



**Advocating for Quality  
Water Services**



**STRATEGIC PLAN  
2018-2022**

Supported by:



# STRATEGIC PLAN 2018-2022

## FOREWORD



Water is amongst the most critical of resources that Nations need for growth and prosperity. Whether for domestic, industrial, leisure or sporting needs, water is one of the important catalysts for development. In Kenya, the significance of the water sector has been captured in key national blueprints, the most important being the Constitution which enshrines the right to water for all citizens in the Bill of Rights. The country's premier development blueprint, Kenya Vision 2030 also amplifies this aspiration and recognizes the need for expanding access and improving quality in the provision of water services.

Several policies and legal instruments in the country elaborate these provisions and have proposed several interventions, including institutional frameworks for ensuring efficient and effective implementation of projects and programmes within the sector. Internationally, the Sustainable Development Goals (SDGs) provide goals and indicators related to the water sector, most notably SDG number 6 on Clean Water and Sanitation.

In Kenya, the provision of water and sanitation services is a constitutional function of the County Governments, who form water service providers (WSPs) as special entities to carry out this mandate on their behalf. The Water Services Providers Association (WASPA) is the main umbrella body which brings together Water Service Providers in the Country. The Association has continued to build the capacity of WSPs and lobbied for their interests with the aim of transforming them into viable and strong institutions capable of delivering on their mandates and providing quality services. Indeed, there is increasing recognition within the water sector in the Country of the important role played by the Association.

Over the years, WASPA has faced a number of challenges which has hampered its operations and that of its' members to contribute effectively to national development goals. Some of these challenges include but not limited to inadequate resources, political interference, conflicting legislations, multiple taxation and levies, high electricity cost among others.

To address these challenges, the Association in the next five years will focus on communication and advocacy as a key result area which has proposed several activities and programmes which include; advocacy for autonomy in the management of WSPs, lobby for implementation of intervention and harmonization in the policy and legal framework in this Strategic Plan. As we embark on implementation of this Strategic Plan, it is important to remind all of us that the process will require the support of all stakeholders. I therefore call upon our partners and stakeholders to support the implementation of this Strategic Plan. On behalf of the Association, I pledge to support the implementation process and provide the required policy direction.

A handwritten signature in blue ink, reading "Daniel Nganga".

**Eng. Daniel Nganga**  
**CHAIRMAN**

## PREFACE

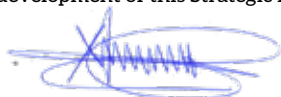
This Water Services Providers Association (WASPA) Strategic Plan 2018-2022 sets out a coherent and systematic road-map to guide implementation of the Association's programmes for the 2018-2022 period. It acknowledges that the Association's operational environment is dynamic thus the need to be continuously adaptive to the changing circumstances. The Plan has been developed through a collaborative framework involving members, partners and key stakeholders. This was aimed at building support and ensuring that all strategies developed are agreed upon.

The development of this Strategic Plan comes at a very critical time in the Association's operations. Having been established in 2002, the Association finds itself at an important but perilous period of transformation. It has made significant achievements during its existence, mainly increasing its membership and continuously building the capacities of members to effectively deliver services. However, diminishing support from donors and increasing needs of members present key hindrances which affect the Association's work. The Strategic Plan has responded to this by formulating strategies aimed at building on successes, exploiting opportunities and addressing the challenges faced to facilitate enhanced performance. Underpinning these strategies is a cross-cutting commitment towards ensuring that the Association's programmes are tailored to meet the diverse needs of our members.

The Strategic Plan has identified three Strategic Results Areas (SRAs) as pillars upon which implementation will be reported and results measured. These are: Organizational Capacity Development; Members Engagement and Development; and Communication and Advocacy. By focusing on these areas, the Association has clearly ensured that emphasis is placed on its core mandate and functions. Priority has therefore been accorded to activities, projects and programmes which contribute directly to the Strategic Objectives under these SRAs.

Several key lessons were learnt during implementation of the preceding Strategic Plan over the 2013-2017 period. Three of these lessons stand out. One is the need to strengthen lobbying of key organizations and institutions in order to strategically advance members' interests. The second is that the organization must develop and implement strategies aimed at making it self-reliant within the medium-term. Thirdly, the need for a robust framework for monitoring of implementation of the Association's programmes. The Plan has proposed several key activities aimed at improving its communication and advocacy. In addition, it has strategies for diversifying revenue streams while mobilizing additional resources from partners.

Implementation of this Strategic Plan will require the concerted efforts of all those charged with various responsibilities. On behalf of the Association's Secretariat, I pledge our commitment towards ensuring that the Plan is fully implemented. Finally, I thank all those who have been involved in the process of the development of this Plan. Specifically, I sincerely thank SNV Netherlands Development Organisation for supporting WASPA in the development of this Strategic Plan.



**Mr. Ambugo Antony**  
**CHIEF EXECUTIVE OFFICER**

## ACKNOWLEDGEMENTS

We want to thank several individuals and organizations without whose invaluable support and input, the process of development of this Strategic Plan would not have been possible.

First is SNV Netherlands Development Organization that provided Financial Support to the process. Special mention in this regard goes to Benjamin Cutner; the WaSH Sector Leader, David Wanyoike; the WaSH Programme Manager, Ebenezer Amadi; the WaSH Advisor and George Osoro; WaSH Consultant.

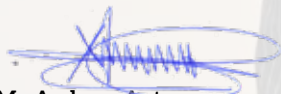
We also thank Vitens Evides International, especially Ms. Lieke Nijk; the Project Manager.

Equally, we are greatly indebted to all the Stakeholders who gave technical input into this process, especially the member WSPs.

Not to be forgotten is the support and cooperation received from the WASPA Executive Committee led by the Chairman, Eng. Daniel Ng'ang'a.

Alongside this is the commendable effort of the entire WASPA Secretariat Staff, especially Ms. Eddah Wambui and Mr. Job Fundi towards this process.

Finally, we greatly appreciate the technical support provided by the Lead Consultant, Mr. Eliud Owalo of Eliud & Associates (**E&A**) Management Consultants in facilitating the process.



**Mr. Ambugo Antony**  
**CHIEF EXECUTIVE OFFICER**

## ACRONYMS AND ABBREVIATIONS

AGM	Annual General Meeting
ATA	Automatic Tariff Adjustment
CAPEX	Capital Expenditure
CBA	Collective Bargaining Agreement
CEO	Chief Executive Officer
CoG	Council of Governors
CREWS	Climate Resilience Water Services
EC	Executive Committee
EMCA	Environmental Management and Coordination Act
VEI	Vitens Evides International
GIS	Geographic Information System
GIZ	Gesellschaft für Internationale Zusammenarbeit - German Development Agency
GoK	Government of Kenya
IWA	International Water Associations
JICA	Japan International Cooperation Agency
KAM	Kenya Association of Manufacturers
KEWI	Kenya Water Institute
KRA	Key Result Area
KSh.	Kenya Shilling
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
MTP	Medium Term Plan
MWI	Ministry of Water and Irrigation
NEMA	National Environmental Management Authority

NRW	Non-Revenue Water
OHS	Occupational Health and Safety
P-PESTEL	Policy, Political, Economic, Social, Technological, Environmental and Legal
PEWAK	Performance Enhancement of Water utilities in Kenya
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SNV	Netherlands Development Organisation
SUWASA	Sustainable Water and Sanitation in Africa
SWAP	Strengthening Water Association Project
SWOT	Strengths, Weaknesses, Opportunities and Threats
VAT	Value Added Tax
WASCO	Water Sports Company
WASPA	Water Services Providers Association
WASREB	Water Services Regulatory Board
WRA	Water Resources Authority
WSP	Water Services Provider
WSS	Water and Sanitation Services



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# EXECUTIVE SUMMARY

## Overview

The WASPA Strategic Plan 2018-2022 will guide implementation of the Association's activities and programmes over the five-year period between the 2018/19 and 2022/23 fiscal periods. This is the third Strategic Plan for the Association; coming after the second Strategic Plan covering the 2013-2017 period. It has been prepared to ensure that the Association's programmes remain relevant to its operational environment. The Plan will ensure that WASPA continues to capitalize on its strengths while minimizing its weaknesses. A notable inclusion in this Strategic Plan is a robust framework for monitoring and evaluation to facilitate continuous assessment of progress in implementation and draw lessons for future implementation.

## Review of the WASPA Strategic Plan 2013-2017

**Milestones:** Several key achievements were realized by the Association during the (2013-2017) Strategic Plan period. Under the Strategic Theme 1 on Institutional Capacity, (i) the number of staff of the Association increased from three to five, (ii) a field GIS Training Center was established and equipped in Kericho and a curriculum on GIS is being developed, (iii) implementation of recommendations by a consultant who reviewed the Association's organizational structure; and (iv) the Association developed a website and recruited a specialist on Non-Revenue Water (NRW) in November, 2015.

Under Strategic Theme 2 on Financial Sustainability, (i) the Association's turnover increased to KSh. 13.3 million in September, 2017 from KSh. 5.4 million in 2013, (ii) Non-Revenue Water (NRW) management equipment generated an annual income of KSh. 279,750 as at 2017, (iii) marketing approaches were implemented to ensure increased demand for the NRW equipment service; and (iv) sales of Occupational Health and Safety (OHS) Guidelines.

Under the Strategic Theme 3 on Member Engagement and Development, (i) the number of WSPs participating in the benchmarking program grew from 9 in 2012 to 33 in 2017, (ii) a study tour to Germany by 7 WSPs was undertaken in 2016, (iii) the Association convened the third International Water Associations (IWA) Development Congress in 2013 and conducted the second bi-annual WASPA International Water and Exhibition Conference in 2014, and (iv) the implementation of an awards and gala ceremony organized in 2015.

Several trainings for members were carried out during the review period, namely: training on the theme Water, Governance and Decentralization during WASPA conference, Occupational Safety and Health training to member WSPs, Procurement and Assets Disposal, Industrial Relations, Credit Management, Water Quality and training on non-revenue water management. Other milestones under strategic theme 3 were: negotiations on energy audits; development of a Memorandum of Understanding (MoU) with the Kenya Association of Manufacturers (KAM) on a subsidized rate of KSh. 400,000 for the audits (from which Association earns KSh. 25,000 per audit); capacity building for members towards addressing Non-Revenue Water (NRW); convening of Annual General Meetings (AGMs) every year during the review period; and development of three minimum guidelines during the review period - Occupational Safety Health Guidelines 2013; Energy Management Manuals 2013; and Guidelines for Meters, Pumps, Valves and Pipes.

The following milestones were realized by the Association under Strategic Theme 4 on Lobbying and Advocacy: (i) participation in the development of the Water Act, 2016 and Water Policy (input on the role of WSPs in development and ownership of water asset) was incorporated in the legislation; (ii) development of appropriate remedial proposals on VAT charged on sewerage and presentation to the Cabinet Secretary for the Ministry of Water and Irrigation for follow up; and (iii) lobbying for WASPA representation on the Board of the Kenya Water Institute (KEWI).

The Association established a working relationship with the Council of Governors (CoG) during the review period. Other partnerships and collaborations continued to be implemented during the same period namely: with SNV Netherlands Development Organisation (2009 – 2017); GIZ (2011 – 2017) Kenya Markets Trust (2015 – 2017); Kenya Integrated Water, Sanitation and Hygiene (2016 – 2017); Japan International Cooperation Agency (JICA) for 2016 – 2017, Vitens Evides International (VEI) and Strengthening Water Association Project (SWAP) – bfz. The Association was also actively involved in the SWAP - pool meetings during the review period. Through SWAP-bfz, WSPs were facilitated to access commercial finance from Housing Finance and the Sustainable Water and Sanitation in Africa (SUWASA) project for implementation of energy efficiency and renewable energy interventions.

**Gaps in Implementation of the WASPA Strategic Plan 2013-2017:** Several activities planned for implementation during the period of the (2013-2017) WASPA Strategic Plan were not achieved due to various reasons. Capacity building for the Executive Committee was not fully implemented due to lack of a training plan. The Association plans to incorporate the activity in the WASPA Strategic Plan 2018 – 2022 and provide budgetary allocations. The planned enhancement of human resource capacity of the secretariat was not achieved since sponsorship of two (2) members of staff for further studies was hampered by lack of a training plan as well. Improvements on the Association's physical infrastructure and provision of office equipment were inhibited by inadequate office space.

The planned increase in membership base was limited by inability of numerous WSPs with less than 5,000 connections to pay up WASPA membership fees, which therefore found it difficult to join the Association. In addition, development of new revenue generating activities was affected by low uptake of WASPA services such as energy audits, hire of equipment, trainings, WASPA benchmark programmes, and purchase of WASPA manuals and handbooks. The completion and commissioning of infrastructure development projects and handover to respective County Governments was delayed by the slow implementation of transitional legislations and arrangements.

Full cost recovery of water tariffs approved by the Water Services Regulatory Board (WASREB) was hampered by lack of awareness by WSPs and to an extent resistance by some County Governments, and limited engagement with the regulator (WASREB) and County Governments on the need to enhance tariffs and improve their sustainability. Ring-fencing of WSPs revenues for expansion and improvement of services is hampered by new levies introduced by GoK which contradict the provisions in the Environment, Health and Safety Bill that revenues from sewerage services be paid directly into the accounts of County Governments instead of WSPs.

## Emerging Issues and Challenges:

Several issues emerged during implementation of the WASPA Strategic Plan while the organization faced numerous challenges that hindered full achievement of targets. Key among these emerging issues and challenges were: delays in payment of membership fees and other financial obligations such as subscriptions and debts; delays in enactment of the Water Act, 2016; slow pace of alignment of operations of WSPs to the devolved system of government; interference in the operations of WSPs by County Governments; and financial and technical constraints within a majority of the small WSPs (with less than 5,000 connections). Droughts and prolonged famine over the past 18 Months as brought about by (global climatic changes) impacting on the availability of water in several areas of jurisdiction of the WSPs posed major challenges, while inflationary trends has lead to higher costs of electricity, chemicals and demands for pay rise to meet the rising cost of living.

The Association also faces the challenge of sustainability of a number of its programmes due to stiff competition in the market for the same services, including provision of trainings, energy audits, WASPA benchmark programmes, subsidized trainings and procurement of equipment for the headquarters and field offices. Most of these programmes have been largely supported by partners whose priorities may vary from time to time. Uptake of the Association's services also remains very low especially for such services as energy audits, hire of equipment, trainings, and WASPA benchmarking programmes, among others. Other major challenges were: low revenue generation and high production costs which affect the sustainability of many WSPs, punitive taxation policies by the Government especially on sewerage facilities which have impacted negatively on the financial base of the WSPs, low creditworthiness of the WSPs which has limited access to capital especially for expansion and upgrading of infrastructure, competition from informal water service providers; and limitations in enhancing tariff levels to absorb operational costs.

