Coast Water Works Development Agency

STRATEGIC PLAN
2018 - 2023

FOREWORD

ChairMan
BOARD OF DIRECTORS

*A*s the Water Infrastructure Development Agency in the Coast Region, the Coast Water Works Development Agency is mandated to undertake the development, maintenance and management of the national public water works in the region as enshrined in the Water Act of 2016.

This Strategic Plan has been carefully aligned to the National development agenda and more so to the "Big Four Agenda." Efficient water services offer critical support in the development of socio-economic programs.

With demand for water far exceeding supply in the region, the Coast Water Services Board, with help from development partners, is tasked with developing new water sources.

This Strategic Plan has identified new water sources that will play a critical role in augmenting water supply in the Coast region, in the next 5 years.

Emphasis must be placed on quality and time management to ensure that the Government gets value for money for all its development initiatives and as such, implementing authorities must be keen on Monitoring and Evaluation of projects.

Once the projects are handed over to the County Governments, it is upon the Counties to be keen on maintenance as this will go a long way to ensure that the projects add value to socio-economic statuses.

During the next 5 years the Strategic Plan will be reviewed from time to time to incorporate significant new or revised Government policies and regulations.

Hon. Mustafa Idd

ACKNOWLEDGEMENT

Chief Executive Officer
COAST WATER WORKS DEVELOPMENT AGENCY

*T*he completion of the Strategic Plan 2018 – 2023 for the Coast Water Services Board has been a successful knowledge gaining experience. A special appreciation to you our stakeholders for your valuable contributions during the review process of the document. No doubt, we do not take your participation for granted and your hopes and concerns are well documented for our reference and future action. Your passion and commitment will empower the Coast Water Works Development Agency to become a vibrant service provider in the Coast Region and beyond.

We acknowledge with gratitude the committed team of consultants for their commendable input in the preparation of the Strategic Plan. This plan will now serve as a backbone in outlining future endeavors of the Board.

I recognize the strategic leadership of the Chairperson of the Board of directors and the immense guidance given by her during the process of the Strategic Plan review.

Lastly, I express my heartfelt gratitude to the dedicated Management team for their tireless effort in ensuring provision of critical data which aided the successful composition and compilation of the Strategic Plan. Your professionalism is well appreciated.

Jacob K. Torutt

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LIST OF ABBREVIATION AND ACRONYMS

BWM	Bulk Water Manager
BPS	Budget Policy Statement
CAACs	Catchment Areas Advisory Committees
CCO	Corporate Communications Officer
CEO	Chief executive Officer
CWWDA	Coast Water Works Development Agency
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
FM	Finance Manager
GOK	Government of Kenya
HOD's	Heads of Department
HRM	Human Resource Manager
ICT	Information Communication and Technology
IA	Internal Auditor
LSM	Legal Service Manager
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MTP	Medium Term Plan
MW&S	Ministry of Water & Sanitation
NEMA	National Environment Management Authority
NGO	Non - Governmental Organization
NLC	National Land Commission
NRW	Non Revenue Water
NWH&SA	National Water Harvesting and Storage Authority
OSHA	Occupational Safety & Health Administration

PE	Project Engineer
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PM	Procurement Manager
PPP	Public Private Partnership
PWD	People with Disability
RAP	Resettlement Action Plan
ROI	Return On Investment
RRI	Rapid Result Initiative
SDG	Sustainable Development Goals
SWOT	Strengths Weaknesses Opportunities and Threats
TNA	Training Needs Assessment
TSM	Technical Services Manager
WSPs	Water Service Providers
WRA	Water Resources Authority
WRUAs	Water Resource Users Associations
WSTF	Water Sector Trust Fund
WWDAs	Water Works Development Agencies

COAST WATER WORKS DEVELOPMENT AGENCY STRATEGIC PLAN 2018 - 2023

DEFINITION OF KEY TERMINOLOGY

The following terminology has been used in this strategy document:

Approach

A formula for program effectiveness based on the program principles. The formula includes a clear and consistent set of strategies and standards

Development Approach

Refers to effective programming approach that focuses on constituent participation, self-sufficiency, and social entrepreneurship

Business Development

The solicitation of funding from diverse partners and the pursuit of institutional partnerships

Funding Partners

Individuals, organizations, institutions, and government agencies providing financial support to CWSB program

Managed Growth

Balancing quality and expansion (scale): it is the process whereby CWSB develops, expands or consolidates program investments in its area of operations. It does not always mean 'more'

Operations

The 'machinery' of CWWDA, e.g. Finance, Administration, Logistics, Human Resources, etc

Parastatal

Government owned and autonomous organization

EXECUTIVE SUMMARY

*T*he **Coast Water Works Development Agency (CWWDA) is a parastatal created under the Water Act, 2002. The (CWWDA's) mandate is to develop and maintain sustainable water and sanitation infrastructure to the inhabitants of the Coast region.** To effectively attain its mandate, the Board developed its strategic plan covering the period 2013 - 2017. Following the expiry of the 2013 – 2017 strategic plan, CWWDA undertook to develop the 2018–2023 strategic plan, taking into account the changing operating environment, previous reviews and evaluations as well as feedback from the Board of Directors and management.

The strategic plan is premised on formative analysis, informed action and evaluation of results. These are clearly set out in the strategic issues, goals, objectives, implementation strategies and activities that CWWDA intends to pursue in the planning period. Strategic themes were developed through brain storming sessions anchored on PESTEL Analysis, SWOT Analysis and Stakeholder Analysis. The outcome of this process resulted in the following strategic themes:

   i.   Human Resource

   ii.   Infrastructure development and Bulk water operations

   iii.   Resource Mobilization

   iv.   Governance

   v.   Corporate Communication

The plan is organized into five main sections; **Section one** consists of the Introduction and Background which covers key aspects of the Coast Water Works Development Agency. **Section Two** covers the institutional review of the Coast Water Works Development Agency's mission, vision and core values, which describes the Strategic Direction that will guide the strategic implementation process. **Section Three** covers the Situational Analysis with a detailed PESTLE analysis, SWOT analysis, stakeholder analysis and emerging strategic issues, which are key highlights of the findings from the feasibility study that informed the strategy development process. **Section Four** covers the Strategic direction Plan that Coast Water Works Development Agency intends to apply to deliver on its strategic issues and objectives in the region over the next five years, and risk and mitigation analysis. **Section Five** outlines the key aspects of Monitoring, Control, and Evaluation (M&E) systems that Coast Water Works Development Agency intends to put in place so as to keep the implementation process on course.

CHAPTER 1
Introduction

1.1 Background Information

In water and sanitation management today, challenges surface almost daily in terms of finances, reforms, government mandates and policies, technologies, and customer satisfaction. It is crucial that water and sanitation management leaders step back and continually assess the organization's strategic plan. In fact, strategic thinking, assessing and modeling are becoming requirements for an organization to survive the turbulent water and sanitation management climate.

A strategic plan is a leadership tool, which generates impact by incorporating a clear articulation of purpose and aspirations, a dynamic assessment of the organization's situation and identification of what to do to secure its desired future. Strategic planning provides a roadmap to where the company is going, and directions on how to get there. It is used to guide all decisions, including those regarding capital, technology, staff and other resources.

1.2 The new Institutional frame work under Water Act 2016.

The Water Act 2016 anticipates the formation and transformation of various water sector institutions to align to the constitution. The Water Services Regulatory Board (WASREB), retains its name and its role as the regulator of water services but with a more enhanced mandate of monitoring and licensing of Water Service Providers (WSPs). The Water Resources Management Authority (WRMA) changes to Water Resources Authority (WRA) with the mandate of regulation of the management and use of water resources at the national level. At the regional level, Catchment Areas Advisory Committees (CAACs) change name to Basin Water Resources Committees with the responsibility for the management of water resources at basin level. Water Services Boards (WSBs) will transform to Water Works Development Agencies (WWDAs) with a mandate over cross-county public water works on a need basis. The National Water Conservation and Pipeline Corporation changes names to National Water Harvesting and Storage Authority (NWHSA) with the mandate to undertake, on behalf of the National government, the development of national public works for water storage and flood control. Existing Water Service Providers (utilities) continue operating as county water service providers and other WSPs may be established by county governments as public limited companies under the companies' Act 2015 but have to comply with the standards of commercial viability set out by WASREB.

The Water Services Trust Fund (WSTF) changes from a financing mechanism to a financing institution known as the Water Sector Trust Fund, with an expanded mandate for collaboration with the County Government and Water Resource Users Associations (WRUAs) over water service provision in underserved areas and catchment management respectively.

Further, WSTF has the mandate to mobilize financial resources from private investors

for onward lending to creditworthy utilities and to promote research on water services and water resources. The core of its mandate is to assist in financing the development and management of water services in marginalized areas or any underserved area. The Water Appeals Board changes name to Water Tribunal. It has powers to hear and determine appeals from any person or institution directly affected by the decision or order of the cabinet secretary responsible for matters relating to water, the Water Resources Authority and the Water Services Regulatory Board.

The tribunal also has powers to hear and determine any dispute concerning water resources or water services where there is a business contract, unless the parties have sought an alternative dispute resolution mechanism. The formation and transformation of various water sector institutions to align to the constitution are shown in the figure 1.
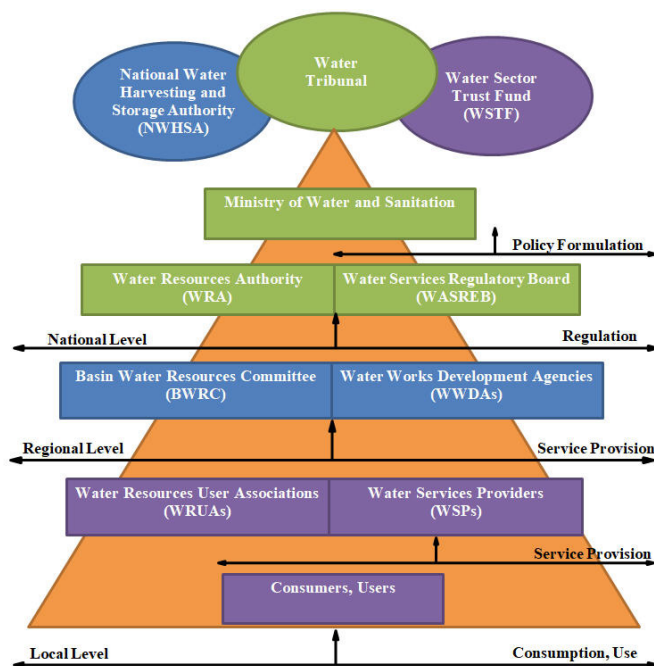
Figure 1: Institutional Framework under the Water Act 2016

1.3 Coast Water Works Development Agency

The Coast Water Works Development Agency(CWWDA) is a parastatal organization created under the Water Act, 2002 and established through a Gazette Notice No. 1328 of 27th February 2004. The CWWDA's mandate is to develop and maintain sustainable water and sanitation infrastructure in the Coast region. The region consists of six Counties of: Mombasa, Kwale, Kilifi, Taita-Taveta, Lamu and Tana River. The region covers a surface area of 83,040 km ^{2} out of which 28,450 km^2 is occupied by rivers, sea, lakes and national park, while the rest is used for agriculture, settlement and other human activities. Under the Water Act, 2002, the CWWDA has contracted seven Water Services Providers (WSPs) to oversee the distribution of water and sewerage services in its area of jurisdiction.

THE COAST WATER WORKS DEVELOPMENT AGENCY ; *during a workshop for the review of the strategic plan*

The seven Water Services Providers are: Mombasa Water Supply and Sanitation Company (MOWASSCO), Malindi Water and Sewerage Company (MAWASCO), Kilifi-Mariakani Water and Sewerage Company (KIMAWASCO), Taita-Taveta-Voi Water and Sewerage Company (TAVEVO), Lamu Water and Sewerage Company (LAWASCO), Kwale Water and Sewerage Company (KWAWASCO), and Tana Water and Sewerage Company (TAWASCO).

