identify and manage gaps in implementation. The framework will bring together all Agency's stakeholders to ensure timely implementation of the plan for the desired impacts. A Monitoring and Evaluation system will be put in place to ensure performance is reviewed and analyzed on a regular basis. This will consider the internal and external factors that may affect the implementation of the Plan.

### **8.1 Monitoring Framework**

An annual work plan will be used as a Strategic execution tool to effectively monitor the achievement of the stated strategic objectives.

This Monitoring and Evaluation framework aims at:

- (i) Focusing stakeholders' attention and direct efforts towards the Agency's vision.
- (ii) Informing policymakers about progress towards targets achievement.
- (iii) Providing strategic information to decision-makers to make evidence-based decisions.

### **8.2 Performance Standards**

#### **Key Performance Indicators (KPIs)**

Key Performance Indicators provide valuable insights and actionable data to help stakeholders make informed decisions and track progress toward their strategic goals. This section explores the critical KPI's, how they will be measured and how they play a pivotal role in assessing and quantifying the success and efficiency of the Agency's set objectives as outlined below:

#### **KRA 1: Excellent Water and Sanitation Infrastructure**

- 1. No. of households connected to water and sanitation services.
- 2. No. of innovations adopted
- 3. % increase in customer satisfaction index

#### **KRA 2: Strategic Partnerships**

- 1. Amount of funds raised
- 2. No. of active partnerships
- 3. Perception index

### KRA 3: Operational Excellence

1. % Level of compliance
2. Satisfaction index

### 8.3 Evaluation Framework

Evaluation Framework structured approach will enable the Agency to assess and analyze various aspects of projects. It will provide a systematic way to measure performance, outcomes, impacts, and effectiveness. This will be essential for making informed decisions, improving processes, and understanding the success or failure of initiatives as shown

*Table 24: Outcome Performance Matrix*

Key Result Area	Outcome	Outcome Indicator	BASELINE		TARGET	
			Value	Year	Mid – Term Period	End-Term Period
<b>KRA 1: Excellent Water and Sanitation Infrastructure</b>	Increased access to quality water services	Percentage population connected to water services	57.8%	2022	72%	90%
	Increased access to sanitation services	Percentage population connected to sanitation services	8.1%	2022	19%	30%
	Enhanced uptake of innovative technology.	No. of innovations adopted/implemented	-	2022	-	-
	Improved brand visibility	% increase in customer satisfaction index	88%	2022	90%	90%
<b>KRA 2: Strategic Partnership</b>	Improved Financial sustainability	Amount of funds raised	-	2022		
	Enhanced partnership and collaborations	No. of new development partnerships	1	2022	2	3
	Robust and mutually beneficial relationship	Perception index	-	2022	Baseline (X)	X+2

	between the Agency and its stakeholders.					
<b>KRA 3: Operational Excellence</b>	Efficient, effective and customer-focused service delivery system	Level of compliance	TBE	2022	100%	100%
	Enhanced human resource capacity	Satisfaction index	Baseline (X)	2022	X+5	X+10

### **8.3.1 Mid-Term Evaluation**

The mid-term evaluation assessment will be conducted during the third year of the strategic plan implementation in line with Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M& E. Its purpose will be to gauge progress, identify any issues or challenges that have arisen, and make necessary adjustments to improve the chances of successful completion of the projects and programs.

### **8.3.2 End-Term Evaluation**

The end – term evaluation will be the final or summative evaluation, a comprehensive assessment conducted at the conclusion of strategic plan period in line with Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M& E. It will determine the extent to which the objectives and goals of the initiative have been achieved and to assess its overall impact and effectiveness. End-term evaluations will be conducted to serve as a valuable tool for accountability, learning, and evidence-based decision-making.

## **8.4 Reporting Framework and Feedback Mechanism**

A reporting framework and a feedback mechanism are essential components of project management and organizational processes. This will facilitate the flow of information, transparency, accountability, and continuous improvement.