**Lessons Learnt:** Several key lessons were learnt during implementation of the WASPA 2013 – 2017 Strategic Plan which can be used to inform implementation of activities in the future. These key lessons are: (i) the need for stable management by the Executive Committee and general positive working relationships with members and partners, (ii) need to strengthen lobbying of key organizations and institutions in order to strategically advance members' interests, (iii) need for skills development and teamwork within the Secretariat for it to deliver on the mandate of the Association, (iv) the need for the Secretariat to embrace modern management practices that place less emphasis on bureaucracy and focus more on the achievement of results; and (v) the need to take advantage of modern technology in its operations in order to improve workplace efficiency. Other key lessons learnt were: (vi) the need to develop and implement strategies aimed at making it self-reliant within the medium-term plan; (vii) the need for increased commitment of members to their obligations such as - timely payment of subscriptions and related services fees, functioning of Committees, and responsiveness to WASPA activities; and (viii) WASPA should carry out annual reviews of the implementation of the Strategic Plan to assess achievements, analyze gaps, and address challenges and emerging issues. There is also need to strengthen linkages with strategic partners.

**Situational Analysis:** This has been carried out using the SWOT Analysis, P-PESTEL Analysis and Stakeholder Analysis. Analysis of WASPA's Strengths, Weaknesses, Opportunities and Threats (SWOT) is critical in understanding its immediate operational environment. In addition, the Association's external environment plays a big role in defining its operations and has been assessed through an analysis of the Policy, Political, Economic, Social, Technological, Environmental and Legal (P-PESTEL) factors affecting it. Lastly, a review of the organizations

and key individuals who influence the Association's operations has been carried out in the Stakeholder Analysis.

**Strategic Framework:** The Vision will guide the Association's long-term aspirations. In addition, the Mission statement details the path which it will take in actualizing this long term strategy. The Core Values have also been reviewed to align them to the prevailing operational environment and focus organizational synergies on long-term goals. The Vision, Mission and Core Values will form the primary communications tools for the Association.

WASPA's **Vision** is: to be the Association that facilitates Strong, Viable and Sustainable Water Services Provision.

The Association's **Mission** is: to facilitate an enabling environment for Water Services Providers through capacity building, advocacy, networking, partnerships and promotion of best practices for provision of efficient, effective and sustainable water and sanitation services.

The **Core Values** or principles by which the Association will operate are: (i) Collaboration (ii) Integrity (iii) Good Corporate Governance (iv) Learning and (v) Rights.

Three **Strategic Results Areas (SRAs)** have been identified to form the pillars upon which results will be pursued and measured. These are: (i) Organizational Capacity Development; (ii) Members Engagement and Development; and (iii) Communication and Advocacy.

The Strategic Challenges under each Strategic Results Area have been outlined and a Strategic Objective for each area formulated to address these. Finally, the Strategies under each SRA have been identified alongside their corresponding Activities.

**Coordination and Implementation Framework:** The overall role of implementing this Strategic Plan rests with the office of the Chief Executive Officer of the Association. The holder of the office will be charged with overseeing the actual implementation of the Plan to meet the Strategic Objectives set and, in particular, the targets as outlined in the Implementation Matrix at the end of this document. He/she will be in charge of providing overall policy direction in the implementation of all activities outlined in the Strategic Framework, including the allocation and re-allocation of resources. Continuous monitoring of performance will be mainstreamed in the Association including preparation of Annual Progress Reports. Three strategies will be pursued to ensure effective implementation of this Strategic Plan. These are: (a) Capacity Development; (b) Phasing and Sequencing; and (c) Results Based Management.

The organizational structure has also been provided and the functions of the various sub-committees are outlined. During the period of the Strategic Plan, the Association will undertake an organizational Job Evaluation exercise through which the organization structure will be reviewed, based on a comprehensive functional analysis. The Job Evaluation exercise will also lead to updating of Job descriptions and specifications, review of Job titles, development of a new grading structure, among others.

A basic Risk Analysis has been carried out to help identify potential threats and provide mitigation measures. The analysis has grouped these risks into five categories namely: Strategic Risks; Organizational Risks; Financial Risks; and Technological Risks.



The success of WASPA in implementing this Strategic Plan will therefore depend on several factors which are relevant to the interests and needs of its customers. These Key Success Factors are: (i) Capacity Building; (ii) Establishment and strengthening of linkages with members and partners; (iii) Elaborate Resource Mobilization; (iv) Good Corporate Governance; and (v) Effective Monitoring, Evaluation and Reporting.

**Resource Flows:** Financial resources will be required for implementation of identified activities in the three Strategic Result Areas (SRAs) in this Strategic Plan. These resources are outlined in the implementation matrix. The total amount required for the 2018-2022 period is **KSh. 131.31 Million**. This is presented in Table 6 in the Plan. The financial resources expected to be generated from internal and external sources over the same period, based on the projected cash inflows as outlined in Table 7 is **KSh. 139.5 Million**. This implies that WASPA is likely to end up with a surplus of **KSh. 8.19 Million** over the Strategic Plan period. Management of resources will be guided by operational rationalization, while appropriate resource mobilization strategies, including creating partnerships and strategic alliances, will be deployed to strengthen the Association's financial resource base. Several strategies will be deployed to mobilize additional funds for implementation of the programmes outlined in this Strategic Plan. These will include: intensive marketing of programmes and services; identification of new revenue streams; and strengthening of linkages with key partners.

**Monitoring, Evaluation and Reporting:** The Strategic Plan recognizes the importance of Monitoring, Evaluation and Reporting in the achievement of intended results. Progressive monitoring will be carried out based on the expected outputs and measurable indicators set out in the Implementation Matrix. While carrying out this, focus will be placed on outputs and intended outcomes as opposed to the inputs. Several programmes will be identified for evaluation at the end of specified periods to assess their impacts and to provide key learning points. Reporting of results will be continuously carried out to inform internal and external customer and thus build support for implementation.

**Structure of the Strategic Plan:** The Plan is organized into seven chapters: Chapter One is the Introduction which presents a brief background to WASPA, its mandates and functions, the rationale for developing this strategic plan and policy priorities to be pursued for the 2018-2022 period. Chapter Two presents WASPA in the context of the National Development Agenda as provided in the Constitution, Kenya Vision 2030, Second Medium Term Plan (MTP) 2013-2017 and the Sustainable Development Goals. Chapter Three is on the situational analysis. Here, the milestones realized by the Association in implementing the preceding Strategic Plan 2013-2017 are outlined in addition to the gaps in implementation, emerging issues and challenges as well as the lessons learnt.

Chapter Four presents the Strategic Framework. The Association's Vision and Mission statements are stated here. The revised core values are also elaborated in this chapter. Three Strategic Results Areas (SRAs) have been identified each with a strategic objective, strategies and corresponding Activities. Chapter Five details the coordination, and Implementation Framework for implementation of the strategic plan. Under this chapter, the key strategies for implementation of the plan, structure of the Association, risk analysis and key success Factors have been elaborated. Chapter Six presents the resource flows by mainly analyzing the amount of financial resources required to implement the plan and those expected to be mobilized from internal and external sources. Lastly, a monitoring, evaluation and reporting framework is outlined in Chapter Seven. An implementation matrix is provided as an annex at the end of the document.



## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background

The Water Services Providers Association (WASPA) is an umbrella body of Water Services Providers (WSPs) in Kenya registered in November, 2002 under the Societies Act (CAP 108) of the Laws of Kenya. Its membership consists of water companies which were created through the enactment of the Water Act, 2002 to manage water and sanitation services in the country. Water companies took over the provision of water and sewerage services which had previously been managed by the respective municipal councils. Other members of the association include manufactures and suppliers of equipment and technology in the water sector.

The formation of WASPA was therefore aimed at providing a forum for sharing of knowledge and experiences in the provision of water and sewerage services thereby improving the execution of mandates of the service providers. As at September, 2017, the Association has 58 paid-up members up from just 3 at the time of its formation in 2002. It has made significant strides in facilitating networking amongst member companies and running advocacy campaigns to advance their interests.

#### 1.2 Mandate of the Water Services Providers Association

The mandate this association is to provide a platform for members to advocate for and undertake issues pertaining to their development and sustainability.

#### 1.3 Functions of the Water Services Providers Association

The core functions of the Association are to:

- a) Foster responsive commercialization of water and sanitation services delivery in Kenya;
- b) Promote sustainable management and development of water and sanitation infrastructure;
- c) Stimulate and promote best practices and standards in development, management and delivery of water and sanitation services in Kenya;
- d) Promote information and experience sharing through establishment of a data bank for information relevant to members, study tours, networking and participation in national and international events;
- e) Advise members on training needs in collaboration with other actors and help establish staffing norms relevant to the sector; and
- f) Support members in acquisition of funds for developments.

## **1.4 Rationale for development of the Water Services Providers Association Strategic Plan 2018-2022**

The Water Services Providers Association (WASPA) has been implementing its Strategic Plan 2013-2017 whose period is coming to an end. During this period, several changes have taken place in the Association's operational environment. The Association has realized numerous milestones and faced many challenges in its operations. At the same time, several issues have emerged and lessons learnt during the implementation process. It has therefore become necessary to review the Association's experience during the implementation period and chart a way forward for the next period. Development of this Strategic plan is therefore aimed at enabling the Association to position itself strategically in its operational environment to maximize on its potentials and address its shortcomings in the pursuit of its mandate.

## **1.5 Policy priorities for 2018-2022**

During the 2018-2022 period, the Association will focus on the following policy areas:

- a) Strengthening the capacity of member organizations;
- b) Strengthening the organizational capacity of the Association;
- c) Lobbying for the implementation of key policy and legal provisions; and
- d) Strengthening linkages with existing partners and establishment of new partnerships.

## CHAPTER TWO

### 2.0 THE WATER SERVICES PROVIDERS ASSOCIATION IN THE CONTEXT OF THE NATIONAL DEVELOPMENT AGENDA

This Chapter analyzes the contribution made by WASPA to the national development agenda as espoused in the Constitution of Kenya 2010, the Kenya Vision 2030 and its Medium Term Plans (MTPs), the Sustainable Development Goals (SDGs) and the Water Sector Policy. The Chapter has also outlined the Association's role in implementing the Water Act, 2016.

#### 2.1 Kenya's Development Agenda

Kenya's long-term development agenda is guided by the Constitution, Kenya Vision 2030 and other key national development policies. The Constitution provides the fundamental principles upon which the country's development, in all its forms, are carried out. The Kenya Vision 2030 is the premier national development policy which is expected to guide the country's Economic, Social and Political developments for the long term – up to the year 2030.

#### 2.2 Overview of the Constitution

The Constitution of Kenya, promulgated in August 2010 as the Country's new supreme law, has brought about fundamental changes in the country's governance framework. It contains Eight Chapters and 260 articles touching on various aspects of the Country's development. It is based on the separation of powers between the three branches of government; the Executive, the Judiciary and the Legislature. A fundamental shift in the 2010 Constitution as compared to the independence constitution is the devolution of functions of government through establishment of a two-tier system of governance comprising of the national and county governments. The constitution has also created a number of institutions whose functions will have a strong bearing on the implementation of the country's policies, programmes and projects.

This devolution of powers and functions is expected to accelerate equitable socio-economic development and the provision of proximate and easily accessible services to the people. This is also in line with the general principles of the Constitution. In addition, the Constitution contains a progressive bill of rights providing for expanded civil and political rights, socio-economic, cultural and even solidarity rights. It has further established key independent offices which play critical roles mainly on oversight and allocation of resources.

#### 2.3 Overview of the Kenya Vision 2030

Kenya's long term national development agenda is outlined in the Kenya Vision 2030 whose overall goal is to create "a globally competitive and prosperous country with a high quality of life by 2030". The Vision aims to transform Kenya into "a newly industrialized, middle income country providing a high quality of life to all its citizens in a clean and secure environment. It is anchored on three key pillars: economic; social; and political governance.

The economic pillar aims to achieve an average economic growth rate of 10 per cent per annum and sustaining the same till 2030 in order to generate more resources to meet the vision goals. The social pillar seeks to create a just, cohesive and equitable social development in a clean

and secure environment. The political pillar aims to realize an issue based, people centered, results oriented and accountable democratic system. The economic, social and political pillar of Kenya Vision 2030 are anchored on the foundations for national transformation. These Pillars are anchored on Foundations for Social and Economic Transformation, also known as the Enablers of the Vision 2030.

The goal of the Vision 2030 for the Water and Sanitation sector is “to ensure water and improved sanitation availability and access to all by 2030”. The Vision recognizes that Kenya is a water-scarce country when benchmarked to global standards. Kenyans’ access to water and sanitation is relatively poor compared to newly developed countries and the situation is likely to remain so unless effective measures to address challenges within the sector are implemented. Additional supply and more efficient management of Kenya’s scarce water resources, for household and commercial enterprises, is therefore necessary to achieve the economic, social and political priority projects of the Vision 2030.

## 2.4 The Second Medium-Term Plan 2013-2017

The Kenya Vision 2030 is implemented through a series of successive five-year Medium Term Plans (MTPs). The First MTP covered the 2008-2012 period while the Second MTP covers the (2013-2017) period. The Third Medium Term Plan will cover the 2018-2022 period. For each of the pillars and the foundations, the Vision and its MTPs identifies flagship projects to be implemented over the Vision period and to facilitate the achievement of the desired goals and targets. The flagship projects directly address priorities in key sectors.

The theme of the Second Medium-Term Plan (MTP) of Kenya Vision 2030 is “Transforming Kenya: Pathway to Devolution, Socio-Economic Development, Equity and National Unity.” The Plan places emphasis on the full implementation of devolution in the context of a rapidly growing economy, promoting equity, inclusiveness, and employment to meet the needs of our youth. The Second MTP, just like the Vision 2030 is anchored on the Economic, Social and Political Pillars, with the Foundations for Socio-Economic Transformation and a strong macroeconomic framework underpinning them. It consists of 20 sectors, one of which is the Environment, Water and Sanitation sector.

## 2.5 The Sustainable Development Goals (SDGs)

The United Nations millennium declaration in 2000 led to the adoption of the eight time-bound Millennium Development Goals (MDGs) and forty eight (48) indicators which were adopted as a representative of a the common vision to address the development challenges facing developing countries at the time. With time, the targets and indicators were later revised to 21 and 60, respectively to be achieved by 2015. These goals helped to steer development cooperation, increased mutual accountability and mobilized support from all development actors and practitioners.