The Coast Water Works Development Agency is managed by a Board of directors and a vibrant management team. The Board of directors consists of eight directors and a secretary. The management team is headed by the Chief Executive Officer, and consists of Heads of Department and Section Heads, drawn from the following key departments; Bulk Unit, Finance, Human resources, Legal, Audit, Asset Planning as well as from Support Units namely; ICT, Procurement and Corporate Communications. *(see the attached organisation structure as Appendix C)*

1.4 Vision 2030

The Kenya Vision 2030 is a development blueprint covering the period 2008 - 2030. Its objective is to transform Kenya into a newly industrializing, "middle-income country, providing a high quality life to all its citizens by the year 2030." The Vision is based on three "pillars": the economic, the social and the political. The journey towards the social pillar involves the building of a just and cohesive society that enjoys equitable social development in a clean and secure environment. This quest is the basis of transformation in eight key social sectors, namely: Education and Training; Health; Water and Sanitation; the Environment; Housing and Urbanization; as well as in Gender, Youth, Sports and Culture.

The Vision for the water and sanitation sector is "to ensure water and improved sanitation availability and access to all by 2030". Kenya is a water-scarce country with renewable fresh water per capita at 647 m^3 against the United Nations recommended minimum of 1,000 m^3. This compares unfavorably with the neighboring countries of Uganda and

Tanzania, which have per capita levels of 2,940 m³ and 2,696 m³ respectively. It is critical to note that Kenya's fresh water per capita has been declining and is projected to reach 235m³ by 2025 unless effective measures to address the challenges are implemented. (Sato et al 2013)

The main consumers of water in Kenya are industries, agriculture (horticulture and livestock), energy production and domestic consumption, in that order. It is projected that the use and demand for water will increase at an unprecedented level with the expected 10% annual growth rate, high levels of urbanization and population growth. Therefore, water sector has considerable ground to cover in order to meet these future demands. Statistics show that for Kenya to meet the Vision 2030 goals, the country would have to increase fresh water per capita by at least three-fold, and considerably boost access to improved sanitation, in particular, which is one area where the gap is widest. Therefore, Coast Water Works Development Agency mandate is to shorten this gap in the area of its jurisdiction. As a result of this, the CWWDA strategic plan 2018 - 2023 is aligned to the Vision 2030 social pillar of water and sanitation.

1.5 Millennium Development Goals

The Millennium Development Goals (MDGs) were eight goals to be achieved by 2015 that responded to the world's main development challenges. The MDGs are drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 nations-and signed by 147 heads of state and governments during the UN Millennium Summit in September 2000. The eight goals to have been achieved by 2015 were: eradication of extreme poverty and hunger, achievement of universal primary education, promotion of gender equality and to empower women, reduction of child mortality rates, improvement of maternal mortality, combating HIV/AIDs, malaria and other diseases, ensuring environmental sustainability and development of a global partnership for development.

1.6 Sustainable Development Goals

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – The success of each goal will be dependent on the other.

The SDGs work in the spirit of partnership and pragmatism to make the right choices to improve life, in a sustainable way, for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large. Thus this strategic plan is also aligned to goal No. 6 clean water and sanitation that focuses on ensuring universal access to safe and affordable drinking water for all by 2030.

1.7 The Big Four Agenda

The Big Four Agenda, which is aligned to the Vision 2030, was launched in June 2017 by President Uhuru Kenyatta in Nairobi as a party manifesto. The dream of transforming Kenya in the next five years riding on the Big Four agenda includes universal healthcare, manufacturing, affordable housing and food security. The main objective of the agenda is to

create jobs, which will enable people to meet their basic needs. These jobs will then transform people's lives from that of hardship and want to new lives of comfort and wellbeing.

Therefore, the national government has dedicated her energy, time and resources to the Big Four in the next five years. In order to achieve this objective, it has developed a Budget Policy Statement (BPS) published by the National Treasury notes (on p. 187). The BPS gives guidelines directing Ministries, Departments and Agencies (MDAs) to prioritize public investments geared to the realization of The Big Four Agenda which are national government priorities aligned to the MTP III of the Vision 2030. However, the BPS gives a cautionary note that, the Big Four agenda falls under devolved function and therefore the need by the national government to partner with the counties. Hence this strategic plan is aligned to the Big Four Agenda (Universal healthcare, manufacturing, affordable housing and food security) by provision of water and sanitation to these sectors

1.8 Rationale of the Strategic Plan

This strategic plan charts a definite course based on indicators of how the operating environment for CWWDA will be during the planning period.Thus, this strategic plan takes cognizance of demographic statistics, economic indicators, government policies, and technological advances.Development and effective implementation of this strategic plan will:

i.   Enable CWWDA to assume a proactive posture which will facilitate to the Board to deal with emerging issues, in the socio-economic environment

ii. Result in enhanced stakeholders' motivation which will facilitate their participation/support during the implementation of the strategic plan.

iii. Provide clarity on the overall mission of CWWDA which will result in increased organizational effectiveness and efficiency.

iv. Facilitate information and knowledge sharing, planning and coordination of various activities in the Board.

CHAPTER 2
Institutional Review

2.1 Introduction

This chapter contains a description of the Board's mandate, core function, vision, and mission and core values.

2.2 Mandate and Core Function

The mandate of Coast Water Works Development Agency (CWWDA) is to develop and maintain sustainable water and sanitation infrastructure within it's area of jurisdiction. This mandate was established under the Water Act, 2002, through a Gazette Notice No. 1328, Section 156 (3) (a) of The Water Act 2016 and Legal Notice Number 60 of 2017. The mandate is guided by the following core functions for water works development agencies:

1. Undertake the development, maintenance and management of the national public water works within its area of jurisdiction.

2. Operate the waterworks and provide water services as a water services provider, until such a time as responsibility for the operation and management of the waterworks are handed over to a county government, joint committee, authority of county governments or water services provider within whose area of jurisdiction or supply the waterworks is located.

3. Provide reserve capacity for purposes of providing water services where the Regulatory Board orders the transfer of water services functions from a defaulting water services provider to another licensee

4. Provide technical services and capacity building to such county governments and water services providers within its area as may be requested.

5. Provide to the Cabinet Secretary technical support in the discharge of his or her functions under the Constitution and this Act.

2.3 Strategic Development Process

The strategic development tools were given to the participants of the strategic plan development process in a brainstorming session in the form of tailored questions to explore on the mission, vision, core values and objectives of the Coast Water Works Development Agency. The participants were divided into four groups and allocated one strategy each of mission, vision, core values or motto. Thereafter, a second brainstorming session was conducted, where all the four groups were involved to further explore the possible purpose and objectives of Coast Water Works Development Agency. The brainstorming session resulted into consensus on the following strategic directions;-

COAST WATER WORKS DEVELOPMENT AGENCY STRATEGIC PLAN 2018 - 2023

2.4 Vision and Mission

2.4.1
Vision

To be a world class water and sanitation infrastructure development agency

2.4.2
Mission

To develop quality water and sanitation infrastructure and offer bulk-water services for a sustainable economy and social growth

2.4.3
Motto

"Water for Generations"

2.4.4 Core Values

The core values of Coast Water Works Development Agency are as follows (TIP-ACT) :-

Teamwork – To fully subscribe to the principles of teamwork as a key attribute in executing our mandate

Integrity– To uphold a high degree of honesty and integrity in dealing with stakeholders

Professionalism –To offer our services in a professional manner and with expertise

Accountability– To exercise prudence in use of public resource entrusted to us

Customer focus –To be committed in exceeding the expectations of our stakeholders through continuous improvement of our services and effective communication with all stakeholders

Transparency –To always be open to our stakeholders in our actions, decisions and policies.

Part of the water treatment plant at *the Nyalani water supply project in Kwale County*

CHAPTER 3
Situational Analysis

3.1 Introduction

Situational Analysis is a systematic collection and evaluation of past and present economic, political, social, and technological data, aimed at one, identification of internal and external forces that may influence the organization's performance and choice of strategies, and two, assessment of the organization's current and future strengths, weaknesses, opportunities, and threats. Therefore this section provides an analysis of how internal and external environments impacts on the water and sanitation services delivery of Coast Water Works Development Agency. It also attempts to analyze the key stakeholders of the establishment. Finally, it explores the analysis of the internal environment to identify the strengths and weaknesses of Coast Water Works Development Agency. The analysis of the external environment identifies the opportunities available and the threats that may affect Coast Water Works Development Agency's services delivery in the implementations of the strategic plan 2018 – 2023.

Moreover, the stake-holder analysis will assist to view Coast Water Works Development Agency as an entity through which varied stakeholder's interests are coordinated and reconciled. Through this, we identify those entities that CWWDA depends on and those partners who support it for the successful delivery of world class water and sanitation infrastructure development. This is important because CWWDA must design strategies to ensure that the needs and interests of primary stakeholders are addressed. It is on the basis of the situational analysis that strategic issues and strategic objectives are determined.

These strategies are an essential aspect of managing modern organizations that involves forming goals and instituting programs that fulfill those goals. Environmental scanning is a component of strategic management where decision makers study various economic, political and social factors that might affect the business. It usually helps organizations to identify untapped markets and avoid costly mistakes. PESTLE analysis and SWOT analysis are two common strategic management tools that usually help decision makers brainstorm and organize ideas during the environmental scanning process. Various tools were given to the stakeholders who participated in the strategic planning development process.

3.2 PESTLE Analysis

PESTLE is an acronym for 'political, economic, social, technological, legal and environmental'. The purpose of PESTLE analysis is to identify all of the various external political, economic, social, technological, legal and environmental factors that might affect activities of the Coast Water Works Development Agency. Decision makers then assess the risks that the identified factors pose and use that knowledge to form decision.

3.2.1 PESTLE Analysis Results

The PESTLE tool was given to the participants of the strategic plan development process with guided examples to establish the effects of the political, economic, social, technological, legal and environmental factors and their effects on Coast Water Works Development Agency. Thereafter, a second brainstorming session was conducted to explore the opportunities arising from each of these six factors. Finally, a last brainstorming session was conducted to find out all the possible threats or issues arising from these six factors. The feedback of these sessions were collected analyzed and interpreted. The results of the findings are shown in table 1.