The Reporting framework will generate the following reports:

### **Quarterly and Annual Performance Review Reports**

At all levels, performance review report will be produced outlining the performance against the Strategic Objectives outlined in this Strategic Plan. Reporting will be done using the templates; **Table 26** (Quarterly progress reporting template) and **Table 27** (Annual progress reporting template).

The Research, Strategy & Compliance will be responsible for the coordination of reporting and monitoring on the progress implementation of this plan. The reports will be discussed by the Steering Committee. The discussion will focus on a review of the findings and the agreed action points. The finalized report will be submitted to the Board and recommendations implemented thereafter.

By analyzing the outcomes and challenges encountered during this Strategic plan's execution, we will gain valuable insights that will guide us in refining future strategies, fostering a culture of continuous improvement, and ensuring that our mission is effectively realized.



**Table 25 : Quarterly Progress Reporting Template**

**Quarterly Progress Report**

**Quarter Ending.....**

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year....			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

**Table 26: Annual Progress Reporting Template**

**Annual Progress Report**

**Year Ending.....**

Expected Output	Output Indicator	Achievement for Year....			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

**Table 8.4: Evaluation Reporting Template**

Expected Output	Output Indicator	Achievement for Year....			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

**TANA WATER WORKS DEVELOPMENT AGENCY**  
**ANNUAL WORKPLAN FY 2022/2023**

Strategic Objectives	Activities	Expected Outcomes	Performance Indicators/Output	Target	Responsibility	Budget (Mn)	Timeline (Quarterly)			
							Q 1	Q 2	Q 3	Q 4
KEY RESULT AREA 1: EXCELLENT WATER AND SANITATION INFRASTRUCTURE										
Increase access to water and sanitation services	Construction of Water supply infrastructure:									
	Kerugoya Kutus Water Supply Infrastructure – 100%	Additional 589,793 People Accessing safe water	% population accessing water services	58%	CMTS					
	Mandera Water Supply Infrastructure – 100%									
	Chuka Water Supply Infrastructure – 100%									
	Construction of sewerage projects:									
	Kerugoya Kutus Sewerage Infrastructure -100%	Additional 339, 131 People accessing improved Sanitation	% population accessing sanitation services	8%	CMTS					
	Chuka Sewerage Infrastructure-100%									
	Chogoria Sewerage Infrastructure -100%									
	Meru Sewerage Infrastructure -100%									
	Mandera Sewerage Infrastructure -100%									
	Marsabit Sewerage Infrastructure-100%									

**TANA WATER WORKS DEVELOPMENT AGENCY**  
**ANNUAL WORKPLAN FY 2022/2023**

Strategic Objectives	Activities	Expected Outcomes	Performance Indicators/Output	Target	Responsibility	Budget (Mn)	Timeline (Quarterly)			
							Q 1	Q 2	Q 3	Q 4
	Construction of Dams:									
	• Construct Kanjogu Dam – 50%		% project completion rate	50%	CMTS					
	• Construct Thambo Dam – 50%									
	Rehabilitation of Water Supply Projects:									
	• Augmentation and rehabilitation of Ishiara Town and Ena Siakago Water Supply Projects to 20%		% population accessing water and sanitation services	20%	CMTS					
	• Construct water treatment works and rehabilitate water supply pipelines for Kenyatta National Hospital - Othaya Level VI to 30%			30%						
	• Complete desludging of Kiaigi sewage treatment plant			100%						
	• Complete relocation of Ihwagi water intake for			100%						

**TANA WATER WORKS DEVELOPMENT AGENCY**  
**ANNUAL WORKPLAN FY 2022/2023**

Strategic Objectives	Activities	Expected Outcomes	Performance Indicators/Output	Target	Responsibility	Budget (Mn)	Timeline (Quarterly)			
							Q 1	Q 2	Q 3	Q 4
	Karatina Urban operated by Mathira Water and Sanitation Company									
	<b>Implement water and borehole projects:</b>									
	<ul style="list-style-type: none"> <li>Drill, develop, test pump and equip 1 No. large diameter high yielding borehole in Kianjai, Tigania West Constituency</li> </ul>	Additional 15,000 People Accessing safe water	% population accessing water services		CMTS					
	<ul style="list-style-type: none"> <li>Drill, develop, test pump and equip 1 No. large diameter high yielding borehole in Timau, Buuri Constituency</li> </ul>									
	<ul style="list-style-type: none"> <li>Drill, develop, test pump and equip 1 No. borehole in Embu County</li> </ul>									
	<ul style="list-style-type: none"> <li>Drill, develop, test pump and equip 6 No. boreholes in Kieni</li> </ul>									