In recognition of the mixed success of the MDGs implementation and the fact that a new development agenda was needed beyond 2015, countries agreed during the UN Conference on Sustainable Development in Rio, to establish an Open Working Group and develop a set of Sustainable Development Goals (SDGs). At the UNGA Sustainable Development Summit, member states adopted 17 SDGs and 169 targets. These SDGs redefine international development cooperation for the next 15 years, beginning 1 January 2016. The new Goals and targets will guide the decisions member states take up to the year 2030.

It is noteworthy that Kenya has also been selected by the UN as well as African Ministers Council on Water to be among the pilot countries for monitoring and reporting on the SDG 6 on behalf of the region. Baseline data has been compiled and submitted under the two frameworks and will be assessed, reported to form basis for learning by other countries in the period up to 2030.

## 2.6 The National Water Policy of 2012

The National Water Policy of 2012 is built on the achievements of the sector reform which commenced with the Water Act, 2002. It is based on the sector principles lined out in the National Water Policy 1999. The policy has been aligned to the Constitution of Kenya 2010 and the Vision 2030 with the aim of moving the water sector to the next level of development in order to contribute to the national goals. It is further aligned to the Millennium Development Goals (MDGs), and other national policies and Strategies. The policy provides a comprehensive framework for promoting optimal, sustainable, and equitable development and use of water resources for livelihoods of Kenyans. Its main aim is to progressively achieve universal rights to water supply and sanitation for all by 2030 in the rural and urban areas. The interventions proposed in the policy are: ensuring access to water and sanitation according to rights, provision of adequate consumer protection, improved planning to reach universal access and asset development; improved performance of Water Services Providers (WSPs), increased potential for bulk water supply and ring-fencing of income in the water sector and autonomy of management of WSPs. Others are: enforced regulation and provision of technical support to county governments, standardization of equipment and facilitation of maintenance in rural water services, establishment of a national rural database and M&E for rural water supply services, improvement in the management of sewer systems and sludge management as substantial contribution to public health and increased resource mobilization for sewerage and sanitation as contribution to the realization of the right to access sanitation.

## 2.7 Challenges in the Water Sector in Kenya

The Second MTP recognizes that as Kenya implements the constitutional requirement of devolution to County Governments, it is important that the country ensures that sustainable exploitation, utilization and management of its natural resources is strengthened and that the benefits are shared equitably. The Kenya Population Census, 2009 indicated that 27.9% of the population obtained piped water from water service providers while 37.2% obtained their water from either improved or un-improved springs, wells or boreholes. Over 29% received their water supply from other unsafe sources like streams, lakes, ponds and 5.9% received water from water vendors. The water sector is also faced with high levels of non-revenue water (45%); water produced but is not accounted for.

## 2.8 Alignment of the Association's programmes to the Constitution of Kenya

Article 43 (1) of the Constitution under Chapter Four on the Bill of Rights provides that every person has the right "to accessible and adequate housing and to reasonable standards of sanitation", as well as the right "to clean and safe water in adequate quantities." WASPA plays a key role towards achieving this through increasing public awareness on their right to water and dignity of sanitation, and supporting enabling frameworks (policy, legal and regulatory) for the progressive realization of the rights. The Association also supports WSPs in improving services through capacity building as part of efforts towards realization of these rights.

## **2.9 The Water Services Providers Association in the Context of the Kenya Vision 2030 and the Medium Term Plans**

WASPA plays a critical role in the realization of the aspirations of the goals of all the three pillars and the foundations of the Vision 2030. The Association has played a key role in the implementation of key programmes in the Second Medium Term Plan (2013-2017) and will continue to do so during the period of the Third MTP (2018-2022). The Vision 2030 proposed to increase water supply coverage for both urban and rural areas mainly through 200,000 new water connections annually up to 2030. Towards this, the Association will advocate for development of new water sources such as rainwater harvesting, construction of new dams, pans and springs. It will also lobby for increased funding, use of new/modern technologies and promote reduction of Non-revenue water (NRW)/system losses. The Association will further continue to contribute to the Vision's goal of increasing access to sanitation through 350,000 new sewer connections annually by lobbying for reduced taxation and levies on sewer services, and advocating for infrastructure development such as trunk sewer lines.

Towards achievement of the goal of improving water supply and related services, the Association will undertake capacity development by imparting new knowledge, expertise and skills to utility operators. In addition, the Association will lobby for increased funding to the Water and Sanitation Services (WSS) from both government and private sector. It will also lobby for improved governance of utilities and increase public engagement/awareness on topical issues of service provision.

## **2.10 Role of the Association in implementing the Water Act, 2016**

Part IV section 63 of the Water Act, 2016 emphasizes the constitutional provision of the right of Kenyans to clean and safe water. The Association will contribute towards this through increased public awareness amongst Kenyans on their right to water and dignity of sanitation, and supporting enabling frameworks (policy, legal and regulatory) for the progressive realization of the rights. The Association will also support WSPs in improving services through capacity building as part of efforts towards realizing these rights.

Section 77 of the Act covers establishment of Water Service Providers while section 78 covers the responsibilities of the providers. The Association will play a role in implementing these provisions by: lobbying for Counties without formal WSPs to establish where possible as according to the Act: lobbying for WSPs to operate within the commercially-viable areas of jurisdiction; lobbying for commercial and GoK funding for the development of infrastructure; and lobbying for investment (CAPEX) and cost recovery automatic tariff adjustments.

## **2.11 The contribution of WASPA to the SDGs**

Of the 17 SDGs, the Association contributes most directly to Goal number 6 on Clean Water and Sanitation. Under this goal, governments committed to achieving universal and equitable access to safe and affordable drinking water for all by the year 2030. The key indicators on which the Association will contribute to under this Goal are: achieving access to adequate and equitable sanitation and hygiene for all; improving water quality by reducing pollution; increasing water-use efficiency across all sectors; implementation of integrated water resources management at all levels, including through trans-boundary cooperation as appropriate; expansion of international cooperation and capacity-building



support to developing countries in water- and sanitation-related activities and programmes; and supporting and strengthening the participation of local communities in improving water and sanitation management.

To facilitate its role towards achieving SDG number 6 and its indicators, the Association will continue building the capacities of WSPs to expand their coverage through increased connections to customers. In addition, the Association will enhance its benchmarking programmes for the WSPs to learn and adopt best practices in water quality management. Further, WASPA will facilitate dialogue and learning from WSPs covering trans-county regions to ensure efficient and effective delivery of water services. It will also strengthen partnerships and collaborations with local and international organizations in various programmes within the water sector. Specifically, WASPA will support WSPs in the reporting on SDG 6:1:1 i.e. percentage of population using basic drinking water services (Percentage of population using an improved drinking water source/facility with a total collection time of 30 minutes or less for a round-trip, including queuing) and percentage of population using safely-managed drinking water services i.e. percentage of population using an improved source of drinking water which is located on premises, available when needed and free of (fecal and priority chemical) contamination.

As well, WASPA will augment efforts in the reporting on SDG 6:2:1 i.e. percentage of population using basic sanitation services (The proportion of the population using an improved sanitation facility which is not shared with households) and percentage of population using safely managed sanitation services (The proportion of the population using an improved sanitation facilities (improved sanitation facilities include: flush or pour flush to piped sewer systems; septic tanks or pit latrine; ventilated improved pit latrine; composting toilet or pit latrine with slab) which is not shared with other household and where excreta are treated and disposed in situ or transported and treated offsite. The other SDG to which the Association contributes directly to is Goal number 1 on Poverty Eradication. This is mainly through building the capacities of WSPs to ensure equitable access to water resources. The Association also supports other MDGs, notably: Goal 2 on Ending Hunger; Goal number 3 on Good Health and Well Being; Goal number 7 on Affordable and Clean Energy; and Goal number 12 on Responsible Consumption and Production.

## **2.12 The contribution of WASPA to the National Water Policy of 2017**

The Water Services Providers Association will play a major role in the implementation of the National Water Policy, 2017. Through its capacity building programme for WSPs, the Association will play a critical role in ensuring that the providers progressively realize the target of universal access to water as provided for in the Constitution and amplified in the policy. The capacity building will also seek to improve the performance of WSPs, standardization of equipment and facilitation of maintenance in rural water service as promoted in the policy. WASPA will seek to support the voice and capacity of those formal WSPs providing services in the rural and low income areas. It is to be noted in 1.3 above that WASPA seeks to foster commercialized and sustainable providers as established in Clause 77 (1) of Water Act 2016. In addition, the Association will undertake lobbying and advocacy to ensure ring-fencing of income in the water sector and autonomy of management of WSPs

and increased resource mobilization for sewerage and sanitation as contribution to the realization of the right to access sanitation.

## CHAPTER THREE

### 3.0 SITUATIONAL ANALYSIS

The operational environment of the Water Services Providers Association (WASPA) is determined by internal and external dynamics which have an impact on current and future programmes. An assessment of this environment is therefore critical, first in understanding the Association's strategic positioning and charting its immediate and medium term strategies for improved institutional performance. This Chapter on the Situational Analysis presents the milestones achieved by the Association in implementing its Strategic Plan 2013-2017 in addition to the gaps, challenges, emerging issues and key lessons learnt during the implementation process. An analysis of the Association's Strengths, Weaknesses, Opportunities and Threats (SWOT) has been carried out to assess its most immediate operational environment. The Policy, Political, Economic, Social, Technological, Environmental and Legal (P-PESTEL) factors have also been analyzed to develop a view of the external environment in which it operates. Lastly, mapping of the Association's stakeholders has been carried out in order to inform how they will be engaged during the Strategic Plan implementation process.

### 3.1 Milestones in implementation of the WASPA Strategic Plan 2013-2017

#### 3.1.1 Milestones under Strategic Theme 1: Institutional Capacity

Between 2013 and 2017, the number of staff of the Association increased from three to five. In addition, a field GIS Training Center was established and equipped in collaboration with Kericho WSP and the Kenya Water Institute (KEWI). The project was supported by Strengthening Water Association Project (SWAP)-bfz. A curriculum on GIS is under development at the time of the Strategic Plan review.

In 2016, a consultant reviewed the Association's organizational structure and presented detail report to the Executive Committee (EC). The consultancy was supported by VEI and SWAP. Some of the key recommendations resulting from the exercise were: shortening of the frequencies of the EC meetings from six to four; merger of the A&P with the EC agenda, hiring of a new CEO, development of a lobby and communication plan, provision of updates by the Secretariat from its meetings and review of the ending WASPA Strategic plan (2013-2017) in addition to the development of a new Plan for the period 2018 – 2022. At the time of this review it was noted that most of these recommendations were implemented. The Association further developed a website and a specialist on Non-Revenue Water (NRW) hired in November, 2015.

#### 3.1.2 Milestones under Strategic Theme 2: Financial Sustainability

The Association's turnover increased to Ksh. 13.3 million as at September, 2017 from KSh. 5.4 million in 2013. The revenue sources include membership fees, training, energy audits, hiring of equipment, benchmarking fees and marketing fees during bi-monthly meetings for non-members. Non-Revenue Water (NRW) management equipment was hired out during

the review period with an annual income of 279,750 as at 2017. Marketing approached were implemented with an aim of increasing revenue due to increased demand of services offered. Membership fees was also reviewed upwards to cover costs. Currently the association is less dependent on donor support for secretariat salaries which was previously being financed by GIZ.

### **3.1.3 Milestones under Strategic Theme 3: Member Engagement and Development**

Membership was enhanced from 57 WSPs to 67 WSPs during the preceding Strategic Plan period, while associate membership rose from 5 to 15. WASPA benchmarking programmes continued to be implemented during the period of the Strategic Plan. The number of member associations participating in these programmes grew from 9 Water Service Providers in 2012 to 33 in 2017. Study tours were also undertaken leading to transfer to knowledge through benchmarking by the WSPs and revenue for WASPA. In addition, the Association convened the third International Water Associations (IWA) Development Congress in 2013. The Association further conducted the second bi-annual WASPA International Water and Exhibition Conference in 2014 while an awards and gala ceremony was organized in 2015.

Training for members was carried out during the WASPA conference under the theme Water, Governance and Decentralization. The Association also carried out on Occupational Safety and Health training to member WSPs. Other trainings carried out during the review period were in the areas of: Procurement and Assets Disposal; Industrial Relations; Credit Management; Water Quality; and NRW Training. In addition, the Association's members were sensitized on the water dialogue during bi monthly meetings. WASPA participated in four such dialogues during the review period.

Energy audits were facilitated and supported by Bfz during the review period. WASPA signed an MoU with the Kenya Association of Manufacturers (KAM) on a subsidized rate of KSh. 400,000 for the audits to make them affordable for member organizations. The Association earns KSh. 25,000 per audit from members. In addition, capacity building for the member Water Companies was also undertaken especially towards addressing Non-Revenue Water (NRW) through provision of appropriate equipment sought from Donors. The Association further facilitated Quality Standardization and Workmanship within the member Water Companies. The Association also facilitated the establishment of Water Sports Company organization (WASCO)

Three guidelines were developed during the review period. These are: (i) Occupational Safety Health Guidelines 2013; (ii) Energy Management Manuals 2013; (iii) Guidelines for Meters; (iv) Guidelines for Pumps, Valves and Pipes; (v) Occupational Health and Safety (OHS) guideline manual; (vi) Energy Management handbooks; and (vii) NRW Roadmap.

### **3.1.4 Milestones under Strategic Theme 4: Lobbying and Advocacy**

WASPA actively and effectively participated in the development of the Water Act, 2016. Partnerships and collaborations with development organizations and cooperation partners is one of the key strategies employed by the Association to foster learning and enhance support. During the review period, the Association continued with active partnerships and

collaborations with the following organizations: SNV (2009 – To date); GIZ (2011 – To date); Kenya Markets Trust (2015 – 2017); Kenya Integrated Water, Sanitation and Hygiene (2016 – 2017); Japan International Cooperation Agency (JICA) for 2016 – 2017; VEI; and SWAP – bfz (2011-to date).

WASPA was actively involved in the Strengthening Water Association Project (SWAP) - pool meetings during the review period. Towards this, the Association's input during the development of the Water Act 2016 on the role of WSPs on development and ownership of infrastructure, this was incorporated in the ensuing legislations. The Association also developed and presented proposals on VAT charged on sewer. This was shared with the Cabinet Secretary for follow up. WASPA further lobbied to have a representative on the Board of the Kenya Water Institute (KEWI). It further participated in the development of the Water Policy.