Table 1: PESTEL Analysis Results

PESTEL FACTORS	POSITIVE EFFECTS	NEGATIVE EFFECTS
Political	• Devolution of water services • Big 4 Agenda • Kenyan government Vision 2030 • Regime change	• Delay in government funding • Procurement biasness • Poor governance in most counties • Project financing bias at parliament
Economic	• Continuous development partners funding • Continuous GOK funding • Collaboration of PPP	• Change of taxation policies • High cost of power • High cost of acquiring equipment • Over dependence on loans • High exchange rates • Non-payment of loans • Fluctuations in exchange rates
Social	• Job creation • Abundant information on water and sanitation available on the internet • Abundant information on water borne diseases	• Vandalism of water and sanitation infrastructure • Attitudes towards borehole maintenance • Attitude toward payment for water services • Cultural beliefs of opposite sex not sharing toilets • Resettlement action plan • Resistance to sell land to pave way for water infrastructure
Technological	• Modern technology and equipment for the water and sanitation development infrastructure • Automation of water management system to increase efficiency	• High rate of technological change • Resistance to change by staff to adopt new technologies • Poor infrastructure • Inadequate technological skills by the staffs
Environmental	• NEMA rules and regulations • Improvement of roads to access our services	• Long drought periods • Floods • Poor waste management system by companies polluting water catchment areas
Legal	• Human rights law • Discrimination law • Engineering Professional practising laws	• Transition of Water Act 2002 to Water Act 2016 • Lack of ownership of CWWDA assets • Land laws • Donor policies • Unions and labour laws

3.3 SWOT Analysis

SWOT is an acronym for 'strengths, weaknesses, opportunities and threats.' The goal of a SWOT analysis is to create lists of all of the internal and external strengths, weaknesses, opportunities and threats to inform strategic planning decisions. SWOT is meant to help organization double down on strengths, eliminate weaknesses, pursue opportunities and avoid or prepare for threats. It is a framework that allows decision makers to synthesize insights obtained from an internal analysis of the organization's strengths and weaknesses with those from an analysis of external opportunities and threats. The PESTLE analysis was used to analyse opportunities and threats. The SWOT Analysis was implemented using three stages of brainstorming sessions in a setup as follows:

i. Synthesis of the internal data to list the weaknesses and the strengths.

ii. Collection of the external data to identify the possible threats and opportunities.

iii. Prioritization of both internal and external strengths, weaknesses, opportunities and threats from high priority to low priority

3.3.1   SWOT Analysis Results

A SWOT analysis tool was conducted using a four-square SWOT analysis template of strength, weakness, opportunities and threats. Brainstorming sessions were held to identify the factors in each of the four categories. The participants of the strategic plan development process were divided into four groups and each group assigned one of the four categories. Thereafter, the groups brainstormed to eliminate any repetitive factors. Finally, a prioritized version of SWOT analysis was done, listing the factors in each category with the highest priority at the top and the lowest priority at the bottom. The feedback of these sessions were collected, analyzed and interpreted. The findings after been discussed were shown in table 2.

The dream of transforming Kenya in the next five years riding on the Big Four agenda includes universal healthcare, manufacturing, affordable housing and food security.

Table 2: SWOT Analysis Results

	Strength	Weakness
INTERNAL FACTORS	• Quality staff registered by their respective professional bodies • Legally constituted agency for ease of operation and management • Adequate equipment to execute its mandate and functions • Master plan for ease of execution of new projects and programs • Vibrant management team to attract loans and grants • Competitively selected Board members	• Non-adherence to procurement and financial processInadequate and poor working environment • Bureaucratic procurement process • Lack of operation standards such as ISO • Obsolete software and network infrastructure • Selective policy implementation • Inadequate revenue collection mechanism • Inadequate stakeholder engagement channels • High management turnover • Inadequate staff remuneration • Bureaucratic petty-cash process for field work • Lack of succession plan • Poor planning • Lack of land & assets ownership
	Opportunities	**Threats**
EXTERNAL FACTOR	• High water demand by WSPs • Monopoly of water and sanitation management in the region • Availability of water resources • Availability of alternative energy resources such as solar and wind • Ease of access to grants and loans • Alternative water sources such as desalination of sea water • Availability of land for expansion • Competitive selection of Board members	• Political interference in the management of the agency • Non-payment of bills by WSPs • High cost of compensation during resettlement of project affected persons. • Vandalism of infrastructure • Natural disaster such as drought & floods • Political selection of the Board members • High exchange rates on grant and loans • Devolution laws and priorities • White elephant political projects • Bureaucratic grants and loan allocation

3.4 Stakeholder Analysis

The level of stakeholder involvement and participation is important to a successful and sustainable project implementation. Coast Water Works Development Agency will facilitate relationship building with the stakeholders and provide a favorable environment for better project implementation and smooth hand over.

3.4.1 Stakeholder Analysis Results

The objective of the stakeholder analysis is to identify the key stakeholders, their expectations to CWWDA, the strategies to address their expectations and the CWWDA expectations to stakeholders. The participants of the strategic plan development process were divided into four groups and each group assigned to compile a list of key stakeholders. Thereafter, the groups brainstormed to eliminate identical stakeholders. The brainstorming sessions resulted in the following findings as shown in Table 3 below.

Table 3 Stakeholder Analysis Results

STAKEHOLDER	STAKEHOLDER'S EXPECTATIONS	CWWDA BOARD'S EXPECTATIONS
INTERNAL STAKEHOLDERS		
1. Board of Directors	• Good governance and leadership at all levels • Compliance to financial and procurement policies and procedures	• Supporting timely policy formulation and approval • Transformative governance and leadership • Enhanced local and international lobbying and networking
2. Employees	• Continuous staff training to acquire new skills • Good secure working environment • Comprehensive welfare scheme • Competitive remuneration • Job security & structured promotions • Minority groups equity • Comprehensive career infrastructure	• Loyalty and sustainability of the agency • Non-resistance to change • To uphold professionalism • To be accountable • To execute duties in a teamwork • To uphold integrity all times • To be committed to service delivery

STAKEHOLDER	STAKEHOLDER'S EXPECTATIONS	CWWDA BOARD'S EXPECTATIONS
EXTERNAL STAKEHOLDERS		
3. Government	• Proper project implementation • Prompt loan payment • Expansion of water infrastructure • Feedback on project progress • Accountability and integrity • Compliance with the rules and regulation in water management • Sustainable service delivery	• Timely funding of grants and loans • Inclusive policies and regulations • Non-political appointments of directors for efficient management of CWWDA . • Support to the Board for ease of execution of their mandate • Create conducive environment for CWWDA to execute its mandate. • Help to source for alternative grants and loans
4. Water Services Providers	• Sustainable service delivery • Timely technical support • Infrastructure sharing • Assistance in tariff formulation • Reliable water supply • Comprehensive communication channels	• Prompt revenue payment • Information sharing • Compliance to water and sanitation policies and laws • Proper use of CWWDA 's assets • Reduction in non-revenue water
5. Consumers	• Regular communication feedback • Effective compensation during settlement of project affected persons. • Efficient resolution mechanism • Reliable water supply	• Timely bills payment to WSP • Regular feedback on water supply • Quick reporting of vandalism of infrastructure • Support and collaboration for CWWDA 's projects
6. Donors and Financial Institutions	• Sustainability of projects and programs • Good governance in project management • Prompt loan repayment • To uphold integrity and accountable	• Prompt disbursement of loans and grants • Regular monitoring and evaluation of project progress • Capacity building to ensure full implementation of the projects • Projects should have positive impact on the community

STAKEHOLDER	STAKEHOLDER'S EXPECTATIONS	CWWDA BOARD'S EXPECTATIONS
7. Politicians	• Recognition in the projects within their areas of jurisdiction • Job creation for the locals in their areas of jurisdiction • To be involve in project proposals to give their input	• Communication mobilization to various stakeholders • Fund mobilization for proposed projects • Facilitate and lobby for funds disbursement from GOK and PPP
8. Suppliers, Consultants and Contractors	• Prompt payment for goods and services delivered • Equity in awarding tenders, contracts and consultancy services • To uphold integrity in procurement process • Regular information in tendering, contracting and consultancy services	• Timely delivery of goods and services • Quality and reliable goods and services • Adherence to term of services and goods specification • Value for money in goods and services delivery
9. County Government	• Timely delivery of projects and programs • Technical assistance in water and sanitation issues • Participation, involvement and open communication channel	• To refer to CWWDA master plan when proposing new projects • Assistance in land ownership and permits • Promote conducive working environment • Improve access roads to CWWDA's water and sanitation infrastructure
10.Media	• Timely payment for the services rendered to CWWDA • Sharing of information to promote CWWDA's image and perception to the public • To be given priority in business opportunities in the CWWDA's	• To give factual reports to the public • To present timely report to our consumers • To be accurate in reporting issues of theCWWDA's • To embrace good public relationship with the CWWDA 's
11. NGOs and CBOs	• To uphold transparency in project management • To give technical support when needed • To comply to governance issues • To share information of projects and programs	• To finance water and sanitation development projects and programs • To practice positive publicity for CWWDA • To collaborate in project execution and sustainability

3.4.2   Stakeholder's Expectations Strategies

The Coast Water Works Development Agency will enhance stakeholder participation and collaboration through the following strategies:

- Organizing stakeholder workshops to create awareness
- Sharing projects documents for stakeholder input
- Include stakeholders in monitoring units created.
- Sharing of projects progress reports
- Use of website for updates and feedback mechanism
- Timely completion of projects

3.5   Emerging Strategic Themes

Brain storming sessions were conducted to explore the emerging strategic themes affecting the Coast Water Works Development Agency. The results of these sessions resulted in 9 strategic themes which were harmonized into 4 key emerging themes as follows:

i.   **Human Resource:** In recent times, Coast Water Works Development Agency has seen an increase in scope of service delivery due to change of their mandate. However this increase is not proportional to the increase of number of employees to offer these services.

ii. **Infrastructure development and Bulk water operations:** The core function of Coast Water Works Development Agency is anchored on water and sanitation infrastructure development. The demand for water and sanitation services surpasses supply due to the growing population in the region. In this regard the CWWDA must invest in water and sanitation infrastructure development which will allow for increased production and supply of water and sanitation services.

iii. **Resource Mobilization:** Quality water and sanitation infrastructure require a substantial amount of funding. In this regard CWWDA will continue to seek funds from development partners and at the same time engage in activities that will augment revenue sources.

iv. **Governance & Corporate Communication:** The Board of directors of Coast Water Works Development Agency are tasked to develop competitive water and sanitation infrastructure development policies and regulations and instill best leadership practices to remain competitive in the current dynamic environment.
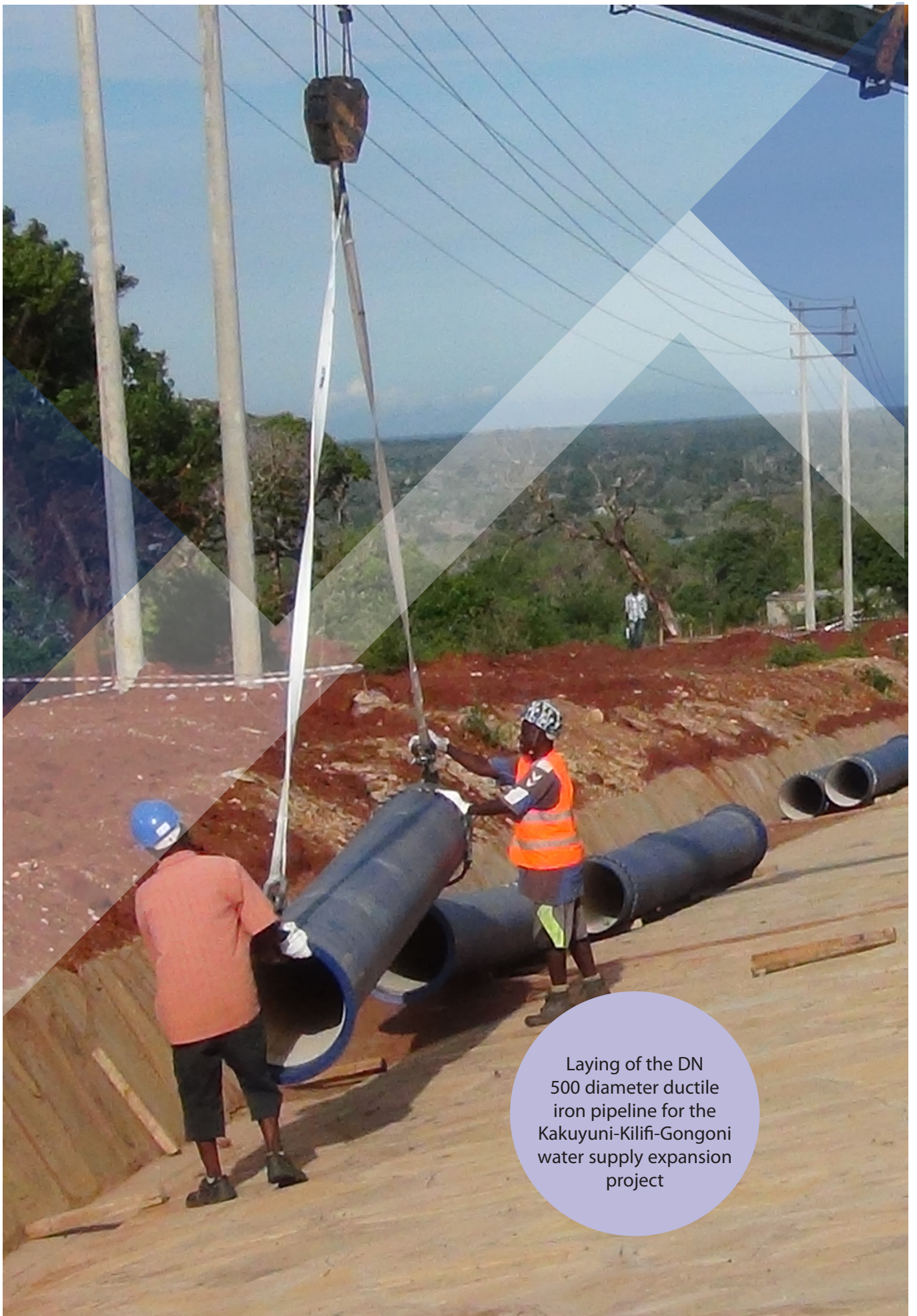
Laying of the DN 500 diameter ductile iron pipeline for the Kakuyuni-Kilifi-Gongoni water supply expansion project

