



NATIONAL WATER HARVESTING AND STORAGE AUTHORITY

'Hifadhi Maji, Boresha Maisha'



STRATEGIC PLAN 2022 – 2027

NATIONAL WATER PLAZA

**National Water
Plaza. The new
headquarters office
building along
Dunga Road,
Industrial Area –
Nairobi.**



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LIST OF ACRONYMS AND ABBREVIATIONS



AIA	-	Appropriations in Aid
AIDS	-	Acquired Immunodeficiency Virus
BDU	-	Business Development Unit
CEO	-	Chief Executive Officer
CS	-	Cabinet Secretary/Certified Secretary/ Corporate Secretary
EDMS	-	Electronic Document Management System
ERP	-	Enterprise Resourcing Plan
GM CS&LS	-	General Manager, Corporate Secretary & Legal Services
GM IMRC	-	General Manager, Infrastructure Development and Emergency Response
GM-CS	-	General Manager, Corporate Services
GM-IA	-	General Manager, Internal Audit
GM-IDER	-	General Manager, Infrastructure Development and Emergency Response
GM-IPES	-	General Manager, Infrastructure Planning, Environment and Social Safeguard
GM-RSCPC	-	General Manager, Research, Strategy & Corporate Planning and Compliance
HIV	-	Human Immunodeficiency Virus
ICT	-	Information, Communication Technology
IEC	-	Information, Education Communication
KEBS	-	Kenya Bureau of Standards
KNBS	-	Kenya National Bureau of Statistics
ME&R	-	Monitoring, Evaluation & Reporting
MoU	-	Memorandum of Understanding
MTP	-	Medium Term Plan
NCA	-	National Construction Authority
NEMA	-	National Environmental Management Authority
NWCPC	-	Nairobi Water Conservation & Pipeline Corporation
NWWSA	-	National Water Harvesting and Storage Authority
PESTEL	-	Political, Economic, Socio-cultural, Technological, Environmental, Legal
PPP	-	Public-Private Partnership
RAP	-	Resettlement Action Plan
SDG	-	Sustainable Development Goals
SWOT	-	Strengths, Weaknesses, Threats, Opportunities
TNA	-	Training Needs Assessment
WRA	-	Water Resources Authority

DEFINITION OF TECHNICAL TERMS



- 1. Check Dam**
 - A wall across a stream, river or valley to regulate the flows of run-off water
- 2. Cross-Cutting Issues**
 - Topics or activities, which by their very nature, have a strong impact on all operations in a given field and must receive special attention
- 3. Dyke**
 - Barrier to restrain a river from over flowing outside its course
- 4. Institutional Capacity Building**
 - Measures taken in order to harness full potential of the resources in an institution
- 5. Large Dam**
 - A dam with embankment height of 15m and above
 - A dam of between 10m and 15m embankment height, with a reservoir volume of 1 million cubic meters or more is also in this category
- 6. Medium Dam**
 - A dam with embankment height of between 6m and 15m
- 7. National Public Water Works**
 - Water storage and water harvesting
 - Works for bulk distribution and provision of water services
 - Inter-basin water transfer facilities
 - Reservoirs for impounding surface run-off and for regulating stream flows to synchronise them with water demand patterns which are of strategic or national importance
- 8. River Training**
 - To return a river to its original course or deliberately directing it away from its natural course



MESSAGE FROM THE CHAIRMAN

The centrality of access to water has been given prominence in global, regional and national development agenda. For instance, although it would be practically impossible to realize sustainable development goals (SDGs) without addressing the question of access to water, this commodity has direct bearing on certain SDGs. These include Goal 1 on ending poverty in all its forms everywhere; Goal 2 on ending hunger, achieving food security and improving nutrition; Goal 3 on promoting healthy lives and well-being and lastly, Goal 6 on ensuring availability of water and sanitation.

In Kenya, Vision 2030 recognises water as a critical development ingredient while the Constitution of Kenya 2010 decrees that access to water is a human right. Kenya has consequently formulated several policies and enacted legislation, the Water Act 2016, to operationalise the constitutional provision on access to water. These efforts notwithstanding, challenges associated with water as a human right and development need persist.

Owing to climate change dynamics, the security of water sources cannot be guaranteed. Rivers and lakes are drying up and in some occasional cases, their water levels rise and cause untold destruction to property, life and livelihoods. At the same time, human population is increasing rapidly, thus necessitating scale-up of water provision efforts. This is the backdrop against which the National Water Harvesting & Storage Authority makes efforts to promote access to water as well as control its disastrous effect of flooding in Kenya. Under the 2022-2027 Strategic Plan, NWHSA family will make individual efforts and also build synergies towards fulfilling the mandate of our organisation.

Maj. Gen. (Rtd) Andrew Ikenye, CBS
CHAIRMAN OF THE BOARD





MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Water is a basic need without which there would be no life on earth. It is on the basis of this recognition that the Constitution of Kenya 2010 provides that every Kenyan has a right to water. Although water is the most abundant resource on the earth's surface, there is scarcity of clean water for domestic use as well as industrial and agricultural purposes. However, through various water sector agencies, the Government of Kenya is committed to ensuring that the national water needs are met and the flooding menace is controlled.

On its part, the National Water Harvesting and Storage Authority undertakes its core mandate of developing, maintaining and managing national public works for water resources storage and flood control. This is a hefty responsibility that requires huge resource input, elaborate implementation and coordination mechanisms as well as synergy building among stakeholders.

In order to effectively address the said organisational and programmatic operational needs, the Authority has developed this Strategic Plan as a guiding framework. As water stakeholders, we all know that our determination to make the implementation process of this Strategic Plan a success will no doubt, diminish the effects of the inevitable challenges ahead. This will be the source of our motivation to work harder to ensure that Kenyans enjoy the positive impacts of this Strategic Plan.

CS. Sharon Obonyo

Ag. CHIEF EXECUTIVE OFFICER

ACKNOWLEDGEMENT



The Authority wishes to express gratitude to institutions and individuals that contributed to the development of this Strategic Plan in one way or the other. In particular, we acknowledge the able leadership of our parent Ministry of Water, Sanitation and Irrigation led by Cabinet Secretary Ms. Sicily Kariuki, Chief Administrative Secretary Dr. Andrew Tuimurand Principal Secretary Mr. Joseph W. Irungu. Special thanks go to the Water Secretary Eng. S.A.O. Alima for proposing key policy inputs that enriched the Plan.

We are equally grateful to our Board, led by its Chairperson Mr. Erick Okeyo, for insightful leadership and support towards the entire Strategic Plan development process. Further, we are highly indebted to the members of the Strategy, Technical and Business Development Committee and the Management appointed Strategic Planning Committee, led by the Acting CEO Ms. Sharon Obonyo, for working tirelessly to convert proposals made by the stakeholders into draft plans that culminated in the final copy.

Our special gratitude goes to the consultants from Kenya School of Government and Outlook Solutions for serving as process facilitators.

Last but not least, we appreciate contributions made by the staff of NWHSA and our all-important stakeholders including other water sector institutions towards making the entire Strategic Plan development process a success.

Dr. Jane Mwikali
**CHAIRPERSON, STRATEGY, TECHNICAL &
BUSINESS DEVELOPMENT COMMITTEE**





EXECUTIVE SUMMARY

The National Water Harvesting and Storage Authority is established under Section 30 of the Water Act 2016. Section 149 of the Water Act 2016, created the Authority from National Water Conservation & Pipeline Corporation (NWCPC) which was established under the State Corporations' Act Chapter 446 of the Laws of Kenya vide Legal Notice No. 270 of 24th June, 1988.

The Authority's mandate and functions as stipulated in Section 32 of the Water Act 2016 are several but the key ones are two-fold namely:

- (i) Undertake on behalf of the National Government, the development of National Public Water Works for water resources storage and flood control; and,
- (ii) Maintain and manage National Public Water Works Infrastructure for water resources storage.

In essence, the mandate of the Authority is to contribute to the national agenda of promoting access to water by Kenyans as provided for by the Constitution of Kenya 2010 as well as control of flooding in the country, leading to prevention and control of destruction to property and lives. The NWHSA undertakes its mandate and functions against the backdrop of increasing demand for water as well as climate changes leading to floods and shrinking natural water resources among other factors.

It is in consideration of the said factors influencing water access and flooding incidents in the country that the NWHSA developed this Strategic Plan. The Plan is to guide the Authority in prioritizing interventions within its mandate to be implemented within the period 2022–2027. The Plan also serves as a resource mobilisation tool for the Authority's identified development projects in addition to guiding its performance contracting role.

The development of this Strategic Plan was informed by a situational analysis which involved five major milestone actions namely:

- (i) Review of the performance of the previous strategic plan (2015–2020);
- (ii) Review of relevant water policies, strategies and legislation;
- (iii) SWOT/PESTEL Analysis;
- (iv) Stakeholder Analysis and Involvement; and,
- (v) The lessons learnt from the entire situational analysis.

The situational analysis processes gave forth to five strategic objectives whose implementation is to be guided by the strategic philosophy namely Vision, Mission, Mandate and Core Values of the Authority. Of the strategic objectives crystallised, the key ones includes;

- (i) Increasing water storage in the country by 148.6 million cubic meters by the year 2026 and enhance sustainability of constructed water structures through operations and maintenance; and,
- (ii) Protecting/saving lives and property from the effects of floods and drought by construction and maintenance of 70km of dykes, construction of 125 No. small pans/dams and 203 No. boreholes.

For purposes of operationalisation, the strategic objectives are broken down into activities, objectively verifiable indicators and means of verifications in an implementation matrix. Further, the implementation matrix elucidates the implementing agency, targets of deliverables and the corresponding budget. The strategic plan provides for monitoring, evaluation and reporting (M,E&R) which will be carried out with a view to ensuring that the implementation process proceeds according to the schedule. Moreover, evaluation will seek to determine effectiveness, efficiency, sustainability and impact of the plan's interventions.

The entire implementation process, estimated to cost Kshs 59.184 billion, will be coordinated by the office of the Chief Executive Officer with regular updates to the Board of Directors.

CHAPTER 01



INTRODUCTION

1.1 Background Information

1.1.1 Mandate of National Water Harvesting and Storage Authority

The National Water Harvesting and Storage Authority (NWHSA) was established by the Water Act No. 43 of 2016 on 21st April, 2017. This effectively transformed it from the defunct National Water Conservation & Pipeline Corporation (NWCPC) with the following mandate:

- (1) The functions and powers (mandate) of the Authority (NWHSA) under the Act shall be to:
 - (a) Undertake on behalf of the national government, the development of national public water works for water resources storage and flood control;
 - b) Maintain and manage national public water works infrastructure for water resources storage;
 - c) Collect and provide information for the formulation by the Cabinet Secretary of the national water resources storage and flood control strategies;
 - d) Develop a water harvesting policy and enforce water harvesting strategies;
 - e) Undertake on behalf of the national government strategic water emergency interventions during drought; and
 - f) Advise the Cabinet Secretary on any matter concerning national public water works for water storage and flood control.
- (2) The Authority may appoint agents for the operation, management, maintenance and safety of any storage infrastructure that it has developed.
- (3) The Authority shall have such other powers and functions as may be conferred or imposed on it by this or any other Act.