Through SWAP-bfz, the Association assisted WSPs to access commercial finance for implementation of energy efficiency and renewable energy interventions such as Housing Finance and Sustainable Water and Sanitation in Africa (SUWASA).

The Association established a working relationship with the Council of Governors (CoG). To facilitate this, a meeting was held with the CoG where the Association presented its positions on various issues related to its mandate and functions. As part of this collaboration, the relevant County Executive Committee members of the hosting counties participated in each bi-monthly conference organized by the Association in different counties. WASPA has also been participating actively and contributing to the County Pension Fund through the CoG.

## 3.2 Gaps in Implementation

Several activities, projects and programmes planned for implementation during the period of the WASPA Strategic Plan 2013-2017 were not fully realized due to various reasons. Analysis of these gaps, the reasons behind the non-achievement and proposed strategies for addressing them are presented in Table 1.

**Table 1: Gap Analysis**

	Activities which were planned but not achieved	Reasons for the Gaps	Proposed Strategies for addressing gaps
	<b>Strategic Theme 1: Institutional Capacity</b>		
	Build capacity of the Executive Committee (induction of EC into their roles and sensitizing them on the Strategic Plan).	Lack of a training Plan aligned to the strategic direction of the association.	Incorporate the activity in the WASPA Strategic Plan 2018 – 2022; and Undertake Training Needs Assessment (TNA).

	Activities which were planned but not achieved	Reasons for the Gaps	Proposed Strategies for addressing gaps
	Enhance human resource capacity of the Secretariat.	<ul style="list-style-type: none"> <li>Lack of a clear training policy.</li> <li>Lack of a training Plan aligned to the strategic direction of the association.</li> </ul>	<p>Review the current HR Policy Manual.</p> <p>Undertake Training Needs Assessment, develop, and implement a clear policy on Human Resource Development.</p>
	Improve physical infrastructure and provide office equipment.	<p>Inadequate resources to lease office space.</p> <p>The Secretariat continues to be housed by the Ministry of Water and Irrigation (MWI).</p>	<ul style="list-style-type: none"> <li>Embark on the process of purchasing land with a view to eventually owning an office complex complete with a conference center.</li> </ul>
<b>Strategic Theme 2: Financial Sustainability</b>			
	Increase membership base.	Unclear WASPA policy on membership recruitment for WSPs with less than 5,000 connections hampers their recruitment. WSPs within this category have challenges paying the WASPA membership fees.	Provide incentives for this category of WSPs and other regulated community-based water providers to acquire membership at a reasonable membership rate.
	Develop revenue generating activities.	<p>Low uptake of WASPA services such as energy audits, hire of equipment, and purchase of WASPA manuals and handbooks.</p> <p>Delayed payments for trainings and WASPA Benchmark programmes.</p>	<p>Enhance marketing and visibility of WASPA services.</p> <p>Develop more services and products relevant to the needs of members and other stakeholders.</p> <p>Provide the resources at the WASPA meetings</p>
<b>Strategic Theme 4: Advocacy and Publicity</b>			
	Complete and commission infrastructure development projects and handover to respective County Governments.	Transitional legislations and arrangements were not implemented.	Lobby MWI to fast-track the process.

	Activities which were planned but not achieved	Reasons for the Gaps	Proposed Strategies for addressing gaps
	Full cost recovery water tariffs approved by the Water Services Regulatory Board (WASREB).	<ul style="list-style-type: none"> <li>While WASREB has allowed for Automatic Tariff Adjustments (ATAs) - WSPs are yet to implement this due to lack of awareness.</li> <li>Resistance by County Governments.</li> <li>Limited engagement of the regulator and County Governments by some WSPs on the need to change tariffs and improve sustainability of the WSPs.</li> </ul>	<ul style="list-style-type: none"> <li>Build more awareness amongst WSPs on ATAs.</li> <li>Sensitize County Governments through the Council of Governors (COG) on the importance of the tariff adjustment process.</li> </ul>
	Ring-fencing of WSPs revenues for expansion and improvement of services.	<ul style="list-style-type: none"> <li>The Water Act, 2016 envisions the ring-fencing of WSPs revenues but new levies introduced by GoK contradict this principle. The levies include VATs, Standard Order Charges and Corporate taxes.</li> <li>The proposed Environment, Health and Safety Bill has provisions that revenues from sewerage services should be paid directly into the accounts of County Governments instead of WSPs.</li> </ul>	Enhance lobbying for the harmonization of Legislations and Levies to maintain and foster ring-fencing of revenues.
9.	Harmonization and consistency of legislations. (also related to 3 above)	While the Environmental Management and Coordination Act (EMCA) was enacted; it has not been fully implemented leading to double payment of effluent discharge levies to both WRA and NEMA.	Lobby for speedy and full implementation of the Act and related legislations.

### 3.3 Implementation Challenges

The Association faced several challenges that hindered full achievement of targets during implementation of the WASPA Strategic Plan (2013-2017). These challenges included both direct and indirect challenges as enumerated below:

### 3.3.1 Direct Challenges:

- a) Delays in payment of membership fees and other financial obligations.
- b) Slow pace of alignment of operations of WSPs to the devolved system of government as provided for in the Constitution and delayed operationalization of the Water Act 2016. The WSPs have experienced increased political interference in their operations by County Governments which has, in turn, affected the operations of WASPA. Such interference has, for instance, resulted in high turnover of top management of WSPs, thus slowing down the re-induction of new management into the roles and expectations of WASPA from WSPs.
- c) The recruitment policy does not favor small regulated WSPs with less than 5000 connections because it is expensive for them. Financial and technical constraints within a majority of the small WSPs has also hampered their recruitment as members of WASPA. This is mainly due to an unclear recruitment policy for WSPs with below 5,000 connections, most of which have challenges paying the WASPA membership fees. As well, most of WSPs with < than 5,000 connections are community owned/managed schemes with dissimilar interests from municipal providers
- d) The Association faces the challenge of sustainability of a number of its programmes. This is especially the case for those programmes that rely upon support from partners. They include energy audits, WASPA benchmark programmes, subsidized trainings and procurement of equipment for the headquarters and GIS training Centre in Kericho.

The project of enhancing performance for water utilities that was being sponsored by the EU covering the period 2012-2015 came to an end. This means that WASPA members will now be required to pay for some of the programmes under the project such as benchmarking visits by WSPs that were hitherto being financed by the elapsed EU-supported initiative. In addition, changes in priorities of some partners have affected support for some activities such the Managing Directors' forum which was originally convened on an annual basis but ceased due to lack of funds. The forums were supported by partners.

- e) WASPA's advocacy agendas are often complex and time consuming thus requiring the engagement of consultants for most of the times. Such consultancies are usually expensive and may not be fully financed by members. They therefore require the additional support of partners. This situation further compromises the sustainability of some of the Association's programmes.
- f) The uptake of the Association's services remains very low. This is the case especially for such services as energy audits, hire of equipment, trainings, and WASPA benchmarking programmes, among others.
- g) Getting WSPs to share financial information in order to determine subscription fees has been a major issue for the Association.
- h) Poor response by members to communication makes the WASPA mandate of communication difficult.



### 3.3.2 Indirect Challenges

- a) Low revenue collection and high production costs affects the sustainability of many WSPs.
- b) Multiple Taxes and Levies by the Government especially on sewerage facilities which has impacted negatively on the financial base of WSPs.
- c) Low creditworthiness of the WSPs which has limited access to commercial finance especially for expansion and upgrading of infrastructure.
- d) High turnover of management and Boards at the utility level due to political interference.
- e) Workers unions have most of the times not acted in support of the WSPs mandate especially in instances where labour unrests occasioned by demand for pay rise has not been commensurate with water tariff adjustments.

### 3.4 Lessons Learnt

During implementation of the Strategic Plan (2013 – 2017), the Association learnt several key lessons which should be utilized to inform development and implementation of appropriate strategies and activities in the future. These key lessons are:

- a) Stable management by the Executive Committee and general positive working relationships with members and partners are central to the growth and sustainability of the Association;
- b) There is need to strengthen lobbying of key organizations and institutions in order to strategically advance members' interests. This includes lobbying of the relevant institutions at both National and County Government level;
- c) Skills development and teamwork are key for the Secretariat to deliver on the mandate of the Association;
- d) There is need for the Secretariat to embrace modern management practices that place less emphasis on bureaucracy and focus more on the achievement of results. In addition, the Secretariat needs to take advantage of modern technology in its operations in order to improve workplace efficiency;
- e) The organization must develop and implement strategies aimed at making it self-reliant within the medium-term. This is more so critical given the constantly evolving priorities of development partners such as the "aid to trade" policy. In addition, the Association should broaden as much as possible its collaborative efforts with local institutions and organizations while also widening the scope of relevant international partners;
- f) There is need for increased commitment of members to their obligations such as: timely payment of subscriptions and related services fees; functioning of Committees; and responsiveness to WASPA activities; and
- g) There is need for a robust framework for monitoring of implementation of the Association's programmes. WASPA should carry out annual reviews of the implementation of the Strategic Plan to assess achievements, analyze gaps, and address challenges and emerging issues.

## 3.5 SWOT Analysis

Analysis of the Association's Strengths, Weaknesses, Opportunities and Threats (SWOT) of is critical in understanding its immediate operational. The analysis has been carried out by assessing areas of excellence or good performance in Water Services Providers Association and which can provide a competitive advantage (Strengths), controllable internal disadvantages (Weaknesses), external possibilities for success (Opportunities) and uncontrollable external negatives (Threats). The SWOT Analysis is presented in Table 2.

**Table 2: SWOT Analysis**

Strengths		Weaknesses	
a)	The Association's Legal Mandate;	a)	Inadequate financial resources;
b)	Recognition by institutions in the water sector;	b)	Inadequate systems, operational policies and procedures;
c)	The sole voice for the WSPs;	c)	Lack of an organizational staff development plan;
d)	Highly-skilled and competent staff;	d)	Inadequate sensitization of members on the role of WASPA;
e)	Diversity in membership and associates;	e)	Inadequate sensitization of the public on the existence and mandate of WASPA;
f)	Existence of programmes for benchmarking, networking and sharing of experiences;	f)	Inefficient working committees;
g)	Effective communication tools; and	g)	Inadequate office space;
h)	Strong linkages with local and international stakeholders.	h)	Low visibility levels;
		i)	Non-full cost recovery tariffs for WASPA members;
		j)	Inadequate staff numbers;
		k)	Inadequate transport; and
		l)	Inadequate visibility and branding.
Opportunities		Threats	
a)	Ability to influence policy and legislation in the water sector;	a)	Unharmonized taxation regime;
b)	Water Act, 2016 with a facilitative institutional framework;	b)	Conflicting legislations impacting levies in the water sector;
c)	Strategic alliances and partnerships with professional bodies, service providers, County and National Governments; Donors and non-state actors;	c)	Political interference;
d)	Positive image amongst WSPs and stakeholders;	d)	Competition faced by the Water Companies from informal Water Service Providers such as water drillers;
e)	Access to a wide range of experts;	e)	Change of focus by donors;
f)	Potential membership base;	f)	High donor-dependency ratio; and
g)	Willingness by donors to support the Association;	g)	Poor coordination amongst partners.
h)	Availability of automatic tariff adjustments;		
i)	Availability of commercial finance; and		
j)	Existence of relevant institutions in the water sector supportive of the WASPA mandate.		

The SWOT Analysis has been used in this Strategic Plan to select strategies that will ensure the Association effectively implements programmes and achieves its Strategic Objectives. On its part, the Association will seek to build on the Strengths outlined in Table 2 and thus improve on its operations for better implementation of programs. The Weaknesses on the other hand will be minimized or addressed to become areas of positive performance. Opportunities will be exploited to gain a competitive advantage in the operational environment, build on internal positives and gain support from stakeholders. Opportunities often have a finite timeline and the Association will thus strive to take full advantage of them within the shortest time possible. Threats are external and thus not directly managed by the Association. However, strategies will be put in place to manage the effects of these threats if and when they arise.

### 3.6 P-PESTEL Analysis (External Environment )

The Water Services Providers Association external environment plays a big role in defining its operations. There are factors that exist in this external environment but which, in one way or the other, influence the activities and programs of the Association. These can be grouped as Policy, Political, Economic, Social, Technological, Environmental and Legal (P-PESTEL) factors. An analysis of these P-PESTEL factors is presented in Table 3.

**Table 3: P-PESTEL Analysis**

Factor	How it influences WASPA's Activities
<b>Policy</b>	<ul style="list-style-type: none"> <li>a) Likely possibility of conflicting policies e.g new draft Environment Health and Sanitation contradicts and duplicates institutional, legal and operating environment on the management of sanitation service delivery</li> <li>b) Anticipated Water Policy 2017 and NRW policy to help improve operational environment</li> </ul>
<b>Political</b>	<ul style="list-style-type: none"> <li>a) While devolution is essential (localizes decision making and decentralizes resource) it has however, yet to positively impact sector affecting sustainability of members</li> <li>b) Political interference with service delivery i.e. campaigns against payment for water services, micro management of utilities by some of counties</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>a) Inflation affecting purchasing power of the consumer</li> <li>b) Low financing priorities designated to water services provision in the CIDPs</li> <li>c) "Aid to trade" policy of international development co-operations reducing financial support; and</li> <li>d) Unexploited sources of Finance.</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>a) Rapid population growth (rural to urban) migration is causing strains on the infrastructure</li> <li>b) Conflicts over allocation to sufficient water for different social economic needs</li> <li>c) Poor land-use planning which affects infrastructural development of water resources</li> </ul>

Factor	How it influences WASPA's Activities
Technological	<ul style="list-style-type: none"> <li>a) Outdated technologies</li> <li>b) High costs associated with acquisition of new technologies</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>a) Climate change affecting water sources</li> <li>b) Environmental pollution affecting quality of water leading to high treatment costs</li> </ul>
Legal	<ul style="list-style-type: none"> <li>a) Conflicting legislation especially those on the management and conservation of environment.</li> </ul>

For all the P-PESTEL factors outlined in Table 3, the Water Services Providers Association will exploit the opportunities provided and put in place strategies for limiting the effects of the threats.

### 3.7 Stakeholder Analysis

Stakeholders in the context of this Strategic Plan are individuals or organizations who are influenced by the operations of the Association or those whose activities have the potential to influence its own operations. Analysis of the Association's stakeholders is important mainly to develop a common understanding of the mutual expectations. This Stakeholder Analysis allows WASPA to gain insights into what stakeholders expect from it and the roles it needs to play in meeting these expectations. In effect, WASPA is outlining its commitments to its stakeholders. The Stakeholder Analysis is presented in Table 4.