CHAPTER 4
Strategic Direction

4.1 Introduction

Strategic direction is a course of action that leads to the achievement of the goals of the Coast Water Works Development Agency's strategy. It includes the fundamental forces that propel CWWDA toward its intended objectives, vision, mission, strategies, and core values, all developed from situational analysis of the organization. The result of situational analysis yields strategies and integrated activities, which are allocated scarce resources within the organizational environment so as to meet the present objectives.

4.2 Strategic Themes

Strategic themes were developed through brain storming sessions anchored on PESTEL Analysis, SWOT Analysis and Stakeholder Analysis. The outcome of this process resulted in the following strategic themes:

- i. Human Resource
- ii. Infrastructure development and Bulk water operations
- iii. Resource Mobilization
- iv. Governance
- v. Corporate Communication

4.3 Strategic Objectives

Based on the identified strategic themes, the Coast Water Works Development Agency resolved to focus on the accomplishment of various strategic objectives over the Plan period. The strategic objectives reflect the key result areas that will respond to particular sets of strategic theme and challenges facing the Coast Water Works Development Agency. For each strategic objective, the appropriate strategies around specific activities, performance indicators, and outcomes have been identified and are discussed as follows.

The following are the strategic objectives:-

- i. To recruit and retain at least 80% highly qualified staff by 2023
- ii. To increase water production from 67% to 90% and water coverage from 56% to 80% by 2023
- iii. To increase sanitation coverage from 20% to 25% by 2023
- iv. To improve ICT infrastructure and services from 40% to 80% by 2023
- v. To improve revenue collection from 60% to 90% by 2023
- vi. To reduce operation cost from 18% to 15% by 2023
- vii. To create alternative source of funds by 2023
- viii. To solicit for financial support from GOK through budget allocation by 2023
- ix. To adhere to legal & ethical standards to 2023
- x. To maintain effective communication to 2023

4.4 Human Resource Theme

4.4.1 Strategic Objective

To recruit and retain a highly qualified staff of 80% by 2023

4.4.2 Strategies

a.   Succession Planning

b.   Boost Staff Morale

c.   Improved Working Environment

d.   Staff Training

Strategic objective: To recruit and retain at least 80% highly qualified staff by 2023			
Strategies	**Activities**	**Performance indicators**	**Outcomes**
Succession planning	• Early identification of the retirees • Develop a clear job description for each staff • Recruitment of new staffs to replace retirees • Training and development • Compensation and performance management • Talent management	• One (1) list of number of retirees • One (1) job description document • One (1) list of number of staff recruited • One (1) list of number of staff trained • One (1) list of performance contracts • One (1) inventory skill document	• Sustainability of staff • Increased staff efficiency • Motivated staff
Boost staff morale	• Undertake teambuilding • Recognition of exemplary performance • Delegation of duties • Career advancement • Enhancement of staff medical scheme to include outpatient	• At least one (1) team-building per year • One (1) list of staff certification for best performance • Official letter on delegation • At least one (1) training per year • One (1) document of inclusion of outpatient medical scheme	• Motivated workforce • Accountable staff • Improved knowledge and skills
Improved working Environment	• Provision of safety equipment for staff • Renovation of office facilities and furnishings • Construction of new office • Conduct safety audits such as fire drills, vehicle inspection etc	• At least one (1) safety equipment for each staff working in the pipelines • At least one (1) renovation of office facilities and furnisher • At least one (1) construction of new office • At least one (1) safety audit conducted such as fire drills, vehicle inspection etc	• Safe work environment

Staff training	• Conduct Training Needs Assessment (TNA) • Develop a training plan • Conduct training • Evaluate efficiency of training	• One (1) TNA report • One (1) training plan document • At least one (1) training per year • One (1) training evaluation report	• Increased productivity • Increase in expertise

4.5 Infrastructure Development and Bulk Water Operations Theme

4.5.1 Strategic Objectives

1. To increase water production from 67% to 90% and water coverage from 56% to 80% by 2023

2. To increase sanitation coverage from 20% to 25% by 2023

3. To improve ICT infrastructure and services from 40% to 80% by 2023

Strategic objective 1: To increase water production from 67% to 90% and water coverage from 56% to 80% by 2023			
Strategies	**Activities**	**Performance Indicators**	**Outcomes**
Improve the overall plant effectiveness of Baricho Water Works & Pipeline from 75% to 100%	• Procure spare parts to maintain a critical spare parts inventory • Implement condition based and preventive based maintenance for bore holes and pipelines	• An inventory of critical spares for the plant. • Condition based and preventive maintenance plan for bore hole, pumps and pipeline.	• Increase daily production by 22,500m3
Improve the overall pipeline effectiveness of Marere Pipeline from 60% to 100%	• Procure spare parts to maintain a critical spare parts inventory • Implement condition based and preventive based maintenance for pipelines	• An inventory of critical spares for the plant. • Condition based and preventive maintenance plan for pipelines.	• Increase daily production by 2,800m3

Strategies	Activities	Performance Indicators	Outcomes
Improve the overall plant effectiveness of Tiwi system from 40% to 100%	• Procure spare parts to maintain a critical spare parts inventory. • Rehabilitate, replace and operationalise failed bore holes.	• Inventory of critical spares for bore hole and pipeline • Rehabilitation and replacement report	• Increase daily production by 7,800m3
Improve the overall pipeline effectiveness of Mzima Pipeline from 50% to 80%	• Procure spare parts to maintain a critical spare parts inventory. • Implement condition and preventive based maintenance for boreholes and pipelines	• Inventory of critical spares for bore hole and pipeline • Condition based and preventive maintenance plan for bore hole, pumps and pipeline.	• Increase daily production by 12,000m3
Construct and Commission Mzima 2 Pipeline	• Procurement process • Construction of pipeline • Commission of pipeline	• One (1) Procurement report • Progress report • Completion certificate	• Increase Water Supply by 105,000m3/day
Construct Mwache Dam Treatment Plant and Transmission Pipeline	• Procurement process • Construction of water works • Commissioning of the pipelines	• One (1) Procurement report • Latest progress report • Completion certificate	• Increase water supply by 186,000m3

Strategies	Activities	Performance Indicators	Outcomes
Construct and Commission improvement works under Baricho Lot1	• Procurement process • Construction of 3No. replacement bore holes • Commissioning of 3 No.Bore holes	• One (1) Procurement report • Progress report • Project conclusion certificate	• Increase water Supply by 22,000m3/day
Kakuyuni-Gongoni and Kakuyuni-Kilifi Pipelines under Baricho Lot 3	• Complete the construction of 22 kms of Kakuyuni Kilifi pipeline • Construction of 2500m3 reservoir at Gongoni • Commissioning of the project	• Progress report • Progress report • Project conclusion certificate	
Reduce the Non-Revenue Water on the Transmission Pipelines	• Reduce NRW for the Baricho-Mombasa pipeline from 13% to 8% • Reduce NRW for the Baricho-Kakunyuni pipeline from 10% to 5% • Reduce NRW for the Mzima pipeline • Reduce NRW for the Marere pipeline from 20% to 15%	• Monthly production reports	• Increase water supply by 3,000m3 per day • Increase water supply by 1,250m3 per day • Increase water supply by 2,000m3 per day • Increase water supply by 560 m3 per day
Rehabilitation of Pemba Dam	• Procurement process • Construction of treatment plant • Construction of a pumping station	• One (1) procurement evaluation report • Progress reports	• Increased water coverage and supply

Strategies	Activities	Performance Indicators	Outcomes
Garsen-Lamu Water Pipeline Project	• Donor identification • Procurement of consultant	• Financing agreement • Procurement report	• Increased water coverage
Equalization Water Project	• Project identification • Procurement of contractor and suppliers • Construction of boreholes/small dams and pans	• At least ten (10) projects identified • At least ten (10) contractors and suppliers procured • Completion reports / certificates	• Increased water coverage and supply
National Drought Mitigation Program	• Project identification • Procurement of contractor and suppliers • Construction of boreholes	• At least ten (10) projects identified • At least ten (10) contractors and suppliers procured • Completion reports / certificates	• National drought preparedness • Increased water coverage and supply
Strategic objective 2: *To increase sanitation coverage from 20% to 25% by 2023*			
Changamwe Re-pooling Scheme & Waste Water Treatment Plant	• Procurement process • Construction of sewer & waste water treatment plant • Consumer connections	• One (1) procurement evaluation report • Progress report • Completion certificate	• Increased sewer coverage
Construction of Ablution blocks and sludge Handling facilities in Likoni, Mombasa	• Procurement process • Construction of Ablution Blocks in Likoni • Construction of Sludge Drying Facility in Likoni	• One (1) procurement evaluation report • Project completion certificate • Project completion certificate	PO TM TM

Strategies	Activities	Performance Indicators	Outcomes
Taveta Sewerage Scheme	• Procurement process • Land Acquisition (10 Ha) and construction of WWTP capacity 2700 m3/d at El doro • Construction of a WW pumping station • Construction of 46km sewers and connections	• Project completion certificate • Project completion certificate • Project completion certificate • Project completion certificate	• TM • TM • TM • TM
Strategic Objective 3: *To improve ICT infrastructure and services from 40% to 80% by 2023*			
Upgrade ERP Modules	• Procurement process • Installation and configuration • Training of end users	• One (1) procurement evaluation report • One (1) inventory report on Installation and configuration • One (1) list of number of end users trained	• Increased coverage of ICT services • Increased ICT skills for the staff
Acquire Electronic Document Management System	• Procurement process • Installation and configuration • Training of staff	• One (1) procurement evaluation report • One (1) inventory report on Installation and configuration • One (1) list of number of staff trained	• Increased coverage of ICT services • Increased ICT skills for the staff
Rehabilitation of Infrastructure for Hardware and Software Systems	• Procurement process • Installation and configuration • Training staffs and evaluation of infrastructure	• One (1) procurement evaluation report • One (1) inventory report on Installation and configuration • One (1) list of number of staff trained and evaluation report	• Increased coverage of ICT services • Increased ICT skills for the staff

4.6 Resource Mobilization Theme

4.6.1 Strategic Objectives

1. To improve revenue collection from 60% to 90% by 2023
2. To reduce operation cost to 15% by 2023
3. To create alternative source of funds by 2023
4. To solicit for financial support from GOK through budget allocation by 2023