**TANA WATER WORKS DEVELOPMENT AGENCY**  
**ANNUAL WORKPLAN FY 2022/2023**

Strategic Objectives	Activities	Expected Outcomes	Performance Indicators/Output	Target	Responsibility	Budget (Mn)	Timeline (Quarterly)				
							Q 1	Q 2	Q 3	Q 4	
	Constituency, Nyeri County										
	• Rehabilitation of Enderasha self-help water project in Kieni Constituency, Nyeri County.										
	• Rehabilitation of Kamatongu Water Project in Kieni Constituency, Nyeri County										
	Construction of Ngariama Njukini Water Project:										
	• Construct intake works on Igenda Mbora River to 100%		% population accessing water services	100%	CMTS						
	• Construct water treatment plant to 20%			20%							
	Other performance indicators:										
	• Fencing of Maji House; Construction of Perimeter Wall around TWWDA Maji House Nyeri	Fenced Maji House Offices		100%	CMTS	5					

**TANA WATER WORKS DEVELOPMENT AGENCY**  
**ANNUAL WORKPLAN FY 2022/2023**

Strategic Objectives	Activities	Expected Outcomes	Performance Indicators/Output	Target	Responsibility	Budget (Mn)	Timeline (Quarterly)			
							Q 1	Q 2	Q 3	Q 4
	<b>Other activities:</b>									
	<ul style="list-style-type: none"> <li>Develop design works that has inclusion of last mile connectivity (connect network to the end user for implementation by WSPs)</li> </ul>	% Population accessing water and sanitation services.	No. of developed design works	1	CMTS	10				
	<ul style="list-style-type: none"> <li>Undertake annual water and sanitation situation survey</li> </ul>		One survey Report	1	MRSP	2				
<b>Enhance research, innovation and uptake in technology.</b>	<ul style="list-style-type: none"> <li>Implement unified communication and collaboration systems.</li> </ul>	Enhanced uptake of innovative technology.	No. of unified communication and collaboration systems.	1	MICT					
	<ul style="list-style-type: none"> <li>Build capacity (training and tools) on computer aided design software</li> </ul>		✓ No. of skilled employees using CAD software.	6	CMTS	5				
	<ul style="list-style-type: none"> <li>Develop partnership and collaboration framework for research in the water sector.</li> </ul>		No. of new collaborations and partnerships	12	MRSP	1				

**TANA WATER WORKS DEVELOPMENT AGENCY**  
**ANNUAL WORKPLAN FY 2022/2023**

Strategic Objectives	Activities	Expected Outcomes	Performance Indicators/Output	Target	Responsibility	Budget (Mn)	Timeline (Quarterly)			
							Q 1	Q 2	Q 3	Q 4
	<ul style="list-style-type: none"> <li>Implement partnership and collaboration framework for research in the water sector.</li> </ul>									
	<ul style="list-style-type: none"> <li>Benchmark and research on emerging innovation and technology on water and sanitation.</li> </ul>		No. of benchmarking and research reports on emerging innovation and technology.	2		5				
	<ul style="list-style-type: none"> <li>Map water and sanitation infrastructure</li> </ul>		% Mapped water and sanitation infrastructure	30	CMTS	7				
<b>Improve Brand visibility</b>	<ul style="list-style-type: none"> <li>Implement recommendations of the customer satisfaction survey 2022</li> </ul>	Improved brand visibility.	Customer Satisfaction Index	-	MCC&PR	0.5				
	<ul style="list-style-type: none"> <li>Develop Communication strategy (includes branding and image strategy).</li> </ul>		% compliance to the approved Communication strategy	12		8				
	<ul style="list-style-type: none"> <li>Implement the Communication strategy (includes branding and image strategy).</li> </ul>									