Table 4: Stakeholder Analysis

Stakeholder	Role/Functions of the Stakeholder	Stakeholder's expectations from WASPA	What WASPA should do to meet stakeholder's expectations	What the stakeholder should do to assist WASPA in realizing its Mandate
Water Service Providers	Provision of water and sanitation services	<ul style="list-style-type: none"> <li>Lobbying and advocacy on issues pertaining to their interests</li> <li>Capacity building</li> <li>Networking</li> <li>Benchmarking</li> <li>Reporting on emerging issues in the operational environment</li> </ul>	<ul style="list-style-type: none"> <li>Adhere to evidence based/researched advocacy</li> <li>Enhance benchmarking, training, seminars, conferences, partnership formation</li> </ul>	<ul style="list-style-type: none"> <li>Pay subscription and service charges</li> <li>Participate actively in all WASPA activities</li> <li>Operate within the framework of the prevailing legislations</li> <li>Exercise Good Corporate Governance practices</li> <li>Effective communication</li> </ul>
County Governments	Shareholders in the WSPs	<ul style="list-style-type: none"> <li>Advocacy on behalf of the WSPs</li> <li>Capacity Building</li> <li>Benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>Undertake advocacy and capacity building initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate viability of the WSPs</li> <li>Facilitate enabling legislation at County Govt. level</li> <li>Create an enabling environment</li> <li>Facilitate Good Corporate Governance initiatives in the WSPs</li> </ul>
Consultants, Suppliers & manufacturers	Manufacture and supply of goods and services	<ul style="list-style-type: none"> <li>Advocacy for quality of materials;</li> <li>Marketing and networking platform;</li> <li>Clear specification of the needs</li> </ul>	Develop and avail minimum guidelines for materials and services	Compliance to quality of materials and services

Stakeholder	Role/Functions of the Stakeholder	Stakeholder's expectations from WASPA	What WASPA should do to meet stakeholder's expectations	What the stakeholder should do to assist WASPA in realizing its Mandate
National Government	Development of sector policy and coordination; regulation and legislation; Creation of an enabling environment.	<ul style="list-style-type: none"> <li>Compliance with legislations &amp; set policies</li> <li>Platform for reaching WSPs</li> </ul>	Build awareness of the prevailing legislations	<ul style="list-style-type: none"> <li>Develop harmonized, consistent and progressive legislations.</li> <li>Creation of an enabling environment.</li> <li>Enforce compliance to statutory requirements.</li> </ul>
Development partners	Technical and financial support	<ul style="list-style-type: none"> <li>Effective use of resources;</li> <li>Successful implementation and sustainability of projects;</li> <li>Develop and submit timely proposals;</li> <li>Comprehensive and timely reporting;</li> <li>Exercise Good Corporate Governance;</li> </ul>	Effective use of resources; Successful implementation and sustainability of projects	Provide technical and financial assistance
Training and research institutions	Capacity development	<ul style="list-style-type: none"> <li>Identification of educational and research gaps in the sector;</li> <li>Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Undertake TNAs;</li> <li>Effective mobilization of members</li> </ul>	<ul style="list-style-type: none"> <li>Provide timely educational and research programmes to impart new skills</li> <li>Customize programmes to match industry needs</li> </ul>
Civil Society	Advocacy on human rights on access to water service provision	Information sharing	Provide adequate information	Support on Advocacy issues

The Water Services Providers Association will utilize the information in the Stakeholder Analysis to improve service delivery to its numerous stakeholders. Strategies will be put in place to ensure that the needs and expectations of the various stakeholders are met.

### 3.8 Critical assumptions

Several critical assumptions have been made in developing this Strategic Plan. These are:

- a) The Association will mobilize adequate resources for implementation of activities;
- b) Member organizations will be actively involved in the Association's activities; and
- c) Engagement of partners will be strengthened.

## CHAPTER FOUR

### 4.0 STRATEGIC FRAMEWORK

This Chapter sets in place the Association's policy focus for the 2018-2022 period. It outlines the strategic direction through the Vision, Mission and Core Values, which will form the primary communication tools for the Association. Three Key Results Areas (KRAs) have been identified to form the pillars upon which results will be pursued and measured. The Strategic Challenges under each Strategic Results Area have been outlined and Strategic Objectives for each area formulated to address these. Finally, the Strategies under each SRA have been identified alongside their corresponding Activities.

#### 4.1 Vision

## Our Vision

"To be the Association that facilitates Strong, Viable and Sustainable  
Water Services Provision"

## Our Mission

#### 4.2 Mission

"To facilitate an enabling environment for Water Services Providers through capacity building, advocacy, networking, partnerships and promotion of best practices for provision of efficient, effective and sustainable water and sanitation services"



## 4.3 Core Values

These are principles guiding the operations of WASPA. They are the ideals which will be observed in the course of service delivery.

The Association's Core Values are:

- i. **Collaboration** - We will effectively work with members and partners to realize results in the water sector;
- ii. **Integrity** - The Association will undertake its programmes and activities in an accountable, honest, transparent and impartial manner;
- iii. **Good Corporate Governance**-We will embrace and practice the principles of Good Corporate Governance by putting in place policies, systems, and operational procedures that facilitate efficient, prudent and optimal utilization of resources;
- iv. **Learning** - The Association will be a learning organization that continuously embraces change to facilitate innovation and creativity that provide opportunities for discovery and exchange of ideas amongst members and partners; and
- v. **Rights** - We will strive to support members to progressively realize the right of Kenyans' access to safe and reliable water and sanitation services.

## 4.4 Strategic Result Areas (SRAs)

The Association has identified three (3) Key Result Areas (KRAs) in which implementation will be carried out, performance measured and results communicated or reported. These areas are:

- i. Organizational Capacity Development;
- ii. Members Engagement and Development; and
- iii. Communication and Advocacy.

These Key Result Areas have been carefully identified to cover the entire range of programmes implemented by the Association and provide the areas along which reporting will be carried out.

## 4.5 Strategic Challenges, Strategic Objectives, Strategies and Activities

4.5.1 STRATEGIC RESULT AREA 1: ORGANIZATIONAL CAPACITY DEVELOPMENT	
<b>Strategic Issues</b>	<ul style="list-style-type: none"> <li>i. Inadequate staff for the Association</li> <li>ii. Inadequate funding for programmes</li> <li>iii. Weak committees</li> <li>iv. Weak governance systems</li> <li>v. Weak Monitoring, Evaluation and Reporting</li> <li>vi. Diversification of revenue</li> <li>vii. Cost-effectiveness of programmes</li> </ul>
<b>Strategic Objective</b>	<b>To enhance the capacity of the Association for effective service delivery to members</b>
<b>Strategy 1.1</b>	<i>Attract and retain high performing staff</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Conduct a staffing needs analysis;</li> <li>ii. Recruit staff;</li> <li>iii. Develop a Human Resource Policy and Manual; and</li> <li>iv. Develop and implement a staff Performance Management System.</li> </ul>
<b>Strategy 1.2</b>	<i>Build capacity of staff of the Association</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Conduct staff Training Needs Analysis (TNA);</li> <li>ii. Develop and implement a Training Policy;</li> <li>iii. Develop, identify and implement local and international staff capacity development programmes;</li> <li>iv. Training of staff; and</li> <li>v. Evaluate staff training programmes.</li> </ul>
<b>Strategy 1.3</b>	<i>Diversification of revenue streams</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Identify income generation streams; and</li> <li>ii. Formulate and implement an Income Generation Strategy.</li> </ul>
<b>Strategy 1.4</b>	<i>Resource mobilization</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Review and implement a Resource Mobilization and Funding Strategy;</li> <li>ii. Lobby for funding from partners; and</li> <li>iii. Collection of membership fees and remittances from members.</li> </ul>
<b>Strategy 1.5</b>	<i>Development of infrastructure</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Develop a plan for construction of the Association's headquarters;</li> <li>ii. Identify suitable land for construction of the Association's headquarters; and</li> <li>iii. Procure land for construction of the Association's headquarters.</li> </ul>
<b>Strategy 1.6</b>	<i>Enhance use of ICT</i>

<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Develop and implement an ICT Policy and Strategy;</li> <li>ii. Upgrade ICT infrastructure; and</li> <li>iii. Automate identified processes.</li> </ul>
<b>Strategy 1.7</b>	<i>Strengthen governance</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Carry out a Job Evaluation;</li> <li>ii. Develop and implement functional organization structure;</li> <li>iii. Develop and implement a Service Delivery Charter; and</li> <li>iv. Conduct customer satisfaction surveys.</li> </ul>
<b>Strategy 1.8</b>	<i>Strengthen committees</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Induction of committee members;</li> <li>ii. Conduct committee meetings; and</li> <li>iii. Develop and implement a Governance Charter for the Association's committees.</li> </ul>
<b>Strategy 1.9</b>	<i>Institutionalize Monitoring, Evaluation and Reporting</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Develop and Implement Monitoring, Evaluation and Reporting (ME&amp;R) Framework;</li> <li>ii. Build capacity for ME&amp;R;</li> <li>iii. Carry out regular monitoring of projects and programmes;</li> <li>iv. Carry out evaluation of identified programmes; and</li> <li>v. Prepare and disseminate Monitoring and Evaluation reports.</li> </ul>
<b>Strategy 1.10</b>	<i>Strengthen the Audit function</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Develop and implement a Risk Management Framework (RMF); and</li> <li>ii. Conduct regular audits.</li> </ul>
<b>Strategy 1.11</b>	<i>Enhance Transport Infrastructure</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Identify the transport needs; and</li> <li>ii. Procure the necessary means of transport.</li> </ul>

#### 4.5.2 STRATEGIC RESULT AREA 2: MEMBERS ENGAGEMENT AND DEVELOPMENT

<b>Strategic Issues</b>	<ul style="list-style-type: none"> <li>i. Inadequate participation of members in the Association's programmes</li> <li>ii. Unclear policy on membership for WSPs with less than 5,000 connections</li> </ul>
<b>Strategic Objective</b>	<b>To support member organizations and develop their capacity for provision of services</b>
<b>Strategy 2.1</b>	<i>Recruitment of new members</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Carry out a recruitment drive for members;</li> <li>ii. Develop and implement a clear recruitment policy;</li> <li>iii. Review recruitment policy to accommodate small WSPs with less than 5000 connections; and</li> <li>iv. Develop incentives for members.</li> </ul>
<b>Strategy 2.2</b>	<i>Strengthen linkages, collaborations and partnerships</i>

<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Develop a policy on linkages, collaborations and partnerships;</li> <li>ii. Carry out partners and collaborators mapping;</li> <li>iii. Strengthen existing partnerships with donors;</li> <li>iv. Strengthen linkages with county governments; and</li> <li>v. Establish new linkages for collaboration and partnership.</li> </ul>
	vi. Establish a transport needs analysis & infrastructure gaps
<b>Strategy 2.3</b>	<i>Enhance benchmarking programmes</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Develop a Benchmarking Programmes Plan;</li> <li>ii. Conduct benchmarking programmes; and</li> <li>iii. Develop and share reports of best practices.</li> </ul>
<b>Strategy 2.4</b>	<i>Development of minimum guidelines for materials and services</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Carry out an analysis of requirements and standards for the sector;</li> <li>ii. Develop a plan for developing and facilitating minimum guidelines for materials and services; and</li> <li>iii. Disseminate minimum guidelines for materials and services to members and manufacturers.</li> </ul>
<b>Strategy 2.5</b>	<i>Training of member organizations</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Conduct a Training Needs Analysis for member organizations;</li> <li>ii. Develop annual Training Plans for member organizations;</li> <li>iii. Implement training programmes for members; and</li> <li>iv. Conduct evaluation of training programmes for members.</li> </ul>

#### 4.5.3 STRATEGIC RESULT AREA 3: COMMUNICATION AND ADVOCACY

<b>Strategic Issues</b>	<ul style="list-style-type: none"> <li>i. Limited awareness on the role of the Association</li> <li>ii. Limited awareness amongst members on their roles</li> <li>iii. Conflicting legislations in the water sector</li> </ul>
<b>Strategic Objective</b>	<b>To raise the Association's profile and advance members' interests</b>
<b>Strategy 3.1</b>	<i>Develop and implement a Communications Strategy</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Develop a Communication and Advocacy strategy;</li> <li>ii. Continuous awareness creation for members; and</li> <li>iii. Continuous public awareness creation on the roles, functions and programmes of WASPA.</li> </ul>
<b>Strategy 3.2</b>	<i>Enhance Branding and Visibility</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Develop and implement the Association's Branding Manual;</li> <li>ii. Production and dissemination of promotional materials;</li> <li>iii. Upgrade and update the Association's website;</li> <li>iv. Participation in exhibitions and open days;</li> <li>v. Produce and disseminate a regular WASPA magazine; and</li> <li>vi. Media engagements and press conferences.</li> </ul>

<b>Strategy 3.3</b>	<i>Enhance member events</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Hold the World Water Week annually;</li> <li>ii. Hold the World Environment Week; and</li> <li>iii. Develop and implement the annual WSPs Awards Scheme.</li> </ul>
<b>Strategy 3.4</b>	<i>Policy and legal advocacy</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Carry out an analysis of the policy frameworks in the water sector;</li> <li>ii. Carry out an analysis of the legal frameworks in the water sector;</li> <li>iii. Identify required interventions in the policy and legal frameworks;</li> <li>iv. Lobby for implementation of interventions in the policy and legal frameworks; and</li> <li>v. Awareness creation on policy and legal provisions in the water sector.</li> </ul>
<b>Strategy 3.5</b>	<i>Advocacy on operational issues</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Advocacy for ring fencing of income in the water sector</li> <li>ii. Advocacy on autonomy in the management of WSPs</li> </ul>
<b>Strategy 3.6</b>	<i>Representation in associated organizations and bodies</i>
<b>Activities</b>	<ul style="list-style-type: none"> <li>i. Identify relevant associations and bodies in which WASPA should be represented; and</li> <li>ii. Lobby for representation in relevant associations and bodies.</li> </ul>

## CHAPTER FIVE

### 5.0 COORDINATION AND IMPLEMENTATION FRAMEWORK

This Chapter stipulates the implementation framework and outlines key strategies which will be utilized by the Association to ensure effective implementation of the Strategic Plan. In addition, the responsibilities for implementation have been outlined to enhance accountability. The Chapter further presents the Association's organizational structure and functions of the various departments and units. The Key Success Factors and Risk Analysis are also outlined.