Strategic Objective 1: To improve revenue collection from 60% to 90% by 2023			
Strategies	**Activities**	**Performance indicators**	**Outcomes**
Engage the WSPs towards full payment of water bills as they fall due	• Create timely demand notices and bills • Immediate disconnection of water supply for non-payments	• One (1) list of demand notices and bills document • One (1) inventory report for disconnection of water supply for non-payments	• Improved revenue collection • Increased revenue collection
Engage the counties towards payment of outstanding debts	• Create a monthly reminder mechanism • Contract a debt collector agent • Reinforce the debt collector agent	• One (1) monthly remainder mechanism • Contract at least one (1) debt collector agent • Reinforce at least one (1) debt collector agent	• Improved revenue collection • Increased revenue collection
Strategic Objective 2: To reduce operation cost to 15% by 2023			
Strategies	**Activities**	**Performance indicators**	**Outcomes**
Pursuing installation of an efficient power factor of 0.95 and above equip-ment	• Procurement process • Acquire power factor correction banks • Apply for VAT exemption on power utilization	• One (1) procurement evaluation report • Twenty one (21) power factor correction banks fixed • One (1) approved VAT exemption on power utilization certificate	• Decrease of 15% power consumption • Decrease of power bills

Implementation of Unified Communication System (VOIP)	• Procurement process • Installation and configuration • Training of staffs and evaluation of the system	• One (1) procurement evaluation report • One (1) inventory report on Installation and configuration • One (1) list of number of staffs trained and evaluation report	• Increased coverage of ICT services • Increase ICT skills by the staffs

Strategic Objective 3: To create alternative source of funds by 2023			
Strategies	**Activities**	**Performance indicators**	**Outcomes**
Develop a water bottling plant at Mzima	• Develop a proposal and approval by NEMA • Source for PPP/donors for financing • Procurement process • Installation and commissioning of the plant • Production of bottled water	• One (1) proposal and approval by NEMA report • At least one (1) PPP/donors for financing • One (1) evaluation procurement report • One (1) Installed and commissioned bottled water plant • One (1) inventory report of bottled water produced	• Increased revenue
Disposal of obsolete assets	• Inspection and assessment of obsolete assets • Approval of disposal by the board of directors • Disposal of the obsolete assets	• One (1) inspection and assessment of obsolete assets report • One (1) approval of disposal report • One (1) inventory report of disposal of the obsolete assets	• Improved revenue
Fish farming in Baricho	• Rehabilitation of existing sludge drying beds • Procurement process • Purchase of fingerlings and fish feeds • Sale of fish.	• At least six (6) rehabilitated ponds • One (1) procurement evaluation report • One (1) inventory report on fingerlings and fish feeds • Income from fish sales report	• Improved revenue

Strategic Objective 4: To improve ICT infrastructure and services from 40% to 80% by 2023			
Strategies	**Activity**	**Performance Indicators**	**Outcome**
a) **Upgrade ERP Modules**	Procurement process Installation and configuration Training of end users	One (1) procurement evaluation report One (1) inventory report on Installation and configuration One (1) list of number of end users trained	Increased coverage of ICT services
b) **Acquire Electronic Document Management System**	Procurement process Installation and configuration Training of staff	One (1) procurement evaluation report One (1) inventory report on Installation and configuration One (1) list of number of staff trained	Increased coverage of ICT services
c) **Rehabilitation of Infrastructure for Hardware and Software Systems**	Procurement process Installation and configuration Training staff and evaluation of infrastructure	One (1) procurement evaluation report One (1) inventory report on Installation and configuration One (1) list of number of staff trained and evaluation report	Increased coverage of ICT services
d) **Implementation of Unified Communication System (VOIP)**	Procurement process	One (1) procurement evaluation report	

4.7 Governance Theme

4.7.1 Strategic Objective

To adhere to legal & ethical standards to 2023

Strategic Objective 1: _To adhere to legal & ethical standards to 2023_			
Strategies	**Activities**	**Performance Indicators**	**Outcomes**
To empower Board of directors on governance issues	• Training and induction of new directors on corporate governance • Annual corporate governance training for directors	• At least one (1) training and induction for directors on corporate governance • One (1) corporate governance training for directors per year	• Informed Board of directors
To secure transfer of assets & liabilities from MoW and NWH&SA	• File petitions with National Land Commission • Transfer assets from NWH&SA to the Board • Process title deeds	• One (1) inventory report on filed petitions with NLC • One (1) report on Transfer assets from NWH&SA to the Board • One (1) inventory report of acquired title deeds	• Asset ownership • Reduction in litigation costs
To ensure compliance of all national laws	• Identify non-compliance issues • Enforce compliance • Make follow ups on non-compliance issues • Take up legal action on legal issues arising • Conclude any cases that may arise • Undertake trainings in compliance issues	• One (1) inventory report on non-compliance issues • One (1) report for enforcement compliance • One (1) inventory list on the numbers of follow ups on non-compliance issues • One (1) list of legal action on legal issues arising • One (1) inventory report on any cases that may arise • At least one (1) training in compliance issues per year	• Reduction in litigation issues • Increased compliance by all departments • Increased staff awareness of litigation issues

Strategies	Activities	Performance Indicators	Outcomes
To enforce ethical standards amongst staff	• Finalize the corruption policy by presenting it to the Board for approval • Create of awareness on adherence to ethical standards by conducting in-house forums • All staff to sign code of conduct and ethics document	• One (1) report on corruption policy for Board approval • At least one (1) awareness on adherence to ethical in-house forum • One (1) inventory report on staff signing code of conduct and ethics	• Increased awareness of ethical standards by staff • Enhanced integrity

4.8 Communication Theme

4.8.1 Strategic Objective

To maintain effective communication to 2023

Strategic Objective 1: To maintain effective communication to 2023			
Strategies	**Activities**	**Performance indicators**	**Outcomes**
To make political environment conducive	• Hold public participation forums • Sign MOUs with County government • Design & share information on social media platforms, fliers, brochures & newsletters. • Attending meeting of WSPs	• At least one (1) public participation forum per year • At least one (1) Signed MOUs with County government per year • One (1) feedback list report • Participate in at least six (6) meetings of WSPs	• Improved working relationships • More informed politicians • Acceptable resolutions formed in meetings
To improve corporate image of the CWWDA	• Update social media pages and website • Develop and print fliers, brochures and newsletters • Training staff on attitude change • Registration of trademark for CWWDA • Prepare and take part in media forums	• One (1) inventory list of likes, shares, Tweets and re-tweets • One (1) inventory report of developed fliers, brochures and newsletters • At least one (1) training staff on attitude change per year • One (1) certificate of the registration of trademark • One (1) inventory report on taking part in media forums	• Improved communication with stakeholders • Improved behavior change • Improved corporate image

4.9 Risk and Mitigation Analysis

Strategy formulation is the main part of the strategic planning process. However, organizations are exposed to a variety of risks related to the development and implementation of the business strategy. The ultimate purpose of risk identification and analysis is to prepare for risk mitigation. The risk mitigation is the reduction of the likelihood that a risk event will occur and/or reduction of the effect of a risk event if it does occur.

4.9.1 Risk and Mitigation Analysis Results

The risk and mitigation analysis tool consisted of three parts; the strategic theme, corresponding risk and its mitigation. Brainstorming sessions were held to identify the risks and mitigation for each strategic theme. The participants of the strategic plan development process were divided into four groups and each group assigned one of the 4 strategic themes. Thereafter, the groups brainstormed to eliminate or include strategies. The feedback of these sessions were collected, analyzed and interpreted. The findings are shown in table 4.

STRATEGIC THEME	IDENTIFIED RISK	MITIGATION STRATEGY
Human Resource	1. Poor remuneration of staff 2. Poor working condition 3. No operation policies 4. Poor sustainability of succession plan 5. Insufficient working tools and equipment 6. Low staff morale 7. Staff health issues 8. Health and Safety Issues (OSHA)	1. Enhance scheme of services and salary progression guideline 2. Office renovations and extension 3. Develop relevant operation policies 4. Succession plan to be developed and adequate training 5. Purchase tools and equipment 6. Regular team building sessions 7. Provide medical insurance to staff. 8. New office structures
Infrastructure development	1. Frequent power fluctuations 2. Drought and floods 3. Inadequate funds 4. Cost of RAP 5. Political interference 6. Incompetent contractors 7. Delays in project approvals 8. Litigation issues 9. Legal requirement by regulatory agencies	1. Automated standby generator 2. Effective drought mitigation plan and mapping of floods areas 3. Intensive lobbying externally and internally 4. Involve all stakeholders 5. Sensitization meetings on CWWDA projects 6. Due diligence at procurement stage 7. Lobbying 8. Engage competent legal team 9. Sensitization meeting with regulatory agencies 10. Intensive lobbying of funds externally and internally

STRATEGIC THEME	IDENTIFIED RISK	MITIGATION STRATEGY
Resource Mobilization	1. Vandalism of water infrastructure 2. Disconnection of water for non-payment 3. Inadequate funds to finance projects 4. Low collection of revenue 5. Inadequate resources	1. Enhance patrols along pipelines 2. Information sharing with stakeholders 3. Seeking partnership locally and internationally 4. Strengthening the revenue collection unit 5. Engage debt collectors 6. Expand revenue earning activities
Governance & Corporate Communication	1. Political environment affects project implementation 2. Hiring of unqualified staff and contractors 3. Directors not trained on corporate governance 4. Non-compliance to laws and regulations leading to mitigation issues 5. Unethical standards leading to high cost of service delivery	1. Enhancement of communication channels 2. Adherence to employment laws and contract agreement 3. Undertake periodical corporate governance training 4. Compliance to laws and regulations 5. Creation of awareness on ethical standards

Pipeline laying along Mzima in Kwale County

DN 500 diameter ductile iron pipes at a yard in Kilifi. The pipes are being used in the project of expanding water supply to Kilifi and Gongoni Towns

CHAPTER 5
Implementation Monitoring and Evaluation

5.1 Introduction

Coast Water Works Development Agency Strategic Plan 2018- 2023 requires effective implementation of the strategies outlined. The implementation, as detailed in the matrix, will enable the realization of the set targets. The commitment of the implementing team will be measured against the action specified for each strategic objective in the implementation matrix. This measurement will be part of the evaluation of this plan. To assess the effectiveness of the plan, the following questions shall be addressed in their order of importance:

   i. Does the strategic plan capture the key areas of priority for Coast Water Works Development Agency?

   ii. Does the plan enable congruence of these key areas with the Coast Water Works Development Agency Board's mandate?

   iii. Is the strategic plan technically compliant with the conventional concepts and practice for effective planning?

   iv. Are the strategic objectives dynamic?

   v. Does the plan enable reinforced implementation?

   vi. Is the strategic plan feasible?

Responses to these questions shall be provided during the strategic plan's reviews and evaluation sessions.

5.2 Implementation plan

To facilitate implementation of CWWDA strategic plan 2018-2023, an implementation plan (appendix A) has been prepared covering the following areas; strategic issues, strategic objectives, strategies, activities, performance indicators, implementer, time frame, outcome and budget.

The implementation phase will specify who is responsible for the overall implementation of the plan, and also who is responsible for achieving each goal and objective. The phase will also specify who is responsible for monitoring the implementation of the plan. Decision making will be based on the results. The Board of directors will expect the Chief Executive Officer to regularly report to the full Board about the status of implementation, including progress toward each of the overall strategic goals. In turn, the Chief Executive Officer will expect regular status reports from management team regarding the status towards achieving the goals and objectives assigned to them. The Board of directors should be updated on the status of implementation at least on a quarterly basis while the Chief Executive Officer should receive monthly reports.

Implementation is the stage where all the planned activities are put into action. Before the implementation of a project, the implementers (spearheaded by the Project Committee or Executive) should identify their strength and weaknesses (internal forces), opportunities and threats (external forces). During the implementation of the strategic plan the Committee will need to monitor and evaluate the inputs, activities, outputs and outcomes to ensure that the strategic plan objectives are delivered as expected.