**TANA WATER WORKS DEVELOPMENT AGENCY**  
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Strategic Objectives	Activities	Expected Outcomes	Performance Indicators/Output	Target	Responsibility	Budget (Mn)	Timeline (Quarterly)			
							Q 1	Q 2	Q 3	Q 4
	<ul style="list-style-type: none"> <li>Undertake Corporate Social Responsibility initiatives.</li> </ul>		No. of CSR initiatives	5		10				
	<ul style="list-style-type: none"> <li>Operationalize customer relationship management system.</li> </ul>		% implementation of customer relationship management system	-		15				
<b>KEY RESULT AREA 2: STRATEGIC PARTNERSHIPS</b>										
<b>Improve financial sustainability</b>	<ul style="list-style-type: none"> <li>Develop RM Strategy</li> </ul>	Improved financial sustainability	Resource mobilization strategy.		CMF&RM	4				
	<ul style="list-style-type: none"> <li>Lobby and participate in water tariff review</li> </ul>		No. of approved tariff structures	1	CMTS	1				
	<ul style="list-style-type: none"> <li>Build capacity on PPP execution</li> </ul>		No. of skilled employees on PPP execution.	3		2				
<b>Enhance stakeholder participation and engagement</b>	<ul style="list-style-type: none"> <li>Undertake Community/ stakeholder requests appraisals</li> </ul>	Robust and mutually beneficial relationship between the Agency and its stakeholders.	% Community/ stakeholder requests appraised.	100	CMTS	1				
	<ul style="list-style-type: none"> <li>Develop community/stakeholder engagement strategy (campaigns/meeting)</li> </ul>		% support from community/stakeholder in project implementation.	TBA	MCC&PR	4				