The Constitution of Kenya 2010 Chapter Four on Bill of Rights, Part I Section 43 (1) (d) provides for “the right to clean and safe water in

adequate quantities as an economic and social right for every person”. In the Fourth Schedule, the National Government is obligated under Part I, Section 19 to undertake National Public Works. Further, in Section 22 (c) “Protection of Environment and Natural resources and in particular water protection, securing sufficient residual water, hydraulic engineering and the safety of dams”, while the County Government’s functions under Part II, Section 11 (a) & (b) are responsible for storm water management systems in built-up areas; water and sanitation services. Therefore, National Water Harvesting and Storage Authority (NWHSA) under Water Act 2016, is obligated to undertake on behalf of the National Government, the development of national public water works for water resources storage, flood control and drought emergency response.

1.1.2 Water Access and Flood Situation

According to United Nations report 2018, there are 2.1 billion people globally living without safe water at home and 80 percent of these people live in rural areas. Water scarcity continues to be a global challenge as the population increases coupled with erratic climate patterns leading to floods, rising sea levels, and global warming. These changes have negative impact on food security, health and general social-economic development. However, Sustainable Development Goals, particularly Goal 6 on ensuring availability and sustainable management of water and sanitation for all, provides an optimistic framework for addressing the concerns associated with water access at international level.

On her part, Africa is guided by Agenda 2063 framework that provides for equitable and sustainable use and management of water resources for the continent’s socio-economic development and regional cooperation. However, the situation of water access on the continent is still not quite impressive. At first glance, Africa appears to be endowed with abundant water resources. Africa has big rivers, large lakes, vast wetlands, and limited but widespread groundwater. Much of this is located in the Central African sub-region and in the island countries. Africa has 17 No.rivers with catchments areas greater than 100,000km²; and it has more than 160 No.lakes larger than 27km², most of which are located around the equatorial region and the sub-humid East African Highlands within the Rift Valley.

Rainfall in Africa is about 670mm per year with greater variation in time and place. Temporal variability of rainfall is typically 40 percent

around the mean; much higher than in temperate zones. At sub regional level, the spatial distribution of rainfall is varied. The highest rainfall occurs in the Island countries (1,700mm per year), the Central African countries (1,430mm), and the Gulf of Guinea (1,407mm). The lowest precipitation occurs in the northern countries where average annual rainfall is only 71.4mm.

In spite of the vast availability of water in Africa, supply services are highly inadequate. In rural Africa, for instance, about 65 percent of the population does not have access to adequate supply of water. In urban areas, 25 percent do not have access to adequate water.

Kenya's water access and flooding challenges appear to mirror the bigger picture of African continent. With an estimated population of 47.6 million (KNBS, 2019), Kenya is characterised as water scarce as about 80 percent of the country is arid and semi-arid. At the same time, flooding is a frequent occurrence in the country especially during heavy rains. Rivers Nzoia, Nyando and Tana are among the rivers known for flooding catastrophies. In spite of that, the rain water that causes flooding present a huge opportunity for harvesting, storage and use in dry seasons particularly in semi-arid and arid areas of Kenya.

Owing to increasing need for water for domestic use as well as agricultural and industrial purposes to support the Government's Big Four Agenda and to satisfy the Constitution of Kenya 2010 provision of the right to water, there is considerable pressure exerted on the country's available water resources which take different forms. For instance, the average annual rainfall in Kenya is 630mm with a variation from less than 200mm in Northern Kenya to over 1,800mm on the slopes of Mt. Kenya. Her water endowment at 647m³/capita is below the global bench mark of 1,000m³/capita. Freshwater resources are limited and unevenly distributed in Kenya; therefore, the contribution made by dams and reservoirs to the harnessing of water resources are inevitable (Samantha Marshall, 2011).

The development of water storage includes water harvesting as outlined in the National Water Harvesting and Storage Policy 2010, which recommends water storage increase from the current 5.3m³ per capita to 16m³ per capita by 2030 taking into account, among other factors, Kenya's population growth. This requires an increase in capacity from 124Mm³ to 4.5Bm³ over the same duration.

The current status of storage shows that nationally, there are 26 large dams with about 3,906Mm³ of stored water for hydropower. The total capacity of the major water supply storage dams is about 95Mm³. Another 47 No. relatively large non-hydroelectric dams and 3,000 No. small dams together with pans had a total storage of 124Mm³ by the year 2010. This total combined is below the threshold value of 4.5Bm³ implying that there is need to increase storage (Draft National Water Strategy, 2019).

Against the stated background, the Government of Kenya is committed to ensuring that Kenyans have access to adequate water by the year 2030. Currently, the water coverage in Kenya stands at 60 percent and the Ministry of Water, Sanitation and Irrigation aims to achieve 80 percent target by 2022.

1.2 Significance of Strategic Plan

This Strategic Plan serves the purpose of crystallising and prioritising the strategic interventions that the NWHSA will implement within the period 2022–2027 towards fulfilling its mandate. To that extent, the Strategic Plan helps the Authority to focus its efforts. Further, the Plan serves as a resource mobilisation tool for activities and projects planned for implementation within the stated time-frame. Lastly, the Plan is the basis for performance contracting for the staff of the NWHSA.

1.3 Method

The Authority adopted a consultative and participatory approach with key stakeholders at all levels. The process involved the following milestone actions:

- (a) A review of the National Water Conservation & Pipeline Corporation's Strategic Plan (2015–2020).
- (b) A review of relevant policies, legislations and strategies (see references).
- (c) Analysis of the external environment (PESTEL) and internal operating environment (SWOT).
- (d) Administration of questionnaires to key stakeholders.
- (e) Stakeholder analysis and involvement.
- (f) Strategic focus areas inform of strategic objectives were crystallised from the situational analysis to guide the process of drafting the Plan.
- (g) Drafts of the Strategic Plan were generated and reviewed by the stakeholders before the final copy was generated.



Core trench. On-going construction of Siyoi (Muruny) Dam in West Pokot County.



Sections of works at Siyoi (Muruny) Dam. On-going construction of water storage tanks at Kapsait to serve Kapenguria, Makutano towns and its environs.



Siyoi (Muruny) Dam. On-going construction of Kabichbich water treatment works.

CHAPTER 02



SITUATIONAL ANALYSIS

2.1 Introduction

In this chapter, the performance of previous NWSHA Strategic Plan (2015–2020) in terms of achievements and challenges is interrogated. Further, internal and external operating contexts of NWSHA with respect to how they influence the Authority’s mandate, are examined.

2.2 Performance of the Previous Strategic Plan

During the period 2015–2020, the aim of the defunct NWCPC was to develop and manage utility assets that would ensure adequate and sustainable water and sanitation services. The Plan had six key strategic objectives. The table below presents achievements of the Plan.

Table 1: Summary of Performance 2015–2020

OBJECTIVE	%	ACHIEVEMENTS
Strategic Objective 1: Develop and manage National Public Water Works Infrastructure	9	<ul style="list-style-type: none">• Muruny (Siyoi) Dam was initiated• Bosto Dam was to be implemented under EPC
Strategic Objective 2: To reduce the risks (mitigate the effects) of floods and droughts	57	<ul style="list-style-type: none">• Drilled and operationalised 375No. boreholes• 21kmof dykes constructed
Strategic Objective 3: To mainstream cross-cutting issues in the Corporation’s activities	87	<ul style="list-style-type: none">• Mainstreamed HIV/AIDs, Gender, Disability, National Cohesion and Values, Drugs & Substance Abuse and Corruption Eradication in line with the relevant Government set guidelines
Strategic Objective 4: To strengthen and build the institutional capacity of the Corporation	58	<ul style="list-style-type: none">• Recruited 15No. members of staff• Trained Directors of the Board and members of staff
Strategic Objective 5: To enhance financial sustainability of the Corporation	48	<ul style="list-style-type: none">• Developed funding proposals for external funding of projects

OBJECTIVE	%	ACHIEVEMENTS
Strategic Objective 6: Improve Corporate Image of the Corporation	69	<ul style="list-style-type: none"> Carried out one customer satisfaction survey Participated in 2 No. Nairobi International Trade Fairs Installed and operationalised an ERP system (Finance, Procurement and HR modules) High CAJ rating & improved customer satisfaction
AVERAGE ACHIEVEMENT	54.7	Above Average

2.3 PESTEL Analysis

The following is the result of analysis of external operating environment of the Authority.

Table 2: PESTEL Analysis

ISSUE	OBSERVATIONS	EFFECT
Political	<ul style="list-style-type: none"> Increased concern on corporate governance issues Human rights issues Terrorism International and regional relationships Devolved water services functions Political input Land tenure ownership / dynamics 	<ul style="list-style-type: none"> Misplaced priorities and delayed implementation of projects Increased litigations Insecurity Delayed implementation of projects due to binding international treaties Overlaps in mandate Misplaced priorities Delayed implementation of projects Escalation of project cost
Economic	<ul style="list-style-type: none"> Fluctuating world prices in water items Dynamic tax regimes Inadequate sources of capital/ escalation of project costs 	<ul style="list-style-type: none"> Escalation of project costs Project cost variations Delayed project execution

ISSUE	OBSERVATIONS	EFFECT
Socio-cultural	<ul style="list-style-type: none"> • General public awareness of their rights • Special interest groups • Rapid urbanisation and informal settlements • Land tenure system especially where compensation is concerned • Cultural and social beliefs on ancestral land 	<ul style="list-style-type: none"> • Need to respond to public demands on water & management issues • Need for more involvement of special interest groups in management of water resources • Increased pollution, environmental degradation and challenges on waste management • Conflicts and delays in project implementation also due to escalated cost of compensation • Resistance to project implementation
Technological	<ul style="list-style-type: none"> • Dynamic technological trends • Low funding for research and development • Knowledge management & information sharing 	<ul style="list-style-type: none"> • Obsolescence and high cost of adopting new technology • Minimal innovations and creativity • Low transfer of knowledge & information sharing
Environmental	<ul style="list-style-type: none"> • Climate change • Pollution 	<ul style="list-style-type: none"> • Depletion of aquifers • Desertification & environmental degradation • Declined river flows & floods • Conflict for resources • High cost of water treatment • High cost of medication
Legal	<ul style="list-style-type: none"> • International treaties and conventions • Delayed formulation of regulations for the Water Act 2016 • Non-gazettement of National Public Water Works • Changes in the legal framework 	<ul style="list-style-type: none"> • Delayed implementation of projects • Uncoordinated implementation of projects, conflict and overlap • Uncoordinated implementation of projects, conflict and overlap • Costly and lengthy legal processes

2.4 SWOT Analysis

In this analysis, the strengths, weaknesses, opportunities and threats of the Authority are examined. While the strengths and weaknesses relate to the internal context of the Authority in terms of human resource capacity as well as systems and structures, the opportunities and threats have to do with the factors arising from the external environment of the organisation. The strengths, weaknesses, opportunities and threats influence the performance of the Authority. In the analysis, each SWOT component is presented, accompanied by its attendant contributory factors and strategic response.