As such, the monitoring activities should appear on the work plan and should involve all stake holders. If activities are not being achieved as planned, the problem should be identified for correction. Monitoring is also important to ensure that activities are implemented as planned. This helps the implementers to measure how well they are achieving their targets.

5.3 Implementation by Balanced Scorecard (BSC)

The balanced scorecard is a strategic performance measurement tool aimed at translating an organization's strategic goals into a set of performance objectives that, in turn, are measured, monitored and changed if necessary to ensure that the organization's strategic goals are met. The balanced score card was developed to remedy the current inadequacies of performance measurement systems in organizations by balancing between the industrial era financial measurements (Return on investment & Return on assets) and the skill and competency era of operational measurements (new skills & new knowledge acquisition). A balanced scorecard model is based on focusing on organizations from four different perspectives to measure its performance based on strategic objectives. These perspectives are financial analysis (ROI & operation cost), internal business analysis processes (new products/services, and low prices), learning & growth analysis (employee satisfaction and retention) and customer analysis (customer satisfaction and retention) as shown in the figure below
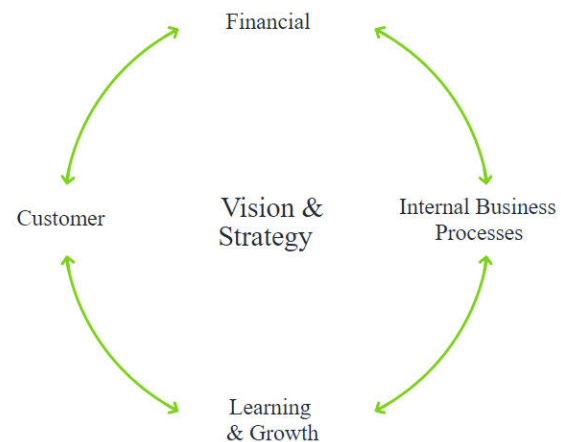
Figure 2: Balanced Scorecard implementation

The implementation of the Balanced Scorecard focuses on the organization's mission, vision and strategies. The financial and customer perspectives involved the stakeholder's analysis results. The internal business processes and learning and growth perspectives involved SWOT and PESTEL analysis results. These strategies are formulated into four success factors of objectives, measures, targets and initiatives as shown in Table 9

MISSION, VISION AND STRATEGIES				
Perspective	**Objectives**	**Measures**	**Targets**	**Initiatives**
Financial: "How attractive must we appear to our shareholders and financial backers?"	• Improve revenue collection from 60% to 90% by 2023 • Reduce operation cost to 15% by 2023 • Create alternative source of funding	• Percentage increase of the revenue	• 50% increase of revenue	• Demand for full payment of the current bills • Demand for outstanding debts by the County • Installation of efficient power factor of 0.95 and above equipment • Acquire water bottle plant • Engage in fish farming • Disposal of obsolete assets
Customer: "How attractive should we appear to our customers?"	• To increase water production from 67% to 90% and water coverage from 56% to 80% by 2023 • To increase sanitation coverage from 20% to 25% by 2023	• Number of customer supplied with water • Number of customers with access to sewerage facilities	• 80% of customer supplied with water • 25% of customers with access to sewerage	• Construction of Mwache Dam water treatment plant, Mzima II Pipeline, Baricho Lot 1&2, Garsen-Lamu water pipeline • Rehabilitation of Pemba Dam • Changamwe re-pooling scheme and waste water treatment plant

Perspective	Objectives	Measures	Targets	Initiatives
Internal Business Processes: "What must we excel at to satisfy our customers and shareholders/ financial backers?"	• To improve ICT infrastructure and services from 40% to 80% by 2023	• Number of business processes improved	• 80% of business process improved	• Upgrade ERP Modules • Acquired electronic document system • Rehabilitation of hardware & software systems • Implement VOIP
Learning and Growth: "How can we sustain our ability to achieve our chosen strategy?"	• To recruit and retain a highly qualified staff of 80% by 2023	• Number of staff retain annually	• 80% of staff retained	• Staff training • Improved working environment • Boost staff moral • Develop a succession plan

5.4 Implementation by Rapid Results Initiative (RRI)

The successful implementation of this strategic plan will be the responsibility of all the Coast Water Works Development Agency employees by the use of the implementation matrix in appendix A. CWWDA will employ the Rapid Results Initiative (RRI) approach in the implementation of the strategic plan 2018 – 2023. Rapid Results Initiative (RRI) is a structured process that mobilizes teams to achieve tangible results over a rapid time frame and accelerate organizational learning. It was developed by (Schaffer & Robert, 1991) consultants and adopted by the World Bank, as well as by many Kenyan government ministries and NGOs.

The objective of RRI is to achieve dramatic results, formed under the pressure of short time frames and ambitious targets. The RRI begins with a call to action for significant performance improvement delivered by a single leader or group of leaders to cross functional teams of 8-10 people. Team members then set and commit to short-term goals often in 100 days or less tied to the strategic issues outlined by the strategic plan. Teams then experiment with new ways of working, documenting learning along the way, and persisting until they achieve desired outcomes. The RRI aims to stimulate innovation, collaboration, and more effective execution in and across organizations and stakeholder groups. The management leverage initial results to create longer-term and wider-scale impact in subsequent waves of Rapid Results projects. The implementation matrix of RRI is attached as appendix B.

5.5 Implementation Approach

i) Phased Implementation

Implementation of the strategic plan will be in five financial years, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23. This is important in view of the fact that the activities require substantial funds. Given that there are limited resources, phasing will allow for mobilization of funds.

ii) Sequencing

Activities that will produce quick results will be implemented immediately so that they can be achieved early enough to set momentum for the implementation of other activities.

iii) Capacity Building

Staff/project implementers will be recruited and trained so that adequate capacity is developed. All Management/ Technical staff will be trained on Work Performance Improvement so as to ensure that the strategies are fully implemented.

iv) Operational Plan

Each sub-committee will be required to prepare its operational plan based on the corporate Strategic Plan.

5.6 Monitoring

The CWWDA's strategic plan will be monitored through regular and organized reporting of achievements against the set targets as formulated in the various performance contracts. Various strategies will be applied in monitoring the strategic plan implementation and performance.

a) Performance Indicators

For each of the output areas, performance indicators have been developed to assist in tracking progress. The performance indicators will be regularly reported on by all those involved in the implementation and the supervision of the strategic plan.

b) Data Collection tools

A uniform set of checklists, registers, reporting forms and monitoring tools will be adopted at all levels. The use of standardized data collection tools will be encouraged in all projects area to facilitate data analysis.

c) Data Collection and analysis

Data will be collected and analyzed regularly at every level focusing on the performance indicators. The responsibilities for data collection at all levels and the frequency will be determined by implementers of the departmental strategies. The results from the routine data collection and analysis will be used to inform decision making at all levels.

d) Progress Reporting

Progress reports will be prepared by the implementing committees that describe actions taken at each level towards achieving specific outcomes and strategies of the Plan.

The reviews of this plan shall occur at frequent and specified intervals, either quarterly or bi- annually. The reviews shall focus on the action programme and assess whether time bound events, interventions or initiatives have realized targeted outputs. These reviews shall determine whether the implementation of the strategic plan is on or off course and identify specific variances and their causes. For this purpose, the approach to be used during the interviews shall entail participatory sessions where reports shall be submitted and validated.

5.8 Evaluation

The evaluation of the strategic plan shall be undertaken at the end of the month of June in each financial year. This is congruent with budget allocation, auditing of operational results, budgets and preparation of financial statements. Some of the main inputs required for the strategic plan evaluation process include:

i. Strategic plan review reports

ii. Strategic plan monitoring and evaluation instruments

iii. Strategic plan evaluation guidelines.

After assessing the progress of the strategic plan, necessary changes shall be made. The revised plans will take consideration of emerging issues and changes affecting CWWDA's intended course. CWWDA shall measure current performance against previously set expectations and consider any changes or events that may have affected the planned course of actions.

-STRATEGIC ISSUE 1: HUMAN RESOURCE

Strategic Objective 1: To recruit and retain at least 80% highly qualified staff by 2023

Strategy	Activity	Performance indicators	Implementer	Time frame	Outcome	Budget in Kes				
						18/19	19/20	20/21	21/22	22/23
a) Succession Planning	Early identification of the retirees	One (1) list of number of retirees	HR	Annual	Sustainability of staff	5M	5M	5M	5M	5M
	Develop a clear job description for each staff	One (1) job description document	HODs	Once	Increased staff efficiency					
	Recruitment of new staffs to replace retirees	One (1) list of number of staff recruited	HR	Annual	Increase staff efficiency					
	Training and development	One (1) list of number of staff trained	HR	Continuous	Motivated staff					
	Compensation and performance management	One (1) list of performance contracts	HR	Continuous	Motivated staff					
	Talent management	One (1) inventory skill document	HODs	Continuous	Motivated staff					
b) Boost staff morale	Undertake teambuilding	At least one (1) teambuilding per year	HR	Annual	Motivated staff	4.7M	4.9M	5.2M	5.5M	5.8M
	Recognition of exemplary performance	One (1) list of staff certification for best performance	HR	Annual	Motivated workforce	0.05M	0.05 M	0.05 M	0.05 M	0.05 M
	Delegation of duties	More than one (1) official letter on delegation	HODs	Continuous	Accountable staff	0.01M	0.01 M	0.01 M	0.01 M	0.01 M
	Career advancement	At least one (1) training per year	HR	Continuous	Improved knowledge and skills	10M	10M	10M	10M	10M
	Enhancement of staff medical scheme to include outpatient	One (1) document of inclusion of outpatient medical scheme	HR	Annual	Healthy workforce	15M	15M	15M	15M	15M

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome					
c) Improved Working Environment	Provision of safety equipment for staff	At least one (1) safety equipment for staff	PO	Annual	Safe work environment	2M	2M	2M	2M	2M
	Renovation of office facilities and furnishings	At least one (1) renovation of office facilities and furnishings	HODs	Annual	Safe work environment	10M	10M	10M	10M	10M
	Construction of new office	At least one (1) construction of new office	Section Heads	Annual	Safe work environment	100M	100M	100M	100M	100M
	Conduct safety audits, fire drills, vehicle inspection etc.	At least one (1) safety audit, fire drills, vehicle inspection etc.	SHRO	June 2019	Safe work environment	20M	20M	20M	20M	20M
d) Staff Training	Conduct Training Needs Assessment (TNA)	One (1) TNA report	HR	Annual	Increase productivity	20M	20M	20M	20M	20M
	Develop a training plan	One (1) training plan document	HR	Annual	Increase productivity	20M	20M	20M	20M	20M
	Conduct training	At least one (1) training per year	HR	Continuous	Increase expertise	20M	20M	20M	20M	20M
	Evaluate efficiency of training	One (1) training evaluation report	HR	Continuous	Increase expertise	20M	20M	20M	20M	20M

STRATEGIC ISSUE 2: INFRASTRUCTURE DEVELOPMENT AND BULK WATER OPERATIONS

Strategic Objective 2: To increase water production from 67% to 90% and water coverage from 56% to 80% by 2023

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	Budget in KES				
						18/19	19/20	20/21	21/22	22/23
a) Improve the overall plant effectiveness of Baricho Water Works & Pipeline from 75% to 100%	Procure spare parts to maintain a critical spare parts inventory	An inventory of critical spares for the plant	BWM	2018-2023	Increase daily production by 22,500m^3					
	Implement condition based and preventive based maintenance for boreholes and pipeline	Condition based and preventive based maintenance plan for boreholes, pumps and pipeline				30M	10M	25M	25 M	25M