#### 5.1 Accountability Framework

The overall role of implementing this Strategic Plan rests with the office of the Chief Executive Officer of the Association. The holder of the office will be charged with overseeing the actual implementation of the Plan to meet the Strategic Objectives set and, in particular, the targets as outlined in the Implementation Matrix at the end of this document. He/she will be in charge of providing overall policy direction in the implementation of all activities outlined in the Strategic Framework, including the allocation and re-allocation of resources. Continuous monitoring of performance will be mainstreamed in the Association including preparation of Annual Progress Reports.

#### 5.2 Strategies for implementation of the Strategic Plan

The Association will pursue the following strategies to ensure effective implementation of this Strategic Plan:

##### 5.2.1 Capacity Development

Continuous training, capacity building and regular appraisal of staff will be carried out to ensure that they remain capable to implement the Association's programmes.

##### 5.2.2 Phasing and Sequencing

The Association recognizes that available resources are inadequate to implement its programmes and activities, despite their importance. It will prioritize those related to its core mandate and ensure that resources are appropriately allocated in line with this. All programmes will be planned to ensure that the most critical are given priority

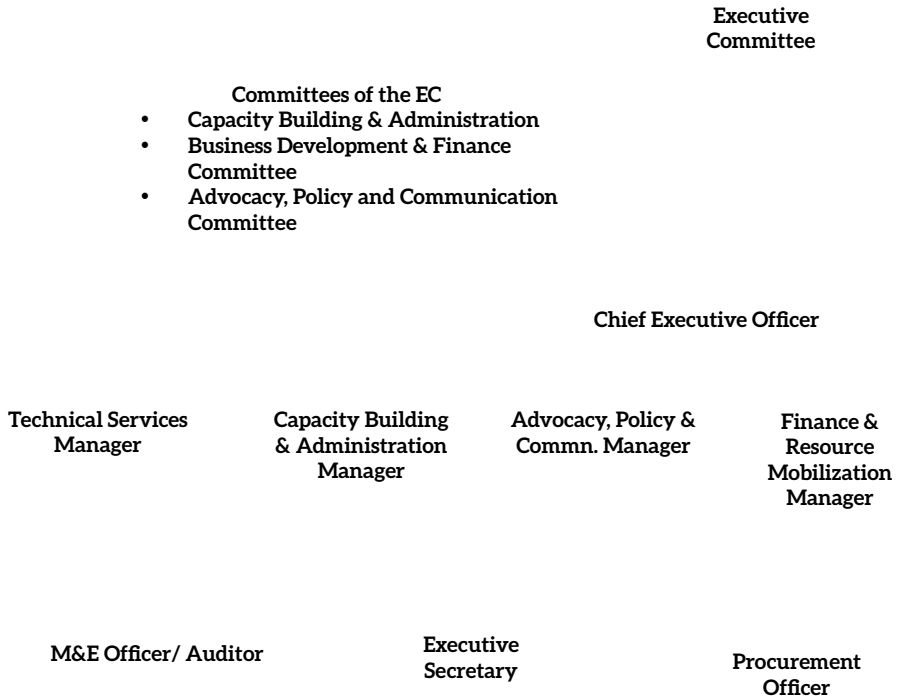
##### 5.2.3 Results Based Management

WASPA recognizes the importance of internal processes but will focus on the key outputs and impacts relevant to the needs of clients and stakeholders. In pursuing this strategy, the Association will ensure that internal processes are streamlined to facilitate quality service delivery.

#### 5.3 Structure of the Water Services Providers Association

To facilitate commencement of the implementation of the Strategic Plan, the Association has developed a corporate organization structure. Figure 1 below shows the structure that will.

## Figure 1: Structure of the Water Services Provides Association (WASPA)



## 5.4 Mandates of the different Structures

### 5.4.1 The Annual General Meeting

The Annual General Meeting (AGM) is the supreme decision making organ of WASPA and is responsible for election of office bearers, amendments of the constitution, appointment of auditors and approval of the Annual Report and Financial Statement.

### 5.4.2 WASPA's Committees

The Executive Committee is, inter alia, responsible for:

- a) Ensuring that the organization is able to meet its objectives and fulfil its mandate.
- b) Evaluating the adequacy of management processes and procedures with regard to issues relating to risk management, internal control systems and governance practices.
- c) Reviewing the systems established to ensure sound financial management and internal controls, as well as compliance with policies, laws, regulations, policies, procedures and ethics.
- d) Giving guidance to the Executive Officer on effective and efficient management of the organization.

### 5.4.3 Functional Committees

The Executive Committee functions through other Committees. The Committees and their terms of reference are as follows:

#### 5.4.3.1 Capacity Building and Administration Committee

- a) To identify the WSPs needs with reference to the Strategic Plan, 2013 - 2017 and develop TORs for the engagement of Working Groups.
- b) To develop plans on capacity building issues that do not require formation of Working Groups.
- c) To monitor and make decisions/advice on the volume and progress of Working Groups.
- d) To discuss in details the documentation prepared by Working Groups.
- e) To receive final reports of Working Groups and decide future actions.
- f) To liaise with Secretariat in preparation of annual reporting.
- g) To report to the Executive Committee on matters and progress of activities at the attention of CBC.
- h) To appoint chairpersons of all Working Groups under their mandate.
- i) Regularly review of the organizational structure and its subsidiaries and consideration of policies and principles for recruitment, compensation, development and retention of management staff.
- j) Reviewing of plans and succession of management staff.
- k) Regular review of employment terms which include; severance arrangements, contractual agreements, financial support and any other general staff welfare



- matters as recommended by from time to time.
- l) Review and monitoring of management performance and the overall performance of the company's.
- m) Review of the pension and benefit plans for employees.
- n) Staff discipline and separation.
- o) Any additional matters delegated to the Committee by the Board.

#### **5.4.3.2 Advocacy and Communication Committee**

- a) To provide advice to the Management Committee on advocacy strategies and publicity.
- b) To identify, prioritize, integrate policy initiatives and make recommendations to the Management Committee.
- c) To provide advice on key issues to be addressed, key messages and the associated communication strategies.
- d) To ensure that initiatives are addressed from the perspective of integration among program areas and to ensure that implementation strategies address both professional development needs as well as advocacy activities.
- e) To prepare for and manage the policy priority process at the members forums as well as at any other events.
- f) To oversee the process for obtaining member input/support for Association's advocacy activities and seeks to coordinate these activities with those of members.
- g) To advice staff on implementing directions of the Committee with respect to advocacy initiatives.
- h) To advice with respect to forming alliances/partnerships with other groups.

#### **5.4.3.3 Business Development and Finance Committee**

- a) To formulate and oversee the implementation of the business development policy.
- b) To review action plans developed to achieve business development strategies set out in the Strategic Plan.
- c) To review and monitor management reports regarding the proper due diligence for any investment or business developments to be undertaken.
- d) To review and recommend for approval by the Management Committee investments or business development projects and initiatives.
- e) To prepare annual work plan and provide formal evaluation on performance.
- f) Reviewing of quarterly and annual financial reports of WASPA and make recommendation to the Executive Committee (EC).
- g) Reviewing of the Association's quarterly and annual procurement plan and make appropriate recommendations to EC.
- h) Evaluation and setting of the Association's borrowing practices (policies, considerations and practices).
- i) Discussing with management significant financial reporting issues and judgments made in connection with the preparation of the Association's financial statements and estimates, including any significant changes in the Association's selection or application of accounting principles and standards.

- j) Evaluation of the Association's financial performance, reporting and controls relating to the Association's financial operations.
- k) Review of Short term plans, annual budgets and strategic plans of the Association and make appropriate recommendations to EC.
- l) Any additional matters delegated to the Committee by the EC

#### 5.4.4 The Secretariat

The Association secretariat shall:

- (a) Implement the recommendations of the AGM
- (b) Conduct elections at the AGM for the management committee or any other committee resolved for establishment by the AGM
- (c) Assist the management committee, and any other committee of the association in the realization of their mandates
- (d) Develop and implement operational and strategic plans to meet the objectives of the Association
- (e) Network with national and international partners and/or associations for the attainment of the WASPA objectives
- (f) Identify and render to the WASPA members services as stated in the objectives of the Association
- (g) Undertake studies and/or research into issues that affect service delivery by water and sanitation services providers
- (h) Establish a database of information relevant to water and sanitation services delivery
- (i) Raise funds and prepare annual budget of WASPA
- (j) Prepare proper accounts, including a full audit report, of WASPA for scrutiny by the management committee and for onward transmission to the AGM

## 5.5 Risk Management

A risk is the probability or chance of a loss or negative effect on the operations or performance of an organization. Risks are, in the context of this Strategic Plan, factors which have a likelihood of negatively influencing the implementation of projects and programs. The Association has little influence over these risks. However, there is need to identify them and develop mitigation strategies for managing any negative effects that may result from the occurrence of the risks. WASPA's Risk Analysis is outlined in Table 5. The analysis has grouped these risks into five categories namely: Strategic Risks; Organizational Risks; Operational Risks; Financial Risks; and Technological Risks.

Strategic Risks are the prospective adverse impacts on the business arising from poor strategic decisions, improper implementation of decisions; or lack of responsiveness to changes in the operational environment;

Organizational Risks are those that threaten the implementation of the Strategic Plan due to internal capacity or structural issues;

Operational Risks are those that arise from capacity inadequacies in the course of implementation of planned programmes and activities;

Financial Risks emanate from failure to either mobilize adequate funds or lack of prudence in financial resource utilization; and

Technological Risks are those associated with deficiencies in Information and Communication Technology, or related thereto.

For each type of risk, measures which the Association plans to put in place for mitigation have also been outlined. The comprehensive Risk Analysis and Mitigation has been presented in Table 5.

**Table 5: Risk Analysis and Mitigation**

Type of Risk	Description of Risk	Measures to mitigate the effects of the risks on the Association's activities
Strategic Risks	Poor strategic decisions	Induction of committees into their roles and expectations as according to the corporate strategic plan
	Lack of Stakeholders' good will especially state agencies	Involve stakeholders in planning and implementation processes
	Diverse members interest i.e. those of suppliers, manufacturers and WSPs as the consumers of such products	Continuously monitor membership interests & trends
	Changes in legislation	Review all relevant new legislations
	Organizational Restructuring	Prepare staff in advance to accept change as and when it occurs
Organizational Risks	Duplication of roles and lack of inter-departmental cohesion	Review organization structure based on strategic themes to show clear working relationships that will enhance teamwork
	Frequent turnover within the top management	Improve working condition to retain staff
	Delayed decision-making	Clear chain of command
	High operational costs	Continuous monitoring of expenditure
Financial Risks	Inadequate financial resources	Source funds from other external sources
	Heavy financial losses arising from failed investment decisions	Undertake proper feasibility studies to ensure sound investment.
	Risk of fraud	Appropriate policies, systems and operational procedures
	Risk of litigation	Due diligence on potential litigation issues
Technological Risks	Virus attacks which may destroy data	Install software that protects against virus infection.
	Loss of useful data due to poor ICT equipment e.g flash disks	Install adequate ICT back-up systems.
	Failure to keep pace with rapid changes in technology	Continuous acquisition and training of staff on new technology.
	Failure to effectively utilize current technology	Build staff capacity on usage of current technology.
	Technology failures	Undertake extensive market research before acquisition of new technology
	Possible vulnerability of data	Develop and enforce ICT protocols

## 5.6 Key Success Factors

The Water Services Providers Association exists in a business environment defined mainly by the members it serves in various forms. The success of the Association in implementing this Strategic Plan will therefore depend on several factors which are relevant to the interests and needs of these customers. These Key Success Factors are:

- i. Capacity Building;
- ii. Establishment and strengthening of linkages with members and partners;
- iii. Elaborate Resource Mobilization;
- iv. Good Corporate Governance; and
- v. Effective Monitoring, Evaluation and Reporting.

## CHAPTER SIX

### 6.0 RESOURCE FLOWS

Implementation of this Strategic Plan will require resources which will be mobilized by the Association from various sources. This Chapter assesses the amount of resources to be spent in implementing programmes and compares them with the resources expected to be mobilized by the Association over the Strategic Plan period. While recognizing that resources are never adequate for full implementation of projects and programs, the Chapter has gone ahead to outline some of the resource mobilization strategies which will be implemented to raise additional funds for implementation.

### 6.1 Resource Requirements

Implementation of this Strategic Plan will be based on the Strategic Result Areas (SRAs) identified in the Strategic Framework. The resources required for implementation of each SRA for each year are presented in Table 6.

**Table 6: Strategic Plan Resources Requirements for 2018-2022**

	Strategic Result Area	Resource Requirements (Million KSh.)					Total Resource Requirements (Million KSh.)
		2018	2019	2020	2021	2022	
	Organizational Capacity Development	16.88	8.31	11.47	5.72	4.65	47.03
	Members Engagement and Development	1.72	4.29	4.69	4.99	5.99	21.68
	Communication and Advocacy	14	9.5	14.6	9.0	15.5	62.6
	<b>Total (Million KSh.)</b>	<b>32.6</b>	<b>22.1</b>	<b>30.76</b>	<b>19.71</b>	<b>26.14</b>	<b>131.31</b>

As given in Table 6, the total amount of resources required for full implementation of the Strategic over the 2018-2022 period is **KSh. 131.31 Million**.

## 6.2 Resource Inflows

WASPA expects to mobilize resources from several sources. The amounts expected from these sources over the Strategic Plan period are given in Table 7.

**Table 7: Expected Resource Inflows for 2018-2022**

	Source of Funding	Expected Resources (Million KSh.)					Total Expected Resources (Million KSh.)
		2018	2019	2020	2021	2022	
	Membership Fees	5.2	6.5	7.0	7.5	8.0	34.2
	Training	7.0	10.0	10.5	12.0	15.0	54.5
	Hire of equipment	0.5	0.7	1.0	1.5	2.0	5.7
	Benchmarking fees	1.0	1.2	1.4	1.5	2.0	7.1
	Donor/Partner support	3.0	3.5	3.0	2.5	1.5	13.5
	Study Tours	0.5	0.5	0.5	0.5	0.5	2.5
	Conference & Exhibition	6.0	0	7.0	0	8.0	21.0
	Marketing Fees	0.2	0.2	0.2	0.2	0.2	1.0
	<b>TOTAL (Million KSh.)</b>	<b>23.4</b>	<b>22.6</b>	<b>30.6</b>	<b>25.7</b>	<b>37.2</b>	<b>139.5</b>

As shown in Table 7, the total amount of financial resources expected to be mobilized by the Association over the Strategic Plan period is **KSh. 139.5 Million**. By comparing this to the total amount required for implementation, the Association is likely to end up with a **surplus** of **KSh. 8.19 Million** at the of the Strategic Plan period.