2.4.1 Strengths

Table 3: Strengths

Strength	Contributory Factors
Good governance and institutional framework	<p>The Authority has:</p> <ul style="list-style-type: none">• Formulated Water Harvesting Strategy in collaboration with the parent Ministry• Reserved and awarded 30 percent of procurement budget to youth, women and persons with disabilities• Put in place corporate leadership and governance structures
Research, Development and Technology	<ul style="list-style-type: none">• Embraced sustainable technologies in water resource development and green technology like water pumps driven by solar and/or wind power
Strong partnerships and collaboration for resource mobilisation and capacity devolvement	<ul style="list-style-type: none">• Collaborate and build capacity in counties in water infrastructure development by signing of MoUs with County governments and National government institutions• Diversify sources of income to supplement government Exchequer funds through establishment of Business Development Unit which provides extra funds through A-in-A• Increased capacity among staff through training, recruitment and exposure in water infrastructure development and management• Acquired plant, equipment and possession of prime land to facilitate development of water resource infrastructures

Strength	Contributory Factors
Authority is established with a clear legal mandate	<ul style="list-style-type: none"> Water harvesting and infrastructure development as per the Water Act 2016
A wealth of experience in water infrastructure development and management	<ul style="list-style-type: none"> Continuous capacity building in water infrastructure development and management
Strong technical, financial, audit and other systems are in place	<ul style="list-style-type: none"> Continuous improvement and maintenance
Competent and experienced staff with diverse technical capacity	<ul style="list-style-type: none"> Continuous capacity building
Website and interactive social media platforms in place	<ul style="list-style-type: none"> Updated and interactive website and social media platforms

2.4.2 Weaknesses

Table 4: Weaknesses

Weakness	Contributory Factors	Strategic Response
Inadequate Publicity	<ul style="list-style-type: none"> Inadequate funding for publicity 	<ul style="list-style-type: none"> Increased budget for publicity Innovation and branding of motor vehicles and other assets Establishment of Regional offices

Weakness	Contributory Factors	Strategic Response
High turnover of Management Staff	<ul style="list-style-type: none"> • Uncompetitive remuneration • Unethical practices • Improper succession plan 	<ul style="list-style-type: none"> • Enforce ethical policies and code of conduct • Re-categorisation of the Authority • Staff retention and succession policy • Establish and implement internal dispute conflict resolution mechanisms
Dated Technologies	<ul style="list-style-type: none"> • Aging plant, ICT and construction equipment & software 	<ul style="list-style-type: none"> • Capacity building through training • Change management • Update and replacement of technologies, equipment & plants
Over establishment and skill gap/mis-match leading to idle skills in some departments	<ul style="list-style-type: none"> • Non-implementation of the scheme of service • Change of mandate 	<ul style="list-style-type: none"> • Restructuring the Authority in line with current mandate • Correct placement of staff in accordance with qualifications
Lack of internal coordination and communication	<ul style="list-style-type: none"> • Instability in management • Unethical practices 	<ul style="list-style-type: none"> • Recruitment of top management • Culture change
Poor organisational image	<ul style="list-style-type: none"> • Historical liabilities • Weak internal systems and controls • Logical conclusion to reforms in Water Sector 	<ul style="list-style-type: none"> • Improving internal systems and communication to stakeholders
Inadequate funding for implementation of projects and overdependence on Exchequer	<ul style="list-style-type: none"> • Delayed Exchequer disbursement as per the signed contracts for service delivery institution 	<ul style="list-style-type: none"> • Appeal for prioritisation of funding for ongoing projects • Explore other project funding sources • Diversify and seek for external financing
Pending / historical bills	<ul style="list-style-type: none"> • Directives from the government • Late disbursement of funds 	<ul style="list-style-type: none"> • Stick to work plans and budgeted resources

2.4.3 Opportunities

Table 5: Opportunities

Opportunity	Strategic Response
Kenya's Vision 2030 has provided for the development of various water infrastructure flagship projects to spur economic growth, improve social welfare among others	<ul style="list-style-type: none"> The Authority intends to implement the Medium-Term Plan (MTP III & IV) projects (Large dams and flood control)
Water Act 2016 has entrenched a clear mandate for the Authority	<ul style="list-style-type: none"> Authority is strategically structured to undertake its mandate as per the Water Act 2016
Potential linkages with Development partners and stakeholders	<ul style="list-style-type: none"> Authority has established an independent Partnership Development and Resource Mobilisation Unit
High/growing demand for water harvesting and storage within Kenya and beyond	<ul style="list-style-type: none"> Authority will fully undertake its mandate and collaborate with all other Water Sector players
Advanced technology in water infrastructure development	<ul style="list-style-type: none"> Authority will embrace technological advancement in the development of water infrastructure
Existence of regional markets	<ul style="list-style-type: none"> Authority will strive to penetrate the regional market for water resource infrastructure development and collaboration

2.4.4 Threats

Table 6: Threats

Threats	Contributory Factors	Strategic Response
Lack of regulations to operationalise the Water Act 2016	Delayed formulation of regulations for the Water Act 2016	Liaising with Water Sector stakeholders to formulate the regulations
Competing interests between the Authority and other implementing agencies in project implementation	Delayed regulations for the Water Act 2016	Liaising with the Water Sector stakeholders to formulate the regulations
Limited Exchequer Funding	<ul style="list-style-type: none"> Increased Government requirements Over reliance on the exchequer 	<ul style="list-style-type: none"> Justification and appeal for additional budget Explore external funding

Threats	Contributory Factors	Strategic Response
Rigid socio-cultural attachment to land by project affected persons (PAPs) and community resistance to the projects and lack of adequate information	<ul style="list-style-type: none"> Socio-cultural factors and lack of adequate procedures for engaging with stakeholders Inadequate advance project information 	<ul style="list-style-type: none"> Enhanced stakeholder involvement, sensitisation and compensation Provide accurate advance project information to stakeholders
Insecurity in areas of operation	Unequal access to resources & social-political factors Terrorism	Engage Government security in areas of operation Collaborate with all stakeholders
High levels of environmental degradation at catchments	Competition for the available resources Ignorance on environmental conservation measures Opportunistic Encroachment	Liaise with the legislation enforcement agencies Collaboration with other stakeholders to increase the forest cover Budgeting for afforestation and environmental restoration Increased environmental conservation information to stakeholders using multi agency approach especially County Governments
Competition in the labor market	Rigid scheme of service Remuneration below competitor rates	Review and implement the Authorities human resources instruments
Resistance from the counties on the implementation of National projects	Role conflict between counties and national Government as regards water infrastructure development	Liaising with the Water Sector stakeholders to formulate and implement water regulations Closer collaboration with counties to work together as partners
Climate change due to human activities	Destruction of catchment areas Flooding in the country	Liaise with the legislation enforcement agencies

2.5 Stakeholder Analysis

Basic Identification Method was used to come up with the stakeholders who were further grouped according to their expectation and obligations (*refer to table below*).

Table 7: Stakeholder Identification

No.	Stakeholder	Stakeholder Expectation	Stakeholder Obligation
1.	National Government	<ul style="list-style-type: none"> • Water harvesting and storage infrastructure development • Undertake National Water public works • Implement flood control works • Compliance with our mandate • Accountability in conducting public business 	<ul style="list-style-type: none"> • Funding of programs • Security at project areas • Appropriation of funds • Participation • Legislation
2.	Ministry of Water, Sanitation and Irrigation	<ul style="list-style-type: none"> • Fulfillment of our mandate • Collaboration 	<ul style="list-style-type: none"> • Policy guidance • Resource allocation and mobilization • Harmonisation of labor relations • Linkage to other MDAs • Approvals: funds, regulations & projects
3.	County Governments	<ul style="list-style-type: none"> • Partnership • Involvement in planning and implementation of projects 	<ul style="list-style-type: none"> • Collaboration and cooperation in project planning and implementation
4.	Professional bodies and Training institutions	<ul style="list-style-type: none"> • Partnership • Adherence to professional codes and standards • Application research methods/skills learnt 	<ul style="list-style-type: none"> • Collaboration • Continuous professional support in training and research development
5.	Development Partners	<ul style="list-style-type: none"> • Water harvesting and storage • Undertake National Water public works • Implement flood control works • Good governance 	<ul style="list-style-type: none"> • Funding • Technical support • Collaboration • Monitoring and Evaluation

No.	Stakeholder	Stakeholder Expectation	Stakeholder Obligation
6.	Inspectorate of State Corporations and Office of the Auditor General	<ul style="list-style-type: none"> • Prudent use of resources and proper keeping of books of accounts • Cooperation • Compliance with our roles & obligations • Compliance with legal and regulatory requirements 	<ul style="list-style-type: none"> • Advisory • Certification • Oversight
7.	The National Treasury	<ul style="list-style-type: none"> • Prudent use of resources • Budget proposals • Compliance with the legal and regulatory requirements 	<ul style="list-style-type: none"> • Funding • Oversight • Monitoring and evaluation
8.	Water Sector Institutions	<ul style="list-style-type: none"> • Collaboration and adherence to regulations 	<ul style="list-style-type: none"> • Collaboration • Cooperation • Compliance to service standards & regulations
9.	Private Sector	<ul style="list-style-type: none"> • Harvesting and storage of water • Public participation 	<ul style="list-style-type: none"> • Consultation and engagement • Collaboration
10.	The Public (Citizens) including special interest groups e.g., youth, women, persons with disability, etc.	<ul style="list-style-type: none"> • Harvesting and storage of water • Information provision • Involvement in project implementation • Adherence to the set guidelines 	<ul style="list-style-type: none"> • Cooperation • Collaboration • Participation • Oversight
11.	Regulators: NEMA, KEBs, NCA, KFS, WRA	<ul style="list-style-type: none"> • Adherence to regulations 	<ul style="list-style-type: none"> • Compliance to service standards & regulations
12.	Suppliers	<ul style="list-style-type: none"> • Prompt payments • Fairness • Information 	<ul style="list-style-type: none"> • Delivery of quality goods and services as per the contract • Transparency, reliability and accountability • Information sharing
13.	Politicians	<ul style="list-style-type: none"> • Harvesting and storage of water • Fairness in all operations 	<ul style="list-style-type: none"> • Cooperation • Participation • Political Goodwill
14.	Media	<ul style="list-style-type: none"> • Information sharing • Good media relations 	<ul style="list-style-type: none"> • Objective media coverage • Partnerships

2.6 Lessons Learnt and Way Forward

From the overall situation analysis, the following recommendations are proposed for response by the current plan:

- Under finance and planning, there is need to institutionalise monitoring, evaluation and reporting system; reduce over dependence on the Exchequer; align performance contracts and annual work plans with the Strategic Plan; establish a risk management framework and continuously engage development partners.
- To address the technical gaps identified, there is need to enhance capacity, recruit and improve ICT infrastructure. Finally, the corporate and legal gaps will be addressed through official launching of the Strategic Plan, budgeting for publicity and branding, enhanced stakeholder participation forums and development of contract management policy guidelines.