	Strategic Objective	Activity	Output/Milestone	Responsibility	Time Frame	Key Performance Indicator	Yr1	Yr2	Yr3	Yr4	Yr5
b)	Improve the overall pipeline effectiveness of Marere Pipeline from 60% to 100%	Procure spare parts to maintain a critical spare parts inventory	An inventory of critical spares for the plant	PO	2018-2023	Increase daily production by 2,800m³	15M	10M	10M	15M	15M
		Implement condition based and preventive based maintenance for pipeline	Condition based and preventive based maintenance plan for pipeline	BWM	2018-2023						
c)	Overhaul the overall plant effectiveness of Tiwi system from 40% to 100%	Procure spare parts to maintain a critical spare parts inventory	An inventory of critical spares for boreholes and pipeline	PO	2018-2023	Increase daily production by 7,800m³	150M	50M	6M	6M	6M
		Rehabilitate, replace and operationalize failed boreholes	Rehabilitation/ replacement report	BWM							
d)	Improve the overall pipeline effectiveness of Mzima Pipeline from 50% to 80%	Procure spare parts to maintain a critical spare parts inventory	An inventory of critical spares for boreholes and pipeline	PO	2018-2023	Increase daily production by 12,000m³	40M	20M	20M	20M	20M
		Implement condition based and preventive based maintenance for boreholes and pipeline	Condition based and preventive based maintenance plan for pipeline	BWM							
e)	Construct and Commission Mzima II Pipeline	Procurement process	One (1) procurement report	PO	2018-2023	Increase Water Supply by 105,000m3/day	10B	10B	5B	5B	5B
		Construction of pipeline	Progress report	TM/PE							

Activity	Sub-activity	Output indicator	Responsibility	Timeframe	Target	Y1	Y2	Y3	Y4	Y5
	Commission of pipeline	Completion certificate	TM/PE							
f) Construct Mwache Dam water Treatment Plant and South Mainland Transmission Pipeline	Procurement process	One (1) procurement report	PO	2018-2023	Increase water supply by 186,000m³	1B	1B	1B	3B	2.7B
	Construction of water works	Progress report	TM/PE							
	Commissioning of the pipeline	Project completion certificate	TM/PE							
g) Construct and Commission improvement works under Baricho Lot1.[1]	Procurement process	One (1) procurement report	PO	2019	Increase water Supply by 22,000m3/day	100 M	-	-	-	-
	Construction of 3No. replacement bore holes	Progress report	TM/PE							
	Commissioning of 3No.Bore holes	Project completion certificate								
h) Construct Kakuyuni-Gongoni and Kakuyuni-Kilifi Pipelines under Baricho Lot 3.[2]	Complete the construction of 22 kms of Kakuyuni Kilifi pipeline	Progress report	TM/PE	2019	Increase water Supply by 22,000m3/day	1.5B	-	-	-	-
	Construction 2500m³ reservoir at Gongoni	Progress report								
	Commissioning of the project	Project completion certificate								
i) Reduce the Non-Revenue Water on the Transmission	Conduct the following activities on the Baricho-Mombasa pipeline to reduce NRW from		BWM	2018-2023 Quarterly	Increase water supply by 3,000m3 per day	3.6 M	3.6 M	3.6 M	3.6 M	3.6 M

							1.2 M	1.2 M	1.2 M	1.2 M	1.2 M
Pipelines	13% to 8%: Repair/or replace at least 3Km of pipeline (including servicing or repair of air valves, section valves and washouts)	Four (4) comprehensive pipeline repair reports									
	Install bulk water meters	One (1) Bulk meter installation report		Annual							
	Prompt meter reading to determine water volumes and water balance	Four (4) Meter reading reports		Quarterly							
	Continuous patrols	Four (4) pipeline patrol reports		Quarterly							
	Conduct the following activities on the Baricho-Kakuyuni pipeline to reduce NRW from 10% to 5%: Repair/or replace at least 3Km of pipeline (including servicing or repair of air valves, section valves and washouts)	Four (4) comprehensive pipeline repair reports	BWM	2018-2023 Quarterly	Increase water supply by 1,250m3 per day						
	Install bulk water meters	One (1) Bulk meter installation report		Annual							
	Prompt meter reading to determine water volumes and water balance	Four (4) Meter reading reports		Quarterly							

Continuous patrols	Four (4) Pipeline patrol report		Quarterly						
Conduct the following activities on the Mzima pipeline to reduce NRW from 20% to 15%: Repair/or replace at least 3Km of pipeline (including servicing or repair of air valves, section valves and washouts)	Four (4) comprehensive pipeline repair reports	BWM	2018-2023 Quarterly	Increase water supply by 2,000m3 per day	6M	6M	6M	6M	6M
Install bulk water meters	One (1) Bulk meter installation report		Annual						
Prompt meter reading to determine water volumes and water balance	Four (4) Meter reading reports		Quarterly						
Continuous patrols	Four (4) Pipeline patrol reports		Quarterly						
Conduct the following activities on the Marere pipeline to reduce NRW from 23% to 15%: Repair/or replace at least 3Km of pipeline (including servicing or repair of air valves,	Four (4) comprehensive pipeline repair reports	BWM	2018-2023 Quarterly	Increase water supply by 560 m3 per day	2.4 M	2.4 M	2.4 M	2.4 M	2.4 M

Activity		Output	Resp.	Timeframe	Outcome					
	section valves and washouts)									
	Install bulk water meters	One (1) Bulk meter installation report		Annual						
	Prompt meter reading to determine water volumes and water balance	Four (4) Meter reading reports		Quarterly						
	Continuous patrols	Four (4) Pipeline patrol reports		Quarterly						
j) Rehabilitation of Pemba Dam	Procurement process	One (1) procurement evaluation report	PO	2018	Increased water coverage	0.3B	0.3B	-	-	-
	Rehabilitation of the dam	Progress report	TM							
	Construction of a treatment plant	Progress report	TM							
	Construction of a pumping station	Progress report	TM							
k) Garsen-Lamu Water Pipeline Project (approx. 100Km)	Donor identification	Financing Agreement	PO	2023	Increased water coverage	0.1B	0.1B	0.1B	-	-
	Procurement of consultant	Procurement report	TM							
l) Equalization Water Project	Project identification	At least one (1) project identified	PO	Continuous	Increased water coverage	0.8B	0.8B	0.8B	0.8B	0.8B
	Procurement of contractor and suppliers	At least one (1) contractor and supplier procured	PO							
	Construction of boreholes	One (1) inventory report of boreholes constructed	TM							

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	Budget in KES 18/19	19/20	20/21	21/22	22/23
m) National Drought Mitigation Program	Project identification	At least ten (10) projects identified	PO	2019	Increased water coverage	0.1B	0.1B	0.1B	0.1B	0.1B
	Procurement of contractor and suppliers	At least ten (10) contractors and suppliers procured	PO							
	Construction of boreholes	Completion reports and certificates	TM							

Strategic Objective 3: To increase sanitation coverage from 20% to 25% by 2023

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	Budget in KES				
						18/19	19/20	20/21	21/22	22/23
n) Changamwe Re-pooling Scheme & Waste Water Treatment Plant	Procurement process	One (1) procurement evaluation report	PO	2020	Increased sewer coverage	0.3B	0.3B	-	-	-
	Customer connections	Project completion certificate	TM							
o) construction of Ablution blocks and sludge Handling facilities in Likoni, Mombasa	Procurement process	One (1) procurement evaluation report	PO	2023	Increased sanitation coverage	-	-	100	200	300
	Construction of Ablution Blocks in Likoni	Project completion certificate	TM							
	Construction of Sludge Drying Facility in Likoni	Project completion certificate	TM							
p)Taveta Sewerage Scheme	Procurement process	Project completion certificate	TM	2023	Increased sewer coverage	-	-	300	400	600
	Land Acquisition (10 Ha) and construction of WWTP capacity 2700 m³/d at El doro	Project completion certificate	TM							
	Construction of a WW pumping station	Project completion certificate	TM							

						Budget in KES				
	Construction of 46km sewers and connections	Project completion certificate	TM							

Strategic Objective 4: To improve ICT infrastructure and services from 40% to 80% by 2023

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	Budget in KES				
						18/19	19/20	20/21	21/22	22/23
a) Upgrade ERP Modules	Procurement process	One (1) procurement evaluation report	PO	2018	Increased coverage of ICT services	8M	2.5M	2.5M	2.5M	2.5M
	Installation and configuration	One (1) inventory report on Installation and configuration	ITO							
	Training of end users	One (1) list of number of end users trained	ITO	2018	Increased ICT skills for staff					
b) Acquire Electronic Document Management System	Procurement process	One (1) procurement evaluation report	PM	2019	Increased coverage of ICT services	4M	2.5M	2.5M	2.5M	2.5M
	Installation and configuration	One (1) inventory report on Installation and configuration	ITO							
	Training of staff	One (1) list of number of staff trained	ITO	2019	Increased ICT skills for staff					
c) Rehabilitation of Infrastructure for Hardware and Software Systems	Procurement process	One (1) procurement evaluation report	PO	2019	Increased coverage of ICT services	4M	2.5M	2.5M	2.5M	2.5M
	Installation and configuration	One (1) inventory report on Installation and configuration	ITO							
	Training staff and evaluation of infrastructure	One (1) list of number of staff trained and evaluation report			Increase ICT skills for staff					
d) Implementation of Unified	Procurement process	One (1) procurement evaluation report	PO	2018	Increased coverage of ICT	3M	2.5M	2.5M	2.5M	2.5M

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome					

Communication System (VOIP)					services					
	Installation and configuration	One (1) inventory report on Installation and configuration	ITO	2018	Increased coverage of ICT services					
	Training of staff and evaluation of the system	One (1) list of number of staff trained and evaluation report			Increased ICT skills for staff					

STRATEGIC ISSUE 3: RESOURCE MOBILIZATION

Strategic Objective 5: Improve revenue collection from 60% to 90% by 2023

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	Budget in KES				
						18/19	19/20	20/21	21/22	22/23
a) Engage the WSPs towards full payments of water bills as and when they fall due	Create timely demand notices and bills	One (1) list of demand notices and bills document	FM	Immediate	Improved revenue collection	1.3M	1.3M	1.3M	1.3M	1.3M
	Immediate disconnection of water supply for non-payments	One (1) inventory report for disconnection of water supply for non-payments	BWM	July 2018						
b) Engage counties towards payment of outstanding debts	Create a monthly reminder mechanism	One (1) monthly reminder mechanism	CEO	2018	Improved revenue collection	684M	684M	684M	684M	684M
	Contract a debt collector agent	Contract at least one (1) debt collector agent	LSM							
	Reinforce the debt collector agent	Reinforce at least one (1) debt collector agent	HRAM							

Strategic Objective 6: To reduce operation cost from 18% to 15% by 2023

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	Budget in KES				
						18/19	19/20	20/21	21/22	22/23
a) Pursuing installation of an efficient power factor of 0.95 and above equipment	Procurement process	One (1) procurement evaluation report	CEO	July 2018	Decrease of power consumption	6.3M	6.3M	6.3M	6.3M	6.3M
	Acquire power factor correction banks	Twenty one (21) power factor correction banks	PO	July 2018	Decrease of 15% power consumption					
	Apply for VAT exemption on power utilization	One (1) approved VAT exemption on power utilization certificate	CEO	July 2018	Decrease of power bills	76.8M	76.8M	76.8M	76.8M	76.8M

Strategic Objective 7: To create alternative source of funds by 2023

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	Budget in KES				
						18/19	19/20	20/21	21/22	22/23
a) Develop a water bottling plant at Mzima	Develop a proposal and seek approval by NEMA	One (1) proposal and approval by NEMA report	Board	2023	Improved revenue	60M	1M	1M	1M	1M
	Source for PPP/donors for financing	At least one (1) PPP/donors for financing	TM	2023						
	Procurement Process	One (1) evaluation procurement report	PO	2023						
	Installation and commissioning of the plant	One (1) Installed and commissioned bottled water plant	TM	2023						