## 6.3 Strategies for Mobilization of Additional Resources

The Association will require additional resources if it is to fully actualize this Strategic Plan. Several strategies will be deployed to mobilize additional funds for implementation of the programmes outlined in this Strategic Plan. These will include:

- i. Intensive marketing of programmes and services.
- ii. Identification of new revenue streams.
- iii. Strengthening of linkages with key partners.

## CHAPTER SEVEN

### 7.0 MONITORING, EVALUATION AND REPORTING

Regular assessment of the progress made in implementing a Strategic Plan is critical if the desired results are to be achieved. This is carried out through Monitoring, Evaluation and Reporting. In this Chapter, WASPA's Monitoring, Evaluation and Reporting framework is broadly outlined. The framework will allow for tracking of projects and programs outlined in the Strategic Framework, assessment of the impact of key programs and, in both processes, the reporting of results to stakeholders.

#### 7.1 Monitoring the Strategic Plan

The overarching objective of monitoring the implementation of this Strategic Plan will be to obtain and provide information for purposes of decision making. The monitoring process will be based on the Results Matrix, which provides sufficient details, especially indicators and targets, to enable the monitoring of progress of implementing the strategies and activities for each Strategic Result Area. Annual reports will be prepared for deliberation and decision making.

#### 7.2 Evaluation of Implementation

Evaluation is the assessment of the effects or impacts of a program based on the initial objectives. It is also the systematic and objective assessment concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives. The process seeks to examine the extent to which the objectives of a program or objective have been met. Evaluation of this Strategic Plan will be carried out for selected programmes annually. However, ad hoc evaluation may be conducted to inform decisions on intervention where significant unexplained variation in performance occurs, especially on a critical program.

#### 7.3 Review of the Strategic Plan

A mid-term review of the Strategic Plan will be carried out mid-2020 to assess progress in implementation. The report of this review will guide implementation of programmes during the remaining duration of the Plan. At the end of the implementation process, a terminal or end-term review will be carried out to assess overall implementation rate and provide critical learning points for the next Strategic Plan.

#### 7.4 Reporting on Performance

Reporting provides a useful way of communicating with all stakeholders regarding the implementation of programs and thus gaining valuable feedback and support. Reports of monitoring activities carried out by the Association will be prepared on a quarterly basis for discussion by the management. An Annual Progress Report will be prepared and presented to members during the AGM.

## **7.5 Indicators for Monitoring and Evaluation of Implementation**

### **7.5.1 External Monitoring and Evaluation**

The key indicators for external monitoring of implementation of this Strategic Plan will be:

- a) Level of viability and sustainability of the WSPs;
- b) Reduction in the level of Non-Revenue Water;
- c) Membership base;
- d) Harmonization of relevant but conflicting legislations;
- e) Level of conformity to Statutory Requirements;
- f) Level of Visibility of WASPA as an organization; and
- g) Development of WASPA as a Brand.

### **7.5.2 Internal Monitoring and Evaluation**

The key indicators for internal monitoring of implementation of this Strategic Plan will be:

- a) Level of Conformity to Good Corporate Governance Principles and Guidelines;
- b) Number of staff in WASPA and member WSPs trained;
- c) Number of meetings held and level of effectiveness of the WASPA Committees;
- d) Level of efficiency in collection of remittances;
- e) Level of Compliance to Budgetary provisions;
- f) Member Satisfaction Index;
- g) Employee Satisfaction Index; and
- h) Stakeholder Satisfaction Index.



# APPENDIX 1: IMPLEMENTATION MATRIX

Key Result Area 1 Strategic Issues		Organizational Capacity Development														
		i. Inadequate staff for the Association ii. Inadequate funding for programmes iii. Weak committees iv. Weak governance systems v. Weak Monitoring, Evaluation and Reporting vi. Diversification of revenue vii. Cost-effectiveness of programmes														
Strategic Objective		To enhance the capacity of the Association for effective service delivery to members														
Strategies	Activities	Responsibility Centre	Time Frame <sup>1</sup>	Expected Outputs	Output Indicators	Budgetary Requirements (Million KSh.)						Performance Targets				
						2018	2019	2020	2021	2022	2018	2019	2020	2021	2022	
Strategy 1.1: Attract and retain high performing staff	Conduct a staffing needs analysis	CB & A	Feb. 2018	Staffing needs identified and analyzed	Staffing needs analysis report	0.2	-	-	-	-	1 report	-	-	-	-	
	Recruit staff	CB & A	July 2018/June 2022	Capacity enhanced	No. of staff recruited	0.5	0.6	0.6	0.6	0.6	-	-	-	-	-	
	Develop a Human Resource Policy and Manual	CEO	May 2018	Guidelines for recruitment	An operational Policy and Manual of HR	-	-	-	-	-	1 manual	-	-	-	-	
	Develop and implement a staff Performance Management System	CEO	March 2018	System for assessment of staff performance in place.	Performance Management System - Annual staff performance appraisal reports	0.1	-	-	-	-	1 system	-	-	-	-	
	Conduct staff Training Needs Analysis (TNA)	CB & A	April yearly	Staff training needs identified and analyzed	Staff Training Needs Analysis (TNA) report	0.02	0.01	0.01	0.02	0.1	1	1	1	1	1	
Strategy 1.2: Build capacity of staff of the Association	Develop and identify local and international staff capacity development programmes	CEO	April yearly	Suitable local and international staff capacity development programmes identified	Annual Staff Capacity Development Plans (training)	0.01	0.1	0.1	0.1	0.1	1	1	1	1	1	
	Implement capacity development plans															
	Implement capacity development plans	CB & A	July	Enhanced capacity of staff for implementation of plans	No. of trainings implemented towards capacity development plans	0.5	1	1	1	1	5	5	5	5	5	
Strategy 1.3: Diversification of revenue streams	Develop Income Generation Strategy	CEO	May	Enhanced income generation potential of the Association	Income generation strategy	0.1	-	-	-	0.2	1 income generation report	1	1	1	Income generation review report	
	Implement an income generation streams	F & RM/	July	Increased income	% increase in income	0.2	0.2	0.2	0.2	0.35	30%	20%	25%	30%	20%	

Strategies	Activities	Responsibility Centre	Time Frame <sup>1</sup>	Expected Outputs	Output Indicators	Budgetary Requirements (Million KSh.)					Performance Targets				
						2018	2019	2020	2021	2022	2018	2019	2020	2021	2022
Strategy 1.4: Resource mobilization	Develop the Resource Mobilization and Fundraising Strategy	CEO	May	Increased potential to attract resources from partners	Resources Mobilization and Fundraising Strategy	-	0.5	-	-	-	-	-	1	-	1
	Leads fundraising from partners	F & RM <sup>1</sup>	July	Increased funding from partners	% Increase in resources from partners	0.1	1	0.2	0.3	0.2	KES 3M	KES 2.5M	KES 3M	KES 2.5M	KES 1.5M
	Collection of membership fees and remittances	F & RM <sup>1</sup>	July	Increased efficiency in collection of fees and remittances	% of projected fees collected	0.1	0.5	0.2	0.5	0.2	90%	95%	95%	95%	95%
	Develop a plan for construction of the Association's headquarters	CEO	July	Headquarters identified and constructed	Master Plan for construction of headquarters	-	1	-	-	-	1 masterplan plan	-	-	-	-
Strategy 1.5: Development of infrastructure	Identify suitable land for construction of headquarters	CEO	March	Suitable land for the headquarters identified	Headquarters land suitability report	0.25	-	-	-	-	Land acquisition report	-	-	-	-
	Procure land for construction of the Association's headquarters	CEO	Sep	Suitable land available for construction of headquarters	Land title deed	10	-	-	-	-	Idled	-	-	-	-
	Develop an ICT Policy and Strategy	CEO	May	Improved management of ICT resources	An operational ICT policy and strategy	-	0.35	-	-	-	1 strategy	-	-	-	-
	Upgrade ICT infrastructure	CBA	July	Improved use of ICT and use of ICT infrastructure	Annual ICT report and inventory	-	0.3	-	-	-	1 inventory	-	-	-	-
	Automate identified processes	CBA	July	Improved efficiency in operations	Number of automated processes	-	-	0.4	-	-	3 automated processes	-	-	-	-
	Carry out a Job Evaluation	CEO	June	Comprehensive job evaluation of the structure and functions carried out	Job evaluation report	0.1	-	0.1	-	0.1	1 Yearly job evaluation report(s)	-	1 Yearly job evaluation report(s)	-	1 Yearly job evaluation report(s)
	Develop and implement functional organization structure	CEO	Jan	Improved operational efficiency	Revised organizational structure	1.2	1.25	1.3	1.4	-	Structure embedded in strategic plan	1 additional staff	1 additional staff	1 additional staff	1 additional staff
	Develop and implement a Service Delivery Charter	CEO	June	Improved quality of service delivery	An operational WASPA Service Charter - Annual service delivery report	-	0.1	-	-	-	service delivery charter	-	Operational service charter	-	-
Strategy 1.7: Strengthen governance	Conduct customer / member satisfaction surveys	CEO	August	Improved customer satisfaction index	Annual customer satisfaction survey reports - Customer satisfaction index	-	-	0.3	-	0.2	-	-	CSS reports	-	CSS reports

Strategies	Activities	Responsibility Centre	Time Frame <sup>1</sup>	Expected Outputs	Output Indicators	Budgetary Requirements (Million KSh)					Performance Targets				
						2018	2019	2020	2021	2022	2018	2019	2020	2021	2022
Strategy I.6: Strengthen committees	Induction of committee members	CEO	Jan	Improved capacity of committee members to conduct their business	No. of induction meeting for committee members held	0.2	0.2	0.2	0.2	0.2	1 induction report	1 induction report	1 induction report	1 induction report	1 induction report
	Conduct committee meetings	CEO	Bi monthly	Improved performance of committees	- No. of committee meetings held - % of committee resolutions implemented	0.6	0.6	0.6	0.6	0.6	minutes	minutes	minutes	minutes	Minutes
	Develop and implement Governance Charter for the Association's committee	CEO	August	A framework for improvement of governance in the Association	- An Operational Governance Charter - Annual governance report	0.2	-	-	-	-	Governance Charter	-	-	-	-
	Develop Monitoring, Evaluation and Reporting (MER) Framework	CEO	Jan	Framework for monitoring implementation progress and evaluation of programmes	An operational Monitoring, Evaluation and Reporting (MER) Framework	-	-	-	-	-	M&E framework	-	-	-	-
Strategy I.9: Institutionalize Monitoring, Evaluation and Reporting	Build capacity for MER	CEO	August	Enhanced capacity for MER	No. of staff trained in MER	0.2	0.2	-	-	-	Training report	Training report	Training report	-	-
	Carry out regular monitoring of project implementation programmes	M&E	Continuous	Assessment of projects and programmes carried out	No. of monitoring exercises carried out	-	-	-	-	-	Project update reports	Project update reports	Project update reports	Project update reports	Project update reports
	Carry out evaluation of identified programmes	M&E Officer	Annual	Assessment of projects and programmes assessed	Projects/programmes evaluation reports	0.05	0.05	0.05	0.05	0.05	evaluation reports	evaluation reports	evaluation reports	evaluation reports	evaluation reports
	Prepare and disseminate Monitoring and Evaluation reports	M&E Officer	-	Enhanced awareness and feedback on project implementation programmes	Annual M&ER reports	0.3	0.3	0.3	0.3	0.3	All M&E reports circulated	All M&E reports circulated	All M&E reports circulated	All M&E reports circulated	All M&E reports circulated
Strategy I.10: Strengthen the Audit function	Develop and implement a Risk Management Framework (RMF)	CEO	August	Improved mitigation of risks	Annual RMF implementation report	0.3	0.3	0.3	0.3	0.3	annual RMF report	annual RMF report	annual RMF report	annual RMF report	annual RMF report
	Conduct regular audits	Auditor	August	Improved corporate governance	Quarterly and annual audit reports	0.15	0.15	0.15	0.15	0.15	annual audit reports	annual audit reports	annual audit reports	annual audit reports	annual audit reports
Strategy I.11 Enhance Transport Infrastructure	Identify the Transport Needs	CEO	August	Transport Infrastructure in place	Transport inventory	-	-	-	-	-	Annual Transport Inventory Report	Annual Transport Inventory Report	Annual Transport Inventory Report	Annual Transport Inventory Report	Annual Transport Inventory Report
	Procure the necessary means of transport					1.5	-	6.0	-	-					
Total resource requirements						16.88	8.31	11.47	5.72	4.65					

Key Result Area 2				Members Engagement and Development											
Strategic Issues		iii. Inadequate participation of members in the Association's programmes iv. Unclear policy on membership for WSPs with less than 5,000 connections													
Strategic Objective		To support member organizations and develop their capacity for provision of services													
Strategies	Activities	Responsibility Centre	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KSh.)					Performance Targets				
						2018	2019	2020	2021	2022	2018	2019	2020	2021	2022
Strategy 2.1: Recruitment of new members	Carry out a recruitment drive for members	CEO	Continuous	Increased membership	- No. of recruitment drives implemented - No. of new members recruited	0.15	0.15	0.15	0.15	0.15	5% growth in membership	5% growth in membership	5% growth in membership	5% growth in membership	5% growth in membership
	Develop and implement a clear recruitment policy & incentives for WSPs with less than 5,000 connections	CEO	June	A clear recruitment policy for new members	WASPA Members Recruitment Policy	0.1	-	-	-	-	Members Recruitment Policy implemented in this category of members	-	-	-	-
	Develop & implement incentives for members	CEO	Annual	Improved attraction for WSPs to the Association	No. of incentives products for members developed	0.4	0.4	0.4	0.4	0.4	At least 2 incentives developed & adopted	At least 2 incentives developed & adopted	At least 2 incentives developed & adopted	At least 2 incentives developed & adopted	At least 2 incentives developed & adopted
Strategy 2.2: Strengthen linkages, collaborations and partnerships	Establish new linkages, collaborations and partnerships	CEO	Biannual	Framework for linkages, collaborations and partnerships	An operational policy on linkages, collaborations and partnerships	0.15	0.15	0.15	0.15	0.15	6 No.	6 No.	6 No.	6 No.	6 No.
	Strengthen the existing partnerships with donors	CEO	Annual	Strengthened collaborations with existing partners	% of existing partners actively engaged in every quarter	0.15	0.15	0.15	0.15	0.15	50% of all partners retained	40% of all partners retained	30% of all partners retained	30% of all partners retained	30% of all partners retained
	Strengthen linkages with county governments	CEO	Monthly	Strengthened collaborations with existing partners	No. of active engagements with county governments	0.1	0.5	0.4	0.3	0.1	5 No. of engagement	15 No. of engagements	20 No. of engagements	25 No. of engagements	25 No. of engagements