On-going flood control works.



Marigat flood control site in Baringo County, Gabion boxes under construction.



Completed section of gabion boxes at the Marigat flood control site in Baringo County.

STRATEGIC FOCUS

CHAPTER 03



3.1 Introduction

This chapter presents the strategic philosophy; that is the Vision, Mission, Mandate and Core Values of the NWHSA as the anchor of strategic planning. In addition, the chapter presents prioritised strategic areas of focus in form of strategic objectives, strategies and attendant activities. It further presents a summary of interventions to be accomplished by the Strategic Plan.

3.2 Vision, Mission, Mandate and Core Values

3.2.1 Vision

“The premier authority in water resources infrastructure development and management in Kenya and beyond:

3.2.2 Mission

“Developing and managing national water works infrastructure towards enhancing water security, flood mitigation and water storage for multi-purpose use.”

3.2.3 Mandate

The mandate of the NWHSA as stipulated by section 32(1) of the Water Act 2016 is:

- (1) The functions and powers of the Water Storage Authority shall be to:
 - (a) Undertake on behalf of the National Government, the development of National Public Water Works for water resources storage and flood control;
 - (b) Maintain and manage National Public Water Works Infrastructure for water resources storage;
 - (c) Collect and provide information for the formulation by the Cabinet Secretary of the national water resources storage and flood control strategies;
 - (d) Develop a water harvesting policy and enforce water harvesting strategies;
 - (e) Undertake on behalf of the National Government strategic water emergency interventions during drought; and
 - (f) Advise the Cabinet Secretary on any matter concerning National Public Water Works for water storage and flood control.

- (2) The Water Storage Authority may appoint agents for the operation, management, maintenance and safety of any storage infrastructure that it has developed.
- (3) The Water Storage Authority shall have such other powers and functions as may be conferred or imposed on it by this or any other Act.

3.2.4 Core Values

The Authority, in its endeavor to realise its mission and vision, upholds various core values. These core values have been summed up in an acronym “STRAIGHT” for ease of understanding as shown below:

Sustainability:	Implementing development projects that take into consideration the current and future generation’s welfare.
Transparency:	Acting in an open and honest manner in delivering our services.
Reliability:	Delivering our mandate with resolve, consistency and trust.
Accountability:	Answerable and acknowledging responsibility for our actions and decisions without shifting blame.
Innovation:	Growth in creativity and being responsive to new ideas.
Governance:	Upholding principles of integrity.
Honesty:	Upholding a quality of fairness and truthfulness in our operations.
Teamwork:	Maintaining synergy in service delivery while ensuring professionalism.

3.3 Strategic Objectives

The strategic objectives of the Authority are to:

- (1) To increase water storage in the country by 148.6 million cubic meters by the year 2026 and enhance sustainability of constructed water structures through operations and maintenance.
- (2) To protect/save lives and property from the effects of floods and drought by construction and maintenance of 70km of dykes, construction of 125 No. small pans/dams and 203 No. boreholes.
- (3) To mainstream cross-cutting and policy issues as per legal and regulatory guidelines.
- (4) To enhance financial sustainability.
- (5) To improve corporate image and enhance customer service delivery.

3.4 Summary of Anticipated Accomplishments by the Strategic Plan

During the Plan period, the Authority intends to increase water storage capacity by 148.6 million cubic meters (Mm³). This will be achieved through construction of Siyoi Muruny, Nakue'tum (Peace), Umaa&Badasa dams and domestication of water harvesting policy for rain water harvesting. The Authority will also undertake construction and maintenance of 70km dykes and 45km of river training structures, construct 125 No. small pans/dams and drill and equip 203 No. boreholes for drought mitigation. This is aimed at protecting and saving lives and properties in various parts of the country. In addition, the Authority will undertake various strategic emergency interventions during drought such as borehole drilling and water tracking.

3.5 Analysis of Strategic Objectives, Strategies and Activities

Table 8: Analysis of Strategic Objectives, Strategies and Activities

Strategic Objective	Strategies	Activities
1. To increase water storage in the country by 148.6 million cubic meters by the year 2026 and enhance sustainability of constructed water structures through operations and maintenance	1. Construction of large, medium and small size dams	Carry out stakeholder sensitisation
		Carry out feasibility studies
		Carry out preliminary & final designs
		Undertake Resettlement Action Plan (RAP)
	2. Operate and maintain large/medium size dams	Construct large/medium and small size dams
		Operate and maintain large/medium/small size dams
	3. Management of dams	Develop a dam management framework
	4. Develop inter basin and cross county water works	Carry out stakeholder sensitisation
		Carry out feasibility studies for bulk water pipelines and water canals
		Carry out final designs for bulk water pipelines and canals
		Construct bulk water pipelines and canals
		Operate and maintain bulk water pipelines and canals

Strategic Objective	Strategies	Activities
	5. Appoint agents for the operation, management, maintenance and safety of any storage infrastructure developed	Map National Public Water Works Infrastructure into Water Works Development Agencies' areas of jurisdiction
		Develop ToRs for operation, managing and maintenance of the infrastructure
2. To protect/ save lives and property from the effects of floods and drought by construction and maintenance of 70km of dykes, construction of 125 No. small pans/dams and 203 No. boreholes	1. Construction and maintenance of flood control structures	Sign Service Level agreements with the appointed agents
		Mapping and undertaking feasibility studies of new flood areas
		Design and construct dykes and river training
		Design and construct check dams Maintenance of the dykes and check dams (de-silting)
	2. Exploit and manage underground water during drought and emergencies	Map and undertake feasibility studies of drought prone areas
		Identify and develop drought water emergency intervention measures
		Drill 203 No. emergency boreholes in drought prone areas
		Construct 125 No. small pans/dams for drought mitigation
		Mobilise water bowzers to drought hit areas

Strategic Objective	Strategies	Activities
	3. Advise Cabinet Secretary on water resources storage and flood control strategies	Collect and provide information for the formulation by the Cabinet Secretary on the national water resources storage and flood control strategies Advise the Cabinet Secretary on any matter concerning national public water works for water storage and flood control
	4. Develop a water harvesting policy and enforce water harvesting strategies	Develop a National Water Harvesting Policy
		Sign collaborative MoUs with other agencies for enforcement such as County Physical Planning offices, NCA & NEMA
3. To mainstream cross-cutting and policy issues as per legal and regulatory guidelines	1. Comply with gender mainstreaming policy as per guidelines	Implement gender mainstreaming policy as per laid down guidelines
	2. Comply with disability mainstreaming policy as per guidelines	Implement disability mainstreaming policy as per laid down guidelines
	3. Comply with HIV/AIDS mainstreaming policy as per guidelines	Implement HIV/AIDS mainstreaming policy as per laid down guidelines
	4. Comply with alcohol, drug and substance abuse mainstreaming policy as per guidelines	Implement alcohol, drug and substance abuse mainstreaming policy as per laid down guidelines
	5. Promote national cohesion and integration	Implement the National Cohesion and Integration policy
	6. Empower youth, women, and persons with disabilities (socio-economic factors)	Offer attachment/internship/apprenticeship to the youth
		Offer 30 percent of tenders to youth, women and persons with disability

Strategic Objective	Strategies	Activities
	7. Eradicate corruption within the Authority	Implement anti-corruption prevention policies and action plans
		Implement Mwongozo code of conduct
	8. Comply with legal and regulatory requirements	Implement legal and regulatory requirements
	9. Establish regional offices, attract, recruit, develop and retain highly skilled staff	Conduct job evaluation
		Implement job evaluation report findings
		Review the organisation structure of the Authority
		Review the Career Progression Guidelines for the Authority
		Review of the HR Policies and Procedures Manual
		Conduct a Skills Gap Analysis (HR Planning)
		Conduct Training Needs Assessment (TNA)
		Implement TNA Report
		Competency based recruitment, placement, training and development
		Attractive and competitive remuneration
	10. Institutionalize performance management system	Review & implement performance management system
		Undertake change management
		Maintain ISO certification
	11. Comply with ICT policy as per Government guidelines	Review and implement ICT policy
		Conduct an ICT Audit
		Acquire & replace desktops and laptops
		Develop and implement integrated ERP and EDMS
		Develop, implement and maintain an interactive portal

Strategic Objective	Strategies	Activities
4. To Enhance financial sustainability	12. Comply with security and safety measures	Implement security and safety measures as per laid down guidelines
	13. Comply with road safety mainstreaming	Implement road safety mainstreaming as per laid down guidelines
	1. Increase Government funding	Negotiate and justify for additional funding
		Ensure timely performance reporting
		Undertake regular project audits
	2. Comply with good Governance guidelines	Reduce external audit queries
	3. Engage development partners for financial and technical support	Identify and profile potential development partners
		Prepare and submit fundraising proposals
		Undertake value for money studies
		Develop and implement an engagement framework
	4. Strengthen the capacity of Business Development Unit (BDU)	Develop and implement the BDU policy document
		Market BDU services
		Build capacity by acquiring new plant and equipment
	5. Improve internal performance efficiency/bringing down project costs	Public private partnerships (PPP)
		Capacity building and cost cutting measures
	6. Embracing innovative financing projects such as PPPs	Diversify revenue sources
		Develop and implement an engagement framework
5. Improve Corporate Image of the Authority	1. Develop and implement a communications strategy	<ul style="list-style-type: none"> • Develop and implement a Communications Strategy • Develop and implement a Brand Identification Manual • Develop and implement a Corporate Social Responsibility/Corporate Social Initiative policy

Strategic Objective	Strategies	Activities
	2. Enhance customer service	<ul style="list-style-type: none"> • Media Relations (Enhance online presence through social media and documentaries/ infomercials) • Undertake Customer Satisfaction Surveys • Establish a Resource Centre at the Headquarters • Publish relevant Information, Communication & Education (ICE) materials • Place emphasis on procurement framework
	3. Enhance stakeholders engagement	<ul style="list-style-type: none"> • Be an active member in local & international water infrastructure institutions • Set benchmarks and best practices through shared information • Organise interactive local and international conferences



Completed community water pan for domestic water supply and livestock use.