**TANA WATER WORKS DEVELOPMENT AGENCY**  
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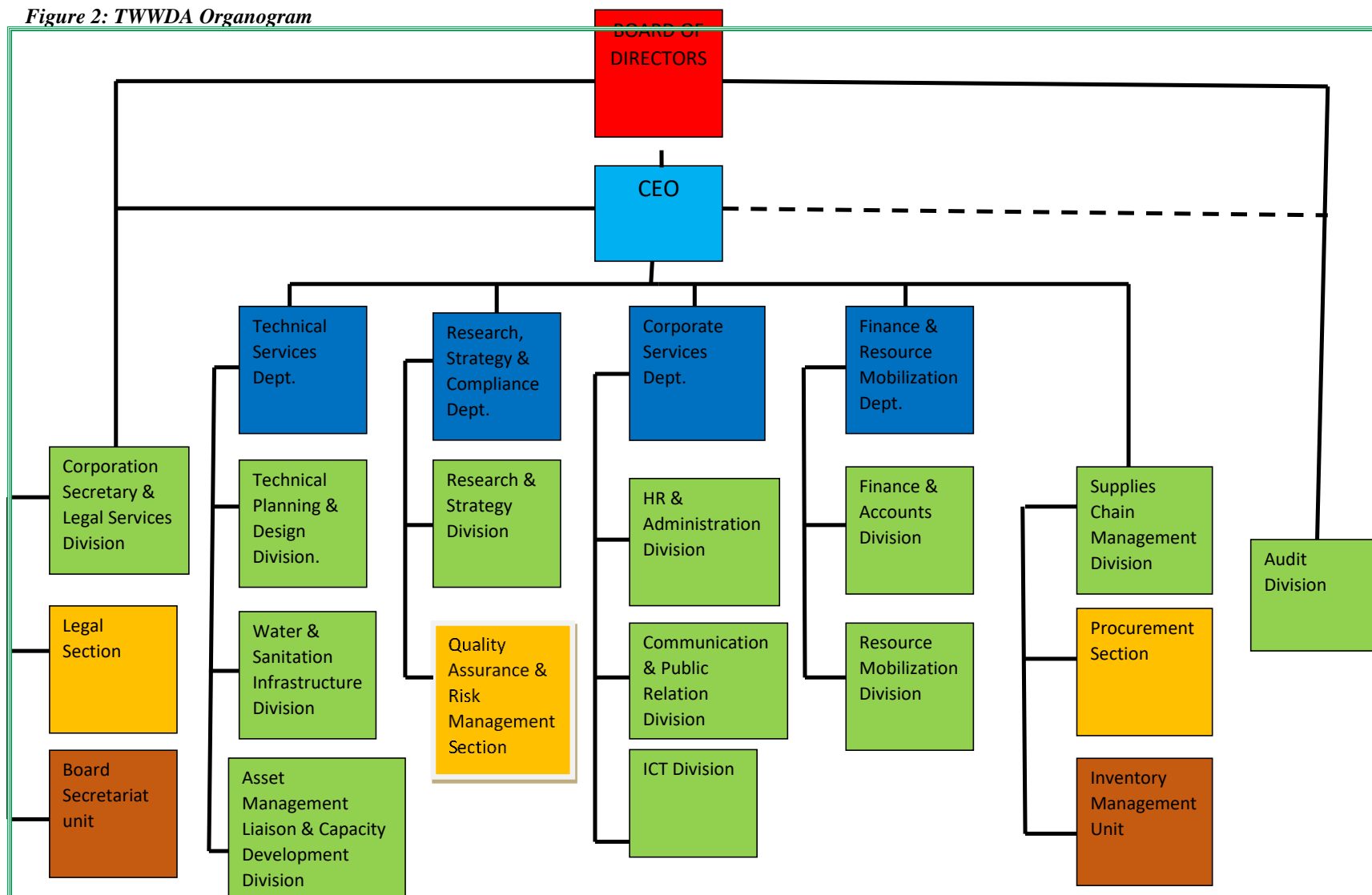
Strategic Objectives	Activities	Expected Outcomes	Performance Indicators/Output	Target	Responsibility	Budget (Mn)	Timeline (Quarterly)			
							Q 1	Q 2	Q 3	Q 4
	<ul style="list-style-type: none"><li>Undertake Impact assessments for project implementation</li></ul>	Adaptation of renewable energy. Ground water exploitation.	Number of project impact assessments reports.	1	CMTS	1				
Improve service delivery.	<ul style="list-style-type: none"><li>Undertake process flow mapping and re-engineering.</li></ul>	Efficient, effective and customer-focused service delivery system.	% of processes mapped and re-engineered.	55	MRSP	2				
	<ul style="list-style-type: none"><li>Undertake regular and ad hoc quality audits of processes and implement recommendations</li></ul>		No. of audit reports.	2		1				
	<ul style="list-style-type: none"><li>Implementation of ERP solution and integration of processes.</li></ul>		% Level of system integration.	80%	MICT	65				
			% of automated processes.	55%						
Enhance human resource capacity.	<ul style="list-style-type: none"><li>Conduct employee satisfaction survey</li></ul>	Enhanced Human	Employee satisfaction index.	Baseline (X)	MHRM & A	1				

**TANA WATER WORKS DEVELOPMENT AGENCY**  
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Strategic Objectives	Activities	Expected Outcomes	Performance Indicators/Output	Target	Responsibility	Budget (Mn)	Timeline (Quarterly)			
							Q 1	Q 2	Q 3	Q 4
	• Conduct work environment survey	resource capacity	Work Environment Index	Baseline (X)		23				
	• Undertake skills gap analysis/ training needs analysis		No. of skills gap analysis/training needs analysis report	1		20				
	• Implement mentorship and coaching policy		No. of mentees	40		1				
	• Implement rewards and recognition policy		No. of employees rewarded and recognized.	4		5				
	• Develop and implement staff welfare programme		% implementation of the activities in the staff welfare programme.	60						