Strategies	Activities	Responsibility Centre	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Milion KSh)					Performance Targets				
						2018	2019	2020	2021	2022	2018	2019	2020	2021	2022
Strategy 2.3: Enhance development of minimum standards for materials and services	Carry out an analysis of requirements and standards for the water sector	Advocacy & Communication Manager	Annually	Requirements and standards for the sector identified and documented	Report of analysis of requirements and standards for the water sector	-	1	-	-	-	-	Sector standard requirement report	-	-	-
	Developing and disseminating minimum guidelines for materials and services	CEO	Annually	Guidelines for materials and services developed	No. of minimum guidelines for materials and services	-	1	-	-	1	-	1 standard developed	-	-	1 standard
	Disseminate minimum guidelines for materials and services to members and manufacturers	Advocacy & Communication Manager	Bi-monthly	Guidelines for materials and services disseminated	No. of forums for disseminating minimum guidelines for materials and services	-	-	-	-	-	Meeting reports	Meeting reports	Meeting reports	Meeting reports	Meeting reports
	Develop a Benchmarking Programmes	CEO	June	A roadmap for Benchmarking Programmes	An operational Benchmarking Programmes Plan	-	-	-	-	-	Benchmark calendar	Benchmark calendar	Benchmark calendar	Benchmark calendar	Benchmark calendar
Strategy 2.4: Enhance training of members and benchmarking programmes	Conduct benchmarking programmes	CBA	Quarterly	Learning and sharing experiences facilitated	No. of benchmarking programmes carried out	2.3	2.5	3.0	3.4	3.6	Benchmark report	Benchmark report	Benchmark report	Benchmark report	Benchmark report
	Develop and share reports of best practices	CEO	Annually	Documentation and sharing of best practices	No. of reports of best practices prepared and shared with members	0.04	0.04	0.04	0.04	0.04	1 No. of reports of best practices	1 No. of reports of best practices	1 No. of reports of best practices	1 No. of reports of best practices	1 No. of reports of best practices
	Conduct a Training Needs Analysis for organizations	CEO	August	Member organizations training needs identified and analyzed	Member organizations training needs analysis reports	-	0.5	-	-	-	Training Needs Analysis report	Training Needs Analysis report	-	-	-
	Develop annual Training Plans for member organizations	CBA	June	Assessment of member organizations' needs carried out	Annual Training Plans for member organizations	-	-	-	-	-	1 training Plan	1 training Plan	1 training Plan	1 training Plan	1 training Plan
Strategy 2.5: Training of member organizations	Implement training programmes for members	CBA	Regularly	Capacity building of HR organizations carried out	No. of training programmes for members implemented	0.2	0.2	0.2	0.2	0.2	6 trainings	6 trainings	6 trainings	6 trainings	6 trainings
	Conduct evaluation of training programmes for members	M & E	Regularly	Assessment of training programmes for members	Members training programmes evaluation reports	0.2	0.2	0.2	0.2	0.2	Training evaluation report(s)	Training evaluation report(s)	Training evaluation report(s)	Training evaluation report(s)	Training evaluation report(s)

Strategies	Activities	Responsibility Centre	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KSh)						Performance Targets					
						2018	2019	2020	2021	2022	2018	2019	2020	2021	2022		
Total resource requirements						172	4.29	4.69	4.99	5.99							

Key Result Area 3																	
Communication and Advocacy																	
Strategic Issues		iv. Limited awareness on the role of the Association v. Limited awareness amongst members on their roles vi. Conflicting legislations in the water sector															
Strategic Objective		To raise the Association's profile and advance members' interests															

Strategies	Activities	Responsibility Centre	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KSh)						Performance Targets					
						2018	2019	2020	2021	2022	2023	2018	2019	2020	2021	2022	2023
Strategy 3.1: Implement a Communications Strategy	Develop a Communication and Advocacy strategy	CEO	August	Framework for guiding communication and advocacy programmes	Communication and Advocacy strategy	-	0.5	-	-	0.1		Communication and Advocacy strategy	-	-	-	-	Communication and Advocacy strategy (iteration)
	Implement a Communication and Advocacy strategy	Advocacy & Communication manager	Bi monthly	Increased awareness amongst members on their roles and those of the Association	No. of awareness creation campaigns for members and the Association	0.7	0.7	0.7	0.7	0.7		-	Nature & type of awareness	Nature & type of awareness	Nature & type of awareness	Nature & type of awareness	Nature & type of awareness

Strategies	Activities	Responsibility Centre	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KSh.)					Performance Targets				
						2018	2019	2020	2021	2022	2018	2019	2020	2021	2022
Strategy 3.2: Enhance Marketing and Visibility	Develop the Association's Branding Manual	CEO	June	Policy guidelines on branding of the Association	An operational Branding Manual	0.1	-	-	-	-	1 Branding Manual	-	-	-	-
	Production and dissemination of promotional materials	CBA	August	Enhanced dissemination of promotional materials	- No. of types of promotional materials produced - No. of forums in which promotional materials are disseminated	0.5	0.5	0.5	0.5	0.5	1000 (pens, booklets, shirts)	1000 (pens, booklets, shirts)	1000 (pens, booklets, shirts)	1000 (pens, booklets, shirts)	1000 (pens, booklets, shirts)
	Upgrade and disseminate a regular WASPA Association's website	CBA	June	Improved dissemination through the Association's website	- No. of times the Association's website is updated - % website up-time	0.2	0.2	0.2	0.2	0.2	Web domain retained	Web domain retained	Web domain retained	Web domain retained	Web domain retained
	Participation in exhibitions and open days	CEO	June	Increased visibility through exhibitions and open days	No. of exhibitions and open days participated in	0.3	0.3	0.3	0.3	0.3	2 exhibitions & open days	2 exhibitions & open days	2 exhibitions & open days	2 exhibitions & open days	2 exhibitions & open days
	Produce and disseminate a regular WASPA magazine	CBA	June	Enhanced dissemination of WASPA news and information through magazine	No. of editions of WASPA magazine produced and disseminated	0.5	0.5	0.5	0.5	0.5	2 copies annual	2 copies annual	2 copies annual	2 copies annual	2 copies annual
Strategy 3.3: Enhance member events	Media engagements and press conferences	CEO	June	Enhanced engagements with the media	No. of media engagements and press conferences	1	1	1	1	1	2 print supplements	2 print supplements	2 print supplements	2 print supplements	2 print supplements
	Participate in local and Global Water forums	CEO	Regularly	No. of forums held	No. of participants attending water forum	1	1	1	1	1	WWW report	WWW report	WWW report	WWW report	WWW report
	Hold Bi annual Conference & Exhibition	CEO	Oct	Conference & Exhibition held	No. of conference & Exhibition held	48		5.6		6.4	Conference & Exhibition report	Conference & Exhibition report	Conference & Exhibition report	Conference & Exhibition report	Conference & Exhibition report
	Develop and implement the annual WSPs Awards Scheme	CEO	June	Enhanced participation in WASPA activities	Annual WSPs Awards Scheme forum	1	1	1	1	1	Annual awards scheme report	Annual awards scheme report	Annual awards scheme report	Annual awards scheme report	Annual awards scheme report

Strategies	Activities	Responsibility Centre	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (Million KSh)					Performance Targets				
						2018	2019	2020	2021	2022	2018	2019	2020	2021	2022
Strategy 3.4: Policy and legal advocacy	Carry out an analysis of the legal frameworks in the water sector	Advocacy & Communication Manager	June	Policy situational analysis of the water sector in Kenya carried out	Water sector policy frameworks analysis report	1	1	1	1	1	Policy analysis report & position paper(s)	Policy analysis report & position paper(s)	Policy analysis report & position paper(s)	Policy analysis report & position paper(s)	Policy analysis report & position paper(s)
	Carry out an analysis of the legal frameworks in the water sector	Advocacy & Communication Manager	Regularly	Legal situational analysis of the water sector in Kenya carried out	Water sector legal frameworks analysis report	0.1	0.1	0.1	0.1	0.1	1 analysis report	1 analysis report	1 analysis report	1 analysis report	1 analysis report
	Identify required interventions in the policy and legal frameworks	Advocacy & Communication Manager	Regularly	Interventions in the policy and legal frameworks identified	Report of proposed interventions in the policy and legal frameworks in Kenya	0.5	0.5	0.5	0.5	0.5	2 intervention reports	2 intervention reports	2 intervention reports	2 intervention reports	2 intervention reports
	Lobby for implementation of interventions in the policy and legal frameworks	CEO	Regularly	Proposed interventions in the policy and legal frameworks carried out	Annual policy and legal frameworks situational reports	0.5	0.5	0.5	0.5	0.5	2 successful intervention reports by target stakeholders	2 successful intervention reports by target stakeholders	2 successful intervention reports by target stakeholders	2 successful intervention reports by target stakeholders	2 successful intervention reports by target stakeholders
Strategy 3.5: Advocacy on operational issues	Awareness creation on policy and legal provisions in the water sector	CEO	Regularly	Enhanced awareness creation of WSPs, organizations and the public on policy and legal provisions in the water sector	No. of awareness campaigns on policy and legal provisions in the water sector	0.6	0.6	0.6	0.6	0.6	2 Awareness campaigns	2 Awareness campaigns	2 Awareness campaigns	2 Awareness campaigns	2 Awareness campaigns
	Advocacy for ring fencing of income water sector	CEO	Regularly	Status report	No. of WSPs with ring-fenced income	0.5	0.5	0.5	0.5	0.5	1 Status reports	1 Status report	1 Status report	1 Status report	1 Status report
Strategy 3.6: Advocacy on representation in associated organizations and bodies	Advocacy on autonomy in the management of WSPs	CEO	Regularly	Enhanced autonomy of WSPs	No. of WSPs operating autonomously	0.5	0.5	0.5	0.5	0.5	1 Status reports	1 Status report	1 Status report	1 Status report	1 Status report
	Identify relevant associations and bodies in which WASSPA should be represented	CEO	Regularly	Mapping of relevant associations and bodies carried out	Matrix of relevant associations and bodies for WASSPA representation	0.1					Matrix of new associations for representations				
Total resource requirements	Lobby for representation in relevant associations and bodies	CEO	Regularly	Enhanced representation of the Association for lobbying	MoU on representation of WASSPA in relevant associations and bodies	0.1	0.1	0.1	0.1	0.1	2 No of new associations for representations	2 No of new associations for representations	2 No of new associations for representations	2 No of new associations for representations	2 No of new associations for representations
						14	9.5	14.6	9.0	15.5					

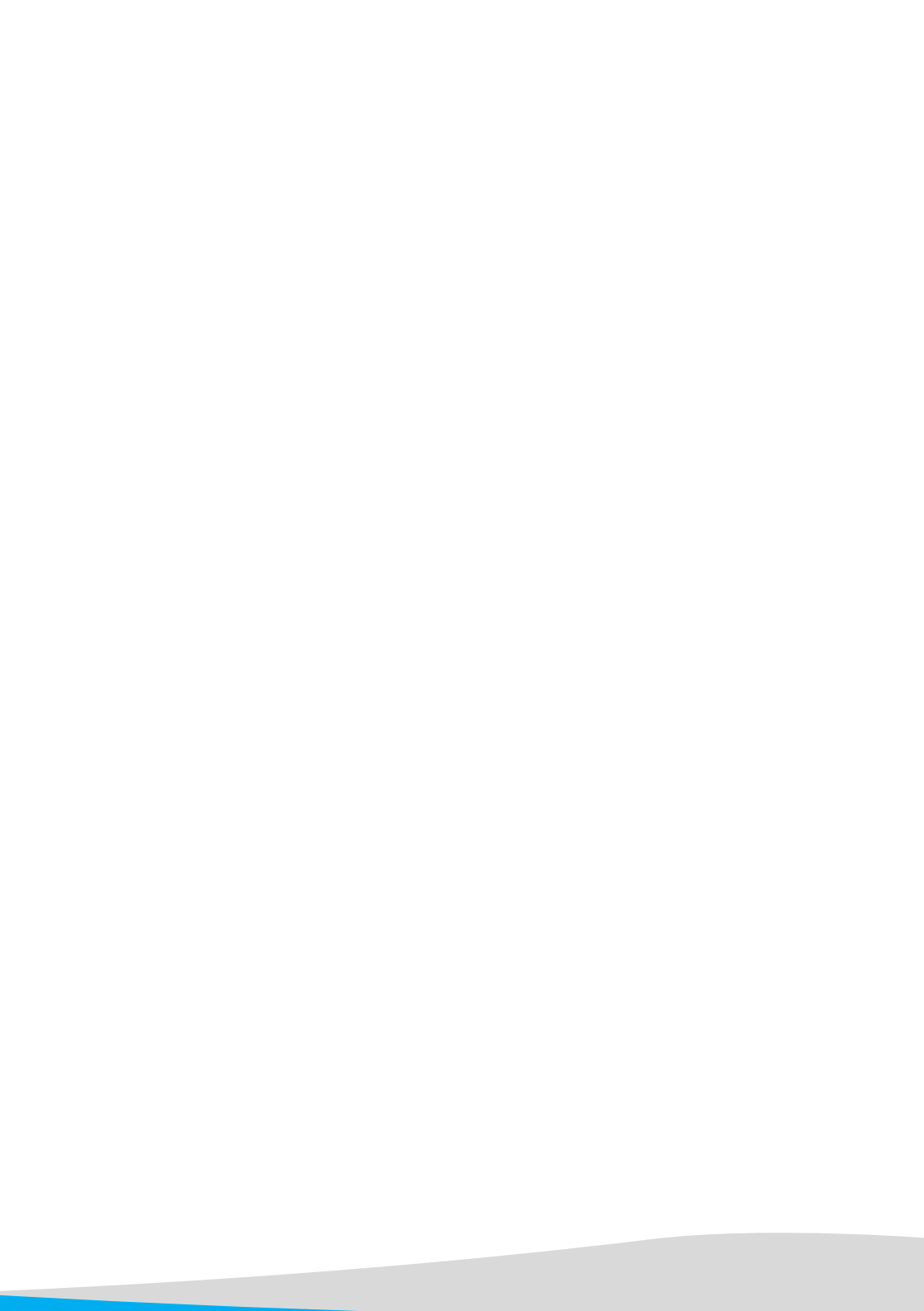
(Footnotes)

- 1 Implies when the activity is anticipated to have been done
- 2 Finance & Resource Mobilization
- 3 Finance & Resource Mobilization
- 4 Finance & Resource Mobilization









# Water Services Providers Association (WASPA)



[www.waspakenya.or.ke](http://www.waspakenya.or.ke)