Modern rig undertaking borehole drilling.



One of our drilling rigs. NWHSA has accomplished many boreholes using such equipment.

CHAPTER 04



IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Introduction

This chapter presents implementation and coordination plan, assumptions, risks analysis and mitigation framework, organisational structure and resource requirements.

4.2 Implementation and Coordination Plan

The implementation matrix presented as Annex 1 shall guide the Plan's implementation process. In addition, the implementation process will take into account factors arising from the SWOT and risk analysis and mitigation measures. Each department will draw annual work plans from the implementation matrix. The work plans will be consolidated into a master NWHSA annual work plan which will be presented to the Board by the Chief Executive Officer for approval. The approved work plans will form the basis for performance contracting.

The Authority's Corporate Services department will coordinate the overall implementation of the Plan under the guidance of the Chief Executive Officer who will in turn, provide regular updates to the Board.

4.3 Assumptions

Implementation of the Plan is premised on the following assumptions:

- (i) The devolution process with respect to the legal issues will proceed smoothly.
- (ii) Sufficient resources as envisaged in this Plan will be available during the Plan period.
- (iii) The Authority will be a going concern.
- (iv) Vision 2030 shall remain the basic blueprint of the successive governments.
- (v) Political stability and security will prevail.
- (vi) Political and management goodwill throughout the Plan period.

4.4 Risk Analysis and Mitigation Framework

There are several risks to the implementation of this Strategic Plan. The risks have been identified, their occurrence and impacts rated and possible mitigation measures determined as elucidated in the table below:

Table 9: Risk Analysis and Mitigation Framework

No.	Risk	Occurrence	Impact	Mitigation
1.	Lack of political goodwill in project implementation	Low	High	<ul style="list-style-type: none"> Strong lobbying and cordial collaboration
2.	Inadequate funding	Medium	High	<ul style="list-style-type: none"> Ensure budget proposals are submitted on time Engage the Parent Ministry for more funds Revamp and market BDU Reach out to development partners
3.	Insecurity in areas of operations	Medium	High	<ul style="list-style-type: none"> Work with national and local security agencies in all the areas of operations of the Authority Provide insurance cover for machinery and personnel
4.	Inadequate communication to stakeholders	Low	High	<ul style="list-style-type: none"> Set budget for communication to stakeholders Prepare and implement Communication Strategy to ensure effective and coordinated flow of information Establish a resource center for sharing information and knowledge management Stakeholders' involvement
5.	Resistance to change and negative attitude by stakeholders	Low	High	<ul style="list-style-type: none"> Capacity build staff on change management and attitude through culture change Stakeholders' sensitisation fora

No.	Risk	Occurrence	Impact	Mitigation
6.	Loss of data or assets through fire or theft	Low	High	<ul style="list-style-type: none"> • Appoint and train fire marshals • Fireproof cabinets • Offshore data backups • Ensure the assets are adequately insured • Digitisation of records and systems • Health and safety measures to be put in place
7.	Litigation against the Authority	Low	High	<ul style="list-style-type: none"> • Lobby for commitment from parent Ministry for timely and adequate disbursement of funds to clear outstanding and future claims • Improve the drafting of contracts and contract management • Ensure compliance with all set statutes, HRPPM and other guidelines • Align procurement of legal services to the Advocates Remuneration Order • Ensure close supervision of legal cases for timely determination • Improve contract management and follow procedures • Take professional indemnity cover for staff
8.	Technological risks	Medium	High	<ul style="list-style-type: none"> • Ensure restricted access to ICT offices • Ensure a clear back up mechanism of data preferably in an offsite server

No.	Risk	Occurrence	Impact	Mitigation
9.	Community rejecting projects	Medium	High	<ul style="list-style-type: none"> • Sensitise communities through stakeholders education forums • Factor in project administration costs to include stakeholder forums, project audits, M&E and publicity during project planning and budgeting • Collaborate and engage more with other National and County agencies
10.	Turnover of Management Staff	Low	High	<ul style="list-style-type: none"> • Reward and compensate staff and harmonise with the industry • Conducive work environment • Review employment contract tenure
11.	Labor unrest	Low	Me- dium	<ul style="list-style-type: none"> • Conducive work environment & collective bargaining agreement with staff • Complaint's resolution mechanism
12.	Cost over runs	Medium	High	<ul style="list-style-type: none"> • Government to honor signed contracts through timely funding • Proper contract management • Compliance to legal and regulatory framework
13.	Corruption	Low	High	<ul style="list-style-type: none"> • Ensure anti-corruption committee is in place • Report corrupt practices to relevant authorities • Sensitise staff and stakeholders on the effect of the vice

4.5 Resource Requirements and Mobilisation Strategies

4.5.1 Financial Resource Requirements

The following are the estimates of financial resource requirements to implement the Strategic Plan.

Table 10: Resource Requirements & Sources of Funds

S/ No.	Strategic Objectives	Financial Years And Amounts (Millions Kshs)					Total
		2021/2 2	2022/2 3	2023/2 4	2024/2 5	2025/2 6	
1.	To increase water storage in the country by 148.6 million cubic meters by the year 2026 and enhance sustainability of constructed water structures through operations and maintenance	7,701.50	8,585.00	9,357.50	10,680.00	10,953.00	47,277.00
2.	Protect/save lives and property from the effects of floods and drought	709.00	871.00	969.00	1,034.00	1,141.00	4,724.00
3.	Mainstream cross-cutting and policy issues as per guidelines	1,305.90	728.70	762.66	797.20	840.91	4,435.35
4.	Enhance financial sustainability of the Authority	129.00	171.00	1,341.00	429.00	343.00	2,413.00
5.	Improve the image of the Authority and enhance customer service	60.00	58.50	73.00	71.00	72.50	335.00
Programs sub total		9,905.40	10,414.20	12,503.16	13,011.20	13,350.41	59,184.37

S/ No.	Strategic Objectives	Financial Years And Amounts (Millions Kshs)					
		2021/2 2	2022/2 3	2023/2 4	2024/2 5	2025/2 6	Total
	Recurrent Expenditure	626	657.3	690.2	724.7	760.9	3,459.1
	CAPEX	2,783.82	2,927.07	3,543.89	3,685.95	3,776.85	16,717.58
	Ongoing and New Projects	6,495.58	6,829.83	8,269.07	8,600.55	8,812.66	39,007.69
	TOTAL RESOURCE REQUIREMENTS	9,905.40	10,414.20	12,503.16	13,011.20	13,350.41	59,184.37
		Sources of Funds					
	GoK	8,785.40	8,774.20	10,343.16	10,331.20	9,650.41	47,884.37
	BDU	120.00	140.00	160.00	180.00	700.00	1,300.00
	DEVELOPMENT PARTNERS	1,000.00	1,500.00	2,000.00	2,500.00	3,000.00	10,000.00
	TOTAL RESOURCES MOBILISATION	9,905.40	10,414.20	12,503.16	13,011.20	13,350.41	59,184.37

4.5.2 Human Resources

The current total number of staff (in-post) is 193 No. against an establishment of 220 No. officers, resulting in a negative variance of 27 No. staff.

Current Staff Distribution within the Authority

S/ NO.	Department	Authorized Establishment	In-post	Variance
1.	Human Resources & Administration	29	26	-3
2.	Finance & Corporate Planning	22	28	+6
3.	Corporate and Legal Services	11	13	+2
4.	Construction and Electro-mechanical	120	87	-33
5.	Technical Planning and Design	29	20	+9
6.	Procurement	5	14	-9
7.	Internal Audit	4	5	-1
	TOTAL	220	193	-27

4.5.3 Financial Resource Mobilisations Strategies

The Authority will mobilize financial resources through aligning the following strategies:

- (a) **Government Grants:** The Authority will lobby for more resources from the Government to execute its mandate.
- (b) **Development Partners:** The Water Sector is already attracting funds from various development partners. The Authority will profile, prepare and present proposals for the purposes of sourcing for funds for its development projects.
- (c) **Joint Venture Agreements:** Joint ventures are strategies used by organisations to enhance competitiveness. The Authority will explore possible areas for cooperation such as water infrastructure development, irrigation and power co-generation. Possibilities of Public Private Partnerships (PPPs) will also be explored.
- (d) **Business Development Unit:** The Authority will build the capacity of the BDU to undertake commercial activities to supplement the Government grants for recurrent expenses. These activities include but not limited to drilling boreholes, constructing dams and providing consultancy services.

4.6 Organisational Structure

The NWHSA is organised into two main organs: The Board of Directors and Management (see Annex 3). The roles of each organ are elucidated below.

4.6.1 Board of Directors

The Board is responsible for providing the overall policy direction of the Authority. The Board works through four committees namely;

- (i) Human Resource and General Purpose Committee.
- (ii) Finance Committee.
- (iii) Strategy, Technical and Business Development Committee.
- (iv) Governance, Risk and Audit Committee.

4.6.2 Office of the Chief Executive Officer

The Chief Executive Officer is the Accounting Officer and is responsible for the implementation of policies and programs of the Authority.

4.6.3 Departments, Divisions and Professional Skills

The Authority's mandate is organised into seven (7 No.) departments and fourteen (14 No.) divisions as shown in the table below.

Table 11: Departments

S/ No.	Department	Divisions/Functions	Professional Skills
1.	Corporate Secretary and Legal Services	1.1 Legal Services 1.2 Board Secretariat	Lawyers, Certified Secretary
2.	Corporate Services	2.1 Human Resource and Administration 2.2 Finance and Accounts 2.3 ICT 2.4 Corporate Communications	Human Resource and Administration Officers, Transport Officers, Finance Officers/ Accountants, ICT Officers, Corporate Communication Officers, Security Officers, Office Administrative Personnel

S/ No.	Department	Divisions/Functions	Professional Skills
3.	Infrastructure Development and Emergency Response	3.1 Infrastructure Development 3.2 Drought & Flood Mitigation and Emergency Response	Engineers, Plant Operators, Artisans, Craftsman, Water Inspectors, Superintendents, Emergency Response Officers
4.	Infrastructure Maintenance and Regional Coordination	4.1 Regional Coordinators	Geologists, Engineers, Surveyors, Valuers, Community Advocacy Officers, Environmentalists, Planning Officers, Hydrologists, Superintendents, Plant Operators, Artisans, chemists, drillers, marketing officers
5.	Infrastructure Planning, Environment and Social Safeguards	5.1 Safeguard Operations, Safety and Maintenance	Geologists, Engineers, Surveyors, Community Advocacy Officers, Environmentalists, Planning Officers, Hydrologists, Plant Operators, Artisans, Draughtsman, Chemist
6.	Research, Strategy & Corporate Planning and Compliance	6.1 Research and Strategy, Business Development and Resource Mobilisation 6.2 Risk Management 6.3 Quality Assurance 6.4 Performance Management 6.5 Monitoring and Evaluation	Economists (Research and Strategy, Performance Management and Monitoring Evaluation) Researcher, Risk Management and Quality Assurance Officers, Business Development and Resource Mobilisation Officers, Marketing Officers, Estate Management Officers.