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	18/19	19/20	20/21	21/22	22/23
	Production of bottled water	One (1) inventory report of bottled water produced	TM	2023						
b) Disposal of obsolete assets	Inspection and assessment of obsolete assets	One (1) inspection and assessment of obsolete assets report	PO	July 2018	Improved revenue	0.5B	0.5B	0.5B	0.5B	0.5B
	Approval of disposal by the Board of Directors	One (1) approval of disposal report	Disposal Committee	July 2018						
	Disposal of the obsolete assets	One (1) inventory report of disposal of the obsolete assets	Disposal Committee	July 2018						
c) Fish farming in Baricho	Rehabilitation of existing ponds	At least six (6) rehabilitated ponds	Sup. Mechanical Engineer	July 2018	Improved revenue	12M	12M	12M	12M	12M
	Procurement process	One (1) procurement evaluation report								
	Purchase of fingerlings and fish feeds	One (1) inventory report on fingerlings and fish feeds								
	Sale of fish	One (1) Income from fish sales report								

Strategic Objective 8: To solicit for financial support from GOK through budget allocation by 2023

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	Budget in KES				
						18/19	19/20	20/21	21/22	22/23
a)Budgetary request to the Ministry of Water & sanitation	Develop a budget	Finance received	CEO	July 2018	Improved revenue	200M	200M	200M	200M	200M
	Follow the budgetary process									

STRATEGIC ISSUE 4: GOVERNANCE

Strategic Objective 9: To adhere to legal and ethical standards to 2023										
Strategy	**Activity**	**Performance Indicators**	**Implementer**	**Time Frame**	**Outcome**	**Budget in KES**				
						18/19	19/20	20/21	21/22	22/23
a) To empower Board of Directors on governance issues	Training and induction of new Directors on corporate governance	At least one (1) training and induction for Directors on corporate governance	LSM	Once	Informed Board of Directors	0.2M	0.2M	0.2M	0.2M	0.2M
	Annual corporate governance training for directors	One (1) corporate governance training for directors per year	LSM	Annually	Informed Board of directors	3M	3M	3M	4M	4M
b) To secure transfer of assets & liabilities from MW&S and NWH&SA	File petitions with NLC	One (1) inventory report on filed petitions with NLC	LSM	Continuous	Asset ownership	3M	3M	3M	3M	3M
	Transfer assets from NWH&SA to the Board	One (1) report on Transfer assets from NWH&SA to the Board			Reduction in litigation costs					
	Process title deeds	One (1) inventory report of acquired title deeds			Full compliance by all departments					
c) To ensure compliance of all national laws	Identify non-compliance issues	One (1) inventory report on non-compliance issues	HODs	Continuous	Reduction in litigation issues	0.05M	0.05M	0.05M	0.05M	0.05M
	Enforce compliance	One (1) report for enforcement compliance	HODs	Quarterly	Reduction in litigation issues	-	-	-	-	-
	Make follow ups on non-compliance issues	One (1) inventory list on the numbers of follow ups on non-compliance issues	LSM/ IAM	Continuous	Increased compliance by all departments	0.05M	0.05M	0.05M	0.05M	0.05M
	Take up legal action on legal issues arising	One (1) list of legal action on legal issues arising	LSM	Continuous	Reduction in litigation issues	0.05M	0.05M	0.05M	0.05M	0.05M

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	18/19	19/20	20/21	21/22	22/23
	Conclude any cases that may arise	One (1) inventory report on any cases that may arise	LSM	Continuous	Reduction in litigation issues	0.05M	0.05M	0.05M	0.05M	0.05M
	Undertake trainings in compliance issues	At least one (1) training in compliance issues per year	LSM	Continuous	Increased staff awareness of litigation issues	0.05M	0.05M	0.05M	0.05M	0.05M
d) To enforce ethical standards amongst staff	Finalize the corruption policy by presenting it to the Board for approval	One (1) report on corruption policy for Board approval	HRAM	Quarterly	Increased awareness of ethical standards	2M	-	-	-	-
	Create of awareness on adherence to ethical standards by conducting in-house forums	At least one (1) awareness on adherence to ethical in-house forum	HRAM	Quarterly	Increased staff awareness	0.05M	0.05M	0.05M	0.05M	0.05M
	All staff to sign code of conduct and ethics document	One (1) inventory report on staff signing code of conduct and ethics	HRAM	Once	Enhanced integrity	0.01M	0.01M	0.01M	0.01M	0.01M

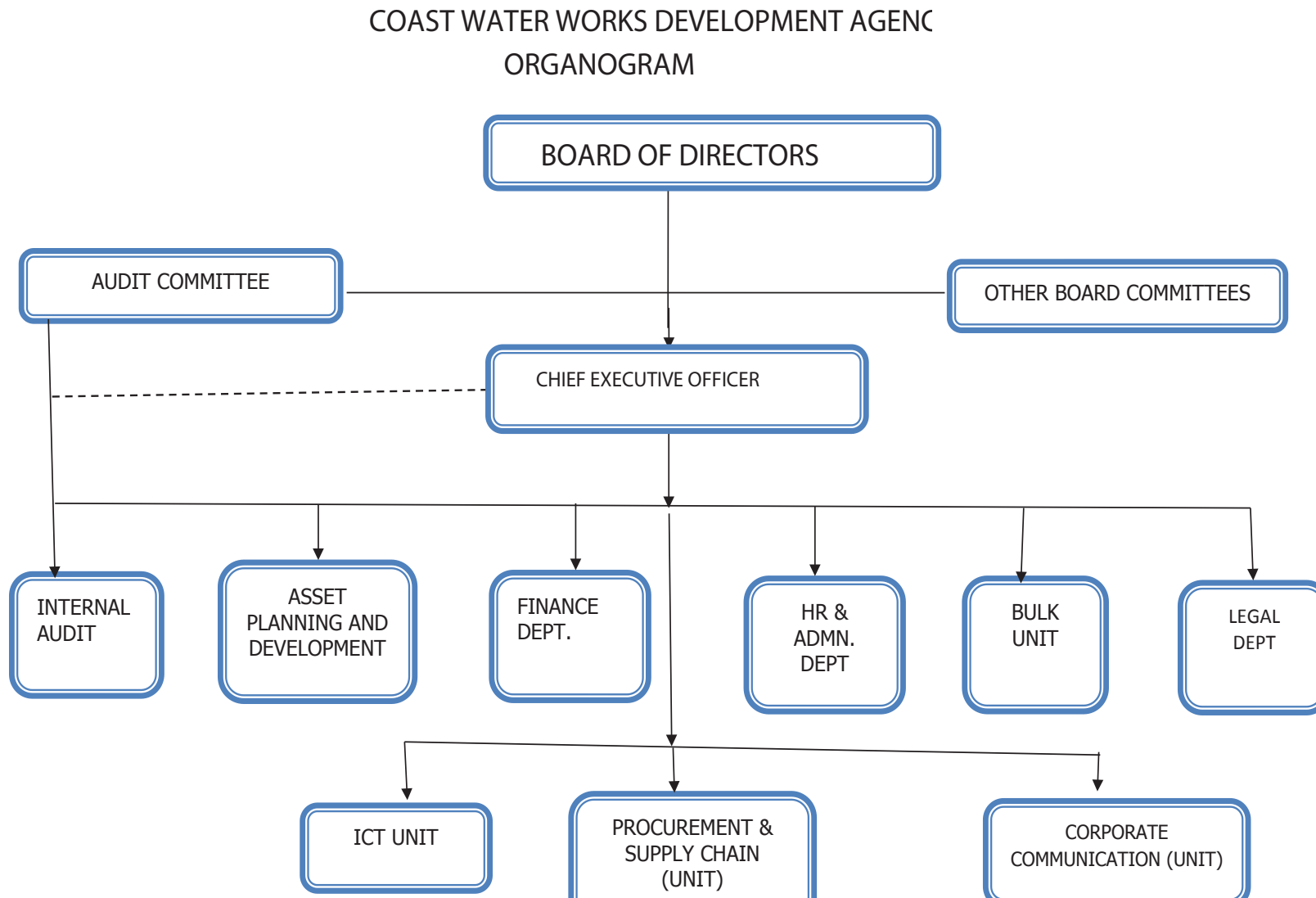**STRATEGIC ISSUE 5: CORPORATE COMMUNICATION**

Strategic Objective 10: To maintain effective communication to 2023

Strategy	Activity	Performance Indicators	Implementer	Time Frame	Outcome	Budget in KES				
						18/19	19/20	20/21	21/22	22/23
a) To make political environment conducive	Hold public participation forums	At least one (1) public participation forum per year	CEO	Bi-yearly	Improved relationships	1.2M	1.2M	1.2M	1.2M	1.2M
	Sign MOUs with County government	At least one (1) Signed MOUs with County government per year	LSM	Continuous	Improved relationships	0.2M	0.2M	0.2M	0.2M	0.2M
	Design & share information in social networking, fliers, brochures & newsletters.	One (1) feedback list report	CCO	Continuous	More informed stakeholders	0.5M	0.5M	0.5M	0.5M	0.5M

							0.1M	0.1M	0.1M	0.1M	0.1M
	Attending meeting of WSPs	At least six (6) meetings participation of WSPs	LSM	Quarterly	Acceptable resolutions formed in meetings						
b) To improve the corporate image of CWWDA	Update social media pages and website	One (1) inventory list of likes, shares, Tweets and re-tweets	CCO	Continuous	Improved communication with stakeholders	0.4M	0.4M	0.4M	0.1M	0.1M	
	Develop and print fliers, brochures and newsletters	One (1) inventory report of developed fliers, brochures and newsletters	CCO	Quarterly	Improved communication with stakeholders	0.8M	0.8M	0.8M	0.8M	0.8M	
	Training staff on attitude change	At least one (1) training staff on attitude change per year	HRAM	Quarterly	Improved behavior change	0.2M	0.2M	0.2M	0.2M	0.2M	
	Registration of trademark for CWSB	One (1) certificate of the registration of trademark	LM	Once	Improved corporate image	0.1M	-	-	-	-	
	Prepare and take part in media forums	One (1) inventory report on taking part in media forums	CCO	Quarterly	Improved corporate image	0.2M	0.2M	0.2M	0.2M	0.2M	

Appendix C: CWWDA Organogram

COAST WATER WORKS DEVELOPMENT AGENCY
ORGANOGRAM

Appendix D: Strategic Planning Team

HEAD OF DEPARTMENTS	SUPPORT HEADS	SECTION HEADS
1. Chief Executive Officer 2. Finance Manager 3. Technical Services s Manager 4. Internal Audit Manager 5. Legal Services s Manager 6. Human Resources & Admin Manager	1. Project Engineer 2. Procurement Officer 3. Corporate Communications Officer 4. Head of Bulk Unit 5. IT Officer	1. Project Accountant 2. Environmentalist 3. Economist 4. Quality Assurance 5. Sr. Human Resources Officer 6. Dep. Project Engineer 7. Sanitation Engineer 8. Geologist 9. Sr. Accountant 10. Community Development Officer 11. Transport Officer 12. Engineer – in charge of Kwale projects- 13. Engineer – in charge of Kilifi projects 14. Engineer – in charge of Lamu projects- 15. Engineer – in charge of Tana River projects 16. Engineer – in charge of Taita-Taveta projects 17. Head of Tiwi Water supply system 18. Support Engineer 19. Operations and Maintenance

Water for Generations

Coast Water Works Development Agency
Physical Address: Mikindani Street, Off Nkrumah Rd
Postal address: P.O Box 90417-80100, Mombasa
Telephone: 041-2315230
Email:info@cwsb.go.ke