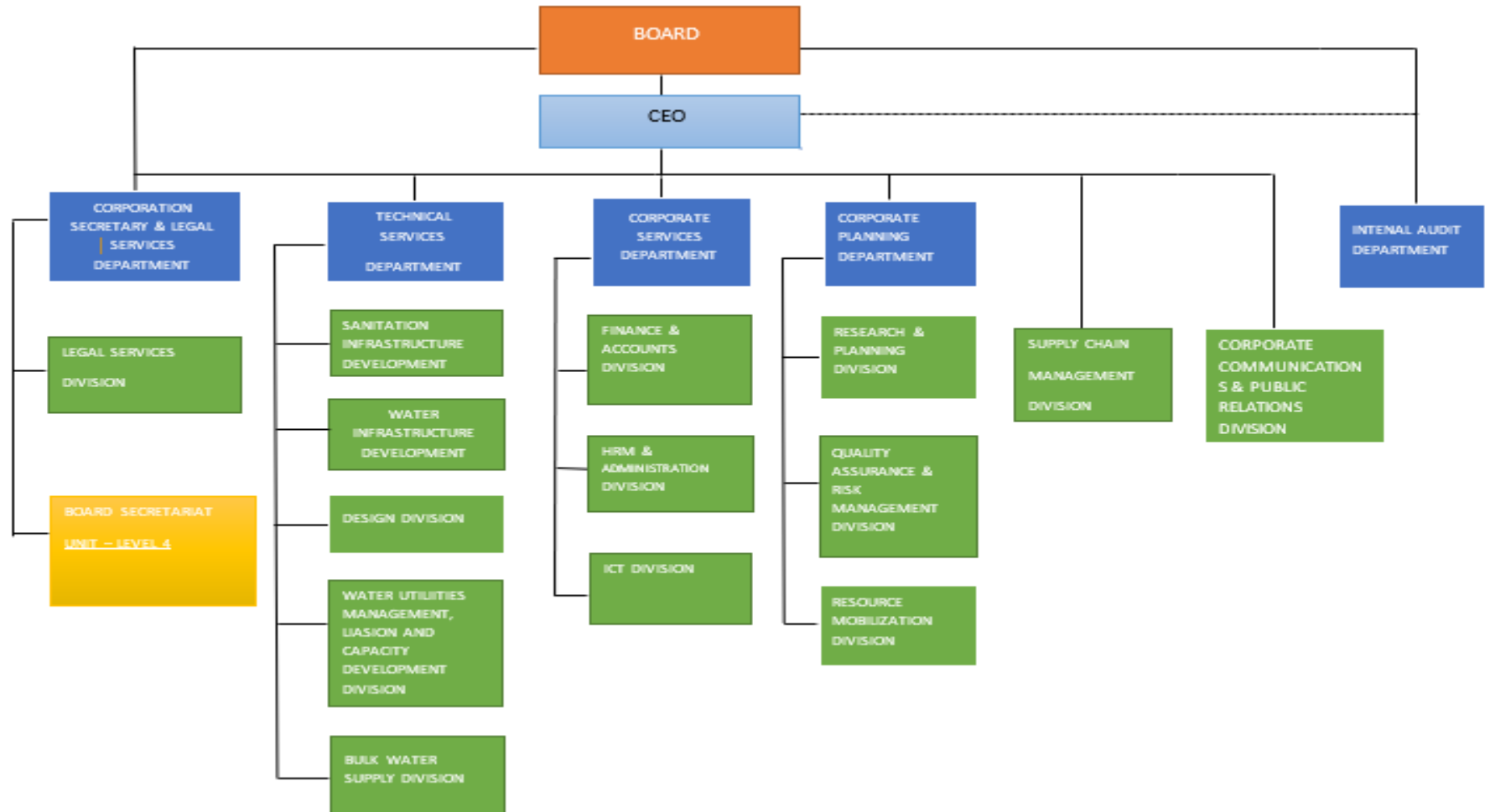
## TWWDA APPROVED ORGANIZATION STRUCTURE

*Figure 2: TWWDA Organogram*



*Figure 2: TWWDA Approved Organizational Structure*

## TWWDA PROPOSED ORGANIZATION STRUCTURE



*Figure 3: TWWDA Proposed Organization Structure*