S/ No.	Department	Divisions/Functions	Professional Skills
7.	Internal Audit	7.1 Compliance & Assurance 7.2 Internal Auditing 7.3 Risk Management	Financial Auditors Technical Auditors Quality Assurance Officers Risk Management Officers Compliance Officers
INDEPENDENT DIVISION			
8.	Supply Chain Management	8.1 Procurement Planning 8.2 Procurement of Works, Goods and Services 8.3 Disposal of Assets Inventory management 8.4 Contract Management	Supply Chain Officers, Supply Chain Assistants
CORPORATE SERVICES DIVISIONS			
9.	Human Resource and Administration	9.1 Staff recruitment & selection 9.2 Training & Development 9.3 Salaries and Benefits Administration 9.4 Labor relations, Staff Welfare Schemes & Staff Separation 9.5 Security Services 9.6 Office Administrative Services 9.7 Transport	Human Resource Officers, Office Administrators, Security Officers, Office Administrative Officers, Records Officers
10.	Finance and Accounts	10.1 Budgeting and Budget Control 10.2 Financial Planning & Reporting 10.3 Asset Management 10.4 Working Capital Management	Economists, Finance Officers, Accountants

S/ No.	Department	Divisions/Functions	Professional Skills
11.	ICT	11.1 Network Administration 11.2 Hardware ad Ministration 11.3 Systems Development and Implementation 11.4 ICT trainings 11.5 Disaster Management 11.6 Website Management & Enhancement	ICT Officers, ICT Assistants
12.	Corporate Communications	12.1 Stakeholder Engagement 12.2 Event Planning & Management 12.3 Media Relations & Publicity 12.4 Branding 12.5 Crisis Management	Corporate Communication Officers, Customer Care Officers
INFRASTRUCTURE DEVELOPMENT AND EMERGENCY RESPONSE DIVISIONS			
13.	Infrastructure Development	13.1 Developing National Public Water Works for Water Resources Storage 13.2 Flood Control and Emergency Response	Engineers, Superintendents, Craftsman, Water Inspectors, Emergency Response Officers
14.	Drought & Flood Mitigation and Emergency Response	14.1 Developing National Public Water Works for Flood Control and Emergency Response 14.2 Mitigate Effects of Drought and Emergency Response	Engineers, Superintendents, Craftsman, Water Inspectors, Emergency Response Officers

S/ No.	Department	Divisions/Functions	Professional Skills
INFRASTRUCTURE MAINTENANCE AND REGIONAL COORDINATION DIVISIONS			
15.	Maintenance & Regional Coordination	15.1 Field Operations, Safety of Water Infrastructure Facilities and Maintenance of Plant & Equipment	Engineers, Geologists, Surveyors, Hydrologists, Artisans, Community Development Officers, Environmentalists, Chemists
INFRASTRUCTURE PLANNING, ENVIRONMENT AND SOCIAL SAFEGUARDS			
16.	Planning and Design	16.1 Planning and Design 16.2 Land survey 16.3 Hydrological Mapping 16.4 Geological Survey	Engineers, Geologists, Surveyors, Hydrologists, Artisans, Chainmen, Craftsman, Environmentalists, Cartographer
17.	Environmental Safety and Social Safeguards	17.1 Environmental Studies 17.2 Water Quality Assurance	Community Advocacy, Environmental Officers, Chemists, Laboratory Technicians.
RESEARCH, STRATEGY, CORPORATE PLANNING AND COMPLIANCE			
18.	Research & Strategy	18.1 Strategic Planning 18.2 Policy Formulation 18.3 Performance Contracts 18.4 Monitoring and Evaluation 18.5 Risk Management and Compliance	Economists(Research and Strategy, Performance Management and Monitoring Evaluation) Researcher, Risk Management and Quality Assurance Officers
19.	Business Development and Resource Mobilisation	19.1 Development of Strategies and Programs for Partnership Development and Collaboration Mobilising Resources 19.2 Managing Assets and Properties	Business Development and Resource Mobilisation Officers, Marketing Officers, Estate Management Officers



Amphitheatre facility for meetings and hire.

CHAPTER 05



MONITORING, EVALUATION AND REPORTING

5.1 Introduction

Monitoring, Evaluation and Reporting (M,E&R) is an integral part of effective implementation of the Strategic Plan. The purpose of monitoring and evaluation is to assess the extent to which strategies and their corresponding activities are implemented according to the Plan and any deviation corrected. Further, effectiveness, efficiency (cost-effectiveness), sustainability and impact of the interventions from the Strategic Plan will be assessed.

5.2 Responsible M,E&R Unit and General Approach

M,E&R will be the responsibility for Research, Strategy and Performance Management Division. The Division will undertake continuous collection and processing of performance indicator (objectively verifiable indicator) data while reporting will be done periodically (quarterly) to inform corrective measures for the implementation of the Strategic Plan as well as other management decisions such as performance contracting. Further, periodical evaluation of the effectiveness, efficiency, sustainability and impact(outcomes) of the Strategic Plan will be carried out using protocols and instruments developed by the Research, Strategy and Performance Management Division.



Kakamega Regional Offices. Creation of regional offices takes services closer to the local communities.



Nyando flood control site office, Ahero in Kisumu County.



Watermaster for dredging works and harvesting of water hyacinth.



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Annex 1: Implementation Matrix (To be read together with Annex 2)

Strategic Objective 1: To Increase Water Storage In The Country By 148.6 Million Cubic Meters By 2026 And Enhance Sustainability Of Constructed Water Structures				Actor	Target by Plan Year						Budget by Plan Year (Kshs Millions)					
Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total
Strategy 1: Construction of Large and Medium size dams	Carry out stakeholder sensitisation	Stakeholders sensitised	No. of sessions held and the reports	GM-IPSS	8	8	8	8	8	40	20	25	30	35	40	150
	Carry out feasibility studies	Feasibility studies done	No. of feasibility reports		27	30	35	40	45	177	137	157	182	210	240	926
	Carry out preliminary and final designs	Preliminary and final Design reports	No. of preliminary and final design reports		27	30	35	40	45	177	240	275	320	370	420	1,562
	Undertake resettlement action plans	Land compensation records	No. of acres compensated (in '000')		4	4	3	4	2	17	2,000	2,000	1,800	2,000	1,000	8,800
	Commence construction of large Dam	Commenced construction	No. of large dams construction commenced	GM-IDER	27	30	35	40	45	177	5,175	5,950	6,840	7,870	9,050	34,885

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total		
Strategy 2: Management of Dams	Develop management framework	Management frameworks	Framework in place	GM-IMRC	1		1		-	1	5		1			6		
Strategy 3: Operations and Maintenance of dams	Operation & maintenance of dams	Operations and maintenance of dams	No. of dams operated and maintained	GM-IMRC	27	30	35	40	45	177	14.5	15.5	16.5	22	25	93.5		
Strategy 4: Develop Inter-Basin and Cross-county Water Works	Carry out stakeholder sensitisation (Pipeline)	Sensitised stakeholders	No. of reports/ minutes for sensitisations meetings	GM-IPESS	1	2	2	2	2	9	6.5	13	13	13	13	58.5		
	Final designs for bulk water pipelines	Final designs done	No. of final design reports		1	2	2	2	2	9	25	50	50	50	50	225		
Strategy 5: Rain Water Harvesting	Carry out stakeholder sensitisation/ Education	Sensitised stakeholders	No. of reports/ minutes for sensitizations meetings	GM-IPESS	2	5	4	4	4	19	1	4	3	3	3	17		
	Resource Mobilisation and partnership development	MoUs	No of partners	GM-RSC PC		1	1	1	1	4		1.5	1.5	1.5	1.5	6		

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total
	Implementa- tion	Contract document	No. of rain water catchment in- frastructures installed	GM- IDER		2	2	2	2	8		10	10	10	10	40
Strat- egy 6: Develop National under-ground Water resources (aquifers)	Carry out hydro-geological surveys	Survey re-ports done	No. survey reports	GM- IPESS	1	2	3	3	3	12	1.5	3	4.5	4.5	4.5	18
	Drill & de-velop wells	Wells drilled & developed	No. of wells drilled & developed	GM- IDER	10	10	10	10	10	50	50	50	50	50	50	250
Strat- egy 7: Manage National under-ground Water Resources	Operation & maintenance of the infra-structure	Operations & maintenance reports	No. of reports on operations & maintenance	GM- IMRC	1	1	1	1	1	5	5	5	5	5	5	25
SUB – TOTAL 1											7,701.5	8,585	9,357.5	10,680	10,953	47,277
Strategy 8: Con-struction of Flood Control structures	Undertake mapping new flood areas	New Flood prone areas mapped	No. of reports of new flood prone areas mapped	GM- IPESS	2	2	2	2	2	10	2	2	2	2	2	10

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total		
	Undertake feasibility studies for new flood areas	Feasibility studies done	No. of re-ports of new flood areas	GM-IPESS	2	2	2	2	2	10	2	2	2	2	2	10		
	Design dykes	Dykes designed	Kilometers of dykes designed	GM-IPESS	12	18	20	25	25	100	12	18	20	20	20	100		
	Construct dykes	Dykes constructed	Kilometers of dykes constructed	GM-IDER	12	18	20	25	25	100	120	180	200	250	250	1,320		
	Designs for river training	Rivers designed	Length in kilometers of rivers designed	GM-IPESS	10	20	20	25	25	100	10	20	20	25	25	100		
	River training	Rivers trained	Length in kilometers of rivers trained	GM-IDER	10	15	15	15	15	70	30	45	45	45	45	200		
	Design and construct check dams	Check dams constructed	No. of check dams constructed	GM-IPESS	1	2	2	2	2	9	30	50	50	50	50	230		
Strategy 9: Maintenance of Flood Control Structures	Maintenance of the dykes	Dykes maintained	KM Maintained	GM-IMRC	12	18	20	25	25	100	12	18	20	25	25	100		

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total
Strategy 10: To Mitigate the Effects of Drought	Maintenance of the check dams (de-silting)	Check dams maintained	No. of check dams maintained	GM-IMRC	1	2	2	2	2	7	1	2	2	2	2	9
	To construct and maintain 125 small dams/pans	Small pans/dams constructed	No. of small pans/dams constructed	GM-IPESS	25	25	25	25	25	125	175	175	200	200	225	975
	To drill and equip 203 boreholes in ASALs	Boreholes drilled	No. of boreholes drilled	GM-IPESS	40	40	41	41	41	203	240	240	287	287	369	1,423
Strategy 11: Advise CS on Water Resources Storage and Flood Control Strategies	Collect information on national water resources	Reports prepared	No. of Reports Prepared	GM-IPESS/RSCP	1	2	2	2	2	9	1	2	2	2	2	9

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total
	Provide information on national water resources storage and flood control strategies to the CS	Reports prepared and forwarded to the Cabinet Secretary	No. of reports prepared and forwarded to the Cabinet Secretary		1	2	2	2	2	9	1	2	2	2	2	9
SUB – TOTAL 2																
Strategy 12: Comply with Gender Main-Streaming Policy as per Guide-lines	Implement Gender Main-streaming policy as per guide-lines	Gender mainstreaming compliance Report	No. of Reports	GM-CS	4	4	4	4	4	20	1	1	1	1.5	1	5.5
Strategy 13: Comply with disability Main-Streaming Policy as per Guide-lines	Implement disability Main-Streaming Policy as per Guide-lines	Disability mainstreaming compliance Report	No. of Reports		4	4	4	4	4	20	2.5	1	1	25	1	8

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total		
Strategy 14: Comply with HIV/AIDS Main-streaming Policy as per Guide-lines	Implement HIV/AIDS Main-streaming policy as per guide-lines	HIV/AIDS compliance report	No. of reports		4	4	4	4	4	20	1	1	1	1.5	1	5.5		
Strategy 15: Comply with Alcohol, Drug & Substance Abuse Main-streaming Policy as per Guide-lines	Implement Alcohol, Drug & Substance Abuse Main-streaming Policy as per Guide-lines	Alcohol, Drug & Substance Abuse Main-streaming compliance Report	No. of Reports		4	4	4	4	4	20	2	2	2	2.5	2	10.5		
Strategy 16: Promote National Cohesion and Integration	Implement National Cohesion and Integration Policy	Implementation Report	No. of Reports	GM-CS	1	1	1	1	1	5	1	1	1	1	1	5		

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total
Strategic 17: Empowerment of Youth, Women and Persons with Disability (Social-Economic Factor)	Offer attachment/internship/apprenticeship to the youth	Attachments/ internships/ apprentice letters	No. of youths offered attachment/ internship/ apprenticeship	GM-CS	22	22	25	25	30	124	6.6	6.6	7.5	7.5	9	37.2
	Offer 30% of Authority tender awards to youth, women and persons with disability	Tender Award letters	% of tender awarded	M-SCM	30%	30%	30%	30%	30%	30%	485.6			0	0	485.6
Strategic 18: Eradicate Corruption within the Authority	Implement corruption Prevention Policies and Action Plans	Anticorruption implementation Reports	No. of reports	GM-IA	4	4	4	4	4	20	2	1	1	1	1	6
	Implement MWON-GOZO code of conduct	Implementation report	No. of reports		1	1	1	1	1	5	3	3	3	3	3	15

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total
Strategy 19: Comply with Legal and Regulatory Requirements	Implement Legal and regulatory requirements	Implementation report	No. of reports	GM-CS&LS GM-CS	1			-	1	2	2			2	4	
	Implement Job Evaluation Report findings	Staff aligned to positions with right skills and competencies	Reviewed job descriptions		1					1	2				2	4
	Implement job evaluation report findings	Staff aligned to positions with right skills and competencies	Reviewed job descriptions		1					1	2				2	
	Review the Organisation Structure	Identification of various jobs and levels	Reviewed Organisation Structure		1					1	2				2	

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total		
Strategy 20: Establish Offices, Attract, Recruit, Develop and Retain Highly Skilled Staff	Review the Career Progression Guidelines	Identification of various careers within the Authority	Reviewed career progression guidelines	GM-CS	1					1	1					2		
	Review of the HR Policies and Procedures Manual	Sustainable HR practices and policies	Reviewed HR Policy		1					1	2			-	-	2		
	Conduct a Staff Gap Analysis (HR Planning)	Identification of staffing needs	HR Planning Report		1					1	2					2		
	Conduct Training Needs Assessment (TNA)	Identification of staff training needs	Training Needs Assessment (TNA) Report		1	1	1	1	1	5	2	2	2	2	2	10		

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total	
Strategic 21: Establish Offices, Attract, Recruit, Develop and Retain Highly Skilled Staff	Conduct and implement Training Needs Assessment (TNA) Report	Identification of staff capacity building needs	Number of staff trained	GM-CS	10	20	30	40	50	150	2	4	6	8	10	30	
	Competency based recruitment, placement, training and development	Identify positions for recruitment	Number of positions recruiter	GM-CS	8					8	20					20	
Strategic 22: Establish Offices, Attract, Recruit, Develop and Retain Highly Skilled Staff	Attractive and competitive remuneration	Harmonised reward and compensation structure with the industry	Salary structure review	GM-CS	Re-Categorisation of the Authority class and remuneration and Implementation of new remuneration							626	657.3	690.165	724.6733	760.9069	

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total
	Establish and deploy staff to regional offices	Identify location for regional offices	Established regional offices		5	-	-	-	-	5	50	-	-	-	-	50
	Procurement of office furniture & Assorted equipment	Delivery notes for procured furniture & assorted equipment	Office furniture in place (Lot) & furniture & Assorted equipment		1	1	1	1	1	5	40	1.5	1.5	1.5	1.5	46
Strategy 23: Institutionalise Performance Management System	Review and implement performance management system	Regular staff reviews and appraisal	Align Staff reward & compensation with performance appraisal	GM-CS	2	2	2	2	2	10	2.5	2.5	2.5	2.5	2.5	12.5
	Undertake change management	Change Management Sensitisation workshops/ initiatives	No. of staff sensitised		220	20	20	20	20	300	5	0.5	0.5	0.5	0.5	7

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total		
	Maintain ISO Certification	Transition from ISO 9001:2008 to 2015 Certification	Certification	CEO	1	-	-	1	-	2	8	-	-	5	-	13		
		Internal Audits	No. of audit reports		2	2	2	2	2	10	1	1	1	1	1	5		
Strategy 24: Comply with ICT Policy as per Government Guidelines	Review and implement ICT policy	Reviewed ICT policy	Policy in place and in use	GM-CS	1	-	-	1	-	2	2	-	-	2	-	4		
	Conduct an ICT audit	ICT Gaps identified	Audit Report		1	-	-	-	-	1	-	2	-	-	-	2		
	Acquire new computers with software and UPS	Enhanced Computer to User ratio	No. of computers with software and UPS acquired		50	24	20	20	20	134	9	6.5	5	5	5	30.5		
	Acquire Internal Audit System	Efficient Internal Audit	Internal Audit System in place		-	1	-	-	-	1	-	3	-	-	-	3		

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total		
	Acquire Engineering Soft-ware and workbench tools	Enhance capacity for In-sourcing of projects	No. of Engineering software and work-bench tools		-	4	4	-	-	8	-	12	12	-	-	24		
	Implement data and system security	Secured data and system	Data and system security in place		4	5	5	5	5	24	5	5	5	5	5	25		
	Maintain and service ICT systems, ERP and equipment	Working and serviceable ICT systems and equipment	No. of maintenance and service contracts		5	5	5	5	5	25	5	5	5	5	5	25		
Strat-egy 25: Comply with ICT	Conduct ICT Research and Innova-tion	New ICT innovations	No. of in-novations	GM-CS	1	1	1	1	1	5	1	1	1	1	1	5		
Policy as per Gov-ernment Guide-lines	Develop &implement integrated news sys-tems: EDMS & web portal	Improved new systems in place	New Systems in place		2	2	2			10	3.2	2.3	2.5			13		

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total		21/22	22/23	23/24	24/25	25/26	Total	
Strategy 26: Safety and Security Measures	Implement safety and security measures	Implementation report	No. of reports	GM-CS	1	1	1	1	1	5		5	5	7	7	9	33	
Strategy 27: Road safety and Main-Streaming	Implement road safety measures	Implementation report	No. of reports	GM-CS	1	1	1	1	1	5		1.5	1.5	2	2	2	9	
SUB-TOTAL 3 Strategy 29: Comply with Good Governance as per Guidelines																		
Strategy 28: Increase Government Funding	Negotiate & justify for additional funding	Budgetary Allocation from Treasury	Increased budgetary allocation	GM-CS	2.1	1	1	1	1	6.1		1,305.9	728.7	762.66	797.2	840.91	4,435.35	
	Ensure timely performance reporting	Project status and expenditure reports	No. of reports		4	4	4	4	4	20		2	2	2	2	2	11	
	Undertake regular project audits	Audit Reports submitted	Audit reports		2	2	2	2	2	10		1	1	1	1	1	5	

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total		
Strategy 29: Comply with Good Governance as per Guide-lines	Reduced litigations	Reduced number of litigations	No. of litiga-tions	GM-CS	64	80	70	10	10	234	80	100	250	300	180	910		
	Reduced external audit queries	Reduced number of audit queries	No. of external audit queries		5	5	4	-	0	14	1	1	-	1	-	3		
Strategy 30: Engage Development Partners for Financial and Technical Support	Identify & profile potential development partners	Development partners/ donor profile mapping to projects	No. of develop-ment/ donors identified	GM-CS	10	15	20	25	30	100	-	-	-	-	-	-		
	Prepare & submit fund raising proposals	Proposals submitted	No. of proposals submitted		1	2	2	2	2	9	1	1	1	1	1	5		
	Undertake value for money studies	Value for money audits	No. of Audits		1	1	1	1	1	5	5	5	5	5	5	25		
	Develop & implement an engagement framework	Resource mobilisation framework and guide-lines	Framework in place		1	1	1	1	1	5	1	1	1	1	1	5		
	Construct an additional office block for income generation	Commence-ment of construction of office block	1 No. office block		0	1	0	0	0	1	10	10	1,000	-	-	1,020		

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total
Strategy 31: Strengthen the Capacity of Business Development Unit (BDU)	Develop & implement BDU policy document	Policy document	BDU Policy document in place	GM-CSD	1	-	-	0	0	1	2	-	-	-	-	2
	Develop and implement an engagement framework	Resource mobilisation framework and guidelines	Framework in place		Once	0	Re-view	0	0	2	1	-	-	1	-	2
	Ensure growth in profit annually	Drilling of boreholes	Profits raised		56	70	90	45	50	311	20	30	50	75	100	275
		Construction of dams and pans	Profits raised		-	3	6	15	20	44	-	10	20	30	40	100
		Lease of office space	Amount raised		37	37	40	0	0	114	1	5	5	5	5	21
SUB -TOTAL 4					129						171					
Strategy 32: Develop & Implement a Communication Strategy	Develop brand identification manual	Brand ID manual in place	Brand ID manual in place	GM-CS	1	-	-	-	-	1	2	-	-	-	-	2
	Implement a brand identification manual	Assets, sign posts & corporate wear branded	No. of Assets, sign posts & corporate wear branded		1	1	1	1	1	5	10	15	20	15	15	70

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Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total
	Develop CSR/ CSI policy	Policy in place	Policy in place		1	1	1	1	1	5	-	-	-	-	-	0
	Implement & undertake CSR/ CSI	CSI/ CSR activities	No. of CSR/ CSI activities		1	1	1	1	1	5	5	7	9	10	10	41
	Undertake customer satisfaction surveys	Satisfaction Surveys	No. of surveys		1	1	1	1	1	5	1	1	1	1	1	5
Strat- egy 33: Enhance Customer Service	Establish a resource center at the HQs	Operational Resource Center	Resource center in place		1	0	0	0	0	1	6	2	2	2	2	14
	Publish relevant information, communication & education materials	Information, education & communication dissemination	Quarterly magazine		4	4	4	4	4	20	1.5	1,5	2	2	3	10

Strategic Objective 1: To Increase Water Storage In The Country By 148.6 Million Cubic Meters By 2026 And Enhance Sustainability Of Constructed Water Structures				Actor	Target by Plan Year						Budget by Plan Year (Kshs Millions)					
Strategy	Activities	Means of Verification/ Output	Objectively Verifiable Indicator		21/22	22/23	23/24	24/25	25/26	Total	21/22	22/23	23/24	24/25	25/26	Total
	Enhance stakeholder engagement	Be an active member in local & international water infrastructure institutions	Annual	GM-CS	1	1	1	1	1	5	5	5	5	5	5	25
		Set benchmarks and best practices through shared information	No. of events hosted		1	1	1	1	1	5	10	10	10	12	12	54
		Organise interactive local and international conferences														
SUB – TOTAL 5											60	58.5	73	71	72.5	335
TOTAL											9.47	9.98	12.0	12.5	12.7	56.7
											5.40	4.20	01.16	07.20	39.41	07.37

Annex 2: Notes on Implementation Matrix for Strategy 1 in the Strategic Plan

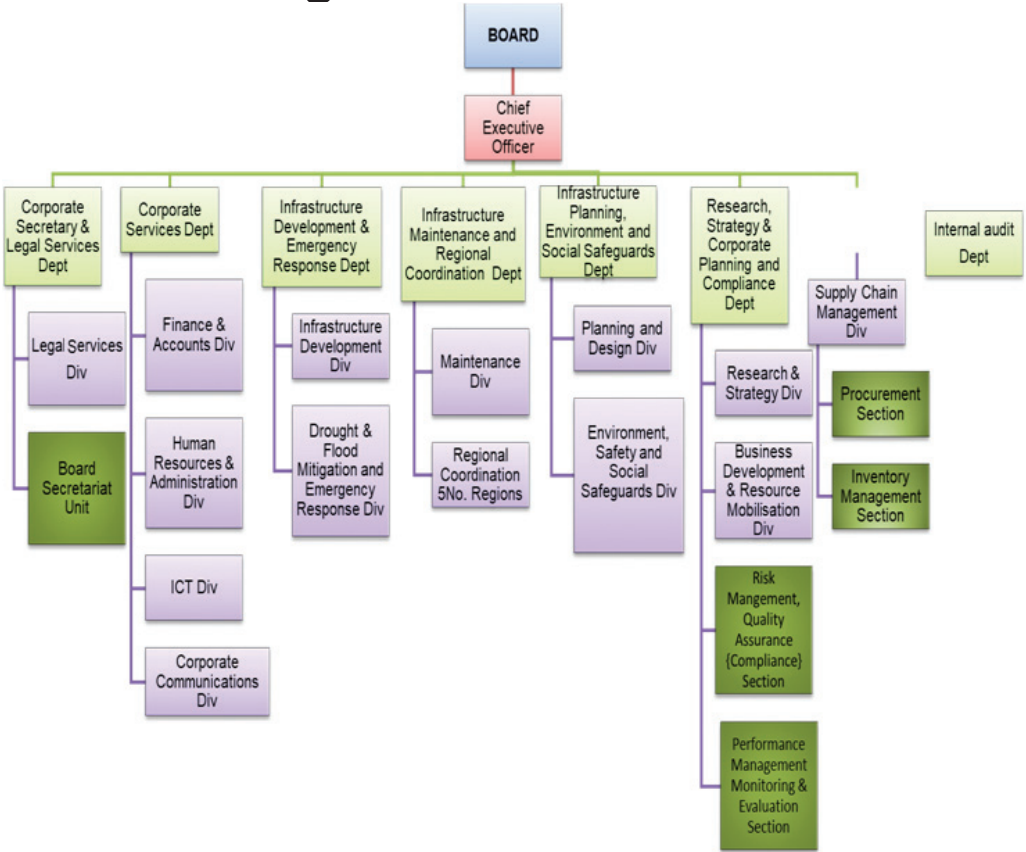
These notes should be read together with the Implementation Matrix

Activity	Financial Year					
	2021/23		2023/25		2025/26	
	Project Name	No. of Stakeholder Forums	Project Name	No. of Stakeholder Forums	Project Name	No. of Stakeholder Forums
Carry out Stakeholder Sensitisation	Koru	2	Koru	2	Koru	2
	Bosto	2	Bosto	2	Bosto	2
	Umaa	1	Umaa	1	Umaa	1
	Badasa	1	Badasa	1	Badasa	1
	Nakue'tum (Peace dam)	2	Londiani	2	Londiani	1
	Igembe	2	Isiolo	1	Isiolo	1
			Rumuruti	1	Rumuruti	1
Total Stakeholder Forums			Upper Narok	2	Upper Narok	1
			Igembe	2		
		12		14		10
	Project Name	Feasibility Studies Done	Project Name	Feasibility Studies Done	Project Name	Feasibility Studies Done
Carry Out Feasibility Studies	Nakue'tum (Peace dam)	1	Thua	1	Kinale	1
	Igembe	1	Kinja	1	Kitiri	1
Total Feasibility Studies		2		2		2
	Project Name	Preliminary Design Report	Project Name	Preliminary Design Report	Project Name	Preliminary Design Report
Total Preliminary and Final Design		1		5		3

Activity	Financial Year					
	2021/23		2023/25		2025/26	
	Project Name	No. of Stakeholder Forums	Project Name	No. of Stakeholder Forums	Project Name	No. of Stakeholder Forums
Carry Out Preliminary And Final Design	Nakue'tum (Peace)	1	Bosto	1	Thua	1
			Pesi	1	Kinja	1
			Londiani	1	Rare	1
			Rumuruti	1		
			Upper Narok	1		
Undertake Resettlement Action Plan			Koru	2.5	Isiolo	6.4
			Bosto	1.2	Londiani	1.5
Total acres for compensation				8.7		10.9
Commence Construction of Large Dams (Starting and ongoing)			Umaa	100	Bosto	60
			Badasa	100	Koru	50
	Siyoi	60	Siyoi	100	Isiolo	15
	Nakue'tum (Peace dam)	100	Bosto	30	Londiani	20
			Koru	25	Igembe	
			Igembe			

Activity	Financial Year					
	2021/23		2023/25		2025/26	
	Project Name	No. Completed Large Dams/Pans	Project Name	No. Completed Large Dams	Project Name	Capacity (Mm ³)
Large Dams to be Constructed		1			Umaa	0.87
		1			Badasa	5.4
		1			Siyoi	8.9
		1			Igembe	8
		1			Koru	93.7
		1			Bosto	29
					Peace	0.87
Small Dams & Pans		25	5	@ 15,000m ³	Various (national)	1.875
Total Capacity of Completed Dams						148.6

Annex 3: Organisation Structure



Annex 4: Monitoring, Evaluation and Reporting Tool

Program: Goal: Objective: Key Strategy:														
	Key Activities	KPIs	Performance				Budget Allocation				Remarks			
			Annual Target	Mid-Year Target	Actual	YTD actual	Variance (%)	Annual Target	Monthly Target	Actual		YTD actual	Variance (%)	
1														
2														
3														
4														

Annex 5: List Of Participants

BOARD OF DIRECTORS

- | | | |
|----------------------------------|---|---|
| (1) Maj. Gen. Andrew Ikenye, CBS | - | Board Chairman |
| (2) Mr. Bernard O.Okebe HSC | - | Director |
| (3) Dr. Geoffrey G.Kamau | - | Director |
| (4) Hon. Banticha A.Jaldesa | - | Director |
| (5) Ms. Monica N.Chirutich | - | Director |
| (6) Mr. Waning'ilo Walubengo | - | Director |
| (7) Ms. Jane Mwikali | - | Director |
| (8) Mr. Abdi Dara | - | Director |
| (9) Eng. SAO Alima | - | Director, representing PS, Ministry of Water, Sanitation & Irrigation |
| (10) Mr. Cyrus M. Mbogo | - | Director, representing PS Lands and Physical Planning |
| (11) CS. Sharon Obonyo | - | Ag. Chief Executive Officer & Secretary to the Board |

MANAGEMENT TEAM

- | | | |
|-------------------------|---|---------------------------------------|
| (1) CS. Sharon Obonyo | - | Ag. Chief Executive Officer |
| (2) CPA Patrick Ataro | - | GM Finance & Corporate Planning |
| (3) Eng. Henry Kigenyi | - | In Charge Technical Planning & Design |
| (4) Eng. Reuben Itiko | - | In Charge Construction |
| (5) CS. Joseph Ojiambo | - | Ag. GM – Human Resource & Admin |
| (6) Mr. George Nyabicha | - | Chief Marketing Officer |
| (7) Ms. Doris Mwangi | - | Ag. Chief Legal Officer |
| (8) Mr. John Musyoka | - | Chief Procurement Officer |
| (9) CPA Philip Nzengu | - | Chief Internal Auditor |
| (10) Ms. Joyce Rono | - | Chief Corp. Comm. Officer |
| (11) Mrs. Nancy Rotich | - | Management Representative - ISO |

STRATEGIC PLAN COMMITTEE

- | | | | |
|-----|---------------------|---|---|
| (1) | CPA Patrick Ataro | - | GM Finance & Corporate Planning - Coordinator |
| (2) | Mr. Job Kiprotich | - | Chief Economist - Chairman |
| (3) | Eng. Fred Machine | - | Chief Engineer |
| (4) | Mr. Robert Nthenge | - | Principal Economist |
| (5) | Mrs. Nancy Rotich | - | Principal ICT Officer |
| (6) | Mr. Wilfred Munyiri | - | Principal Corporate Communications Officer |
| (7) | Ms. Nancy Murigu | - | Senior Human Resource Officer |
| (8) | Ms. Florence Birir | - | Chief Office Administrator |





National Water Harvesting and Storage Authority

Dunga Road-Industrial Area

P.O Box 30173-00100

Tel: +254020 696 4000

Nairobi



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SALES AND CUSTOMER SERVICE BRANCH || Kijabe Street • Telephone: +254 (20) 2684941-4 • Mobile: +254 733 666055/ 724 256629
E-mail: customer@klb.co.ke • www.klb.co.ke

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