



# STRATEGIC PLAN 2023-2027

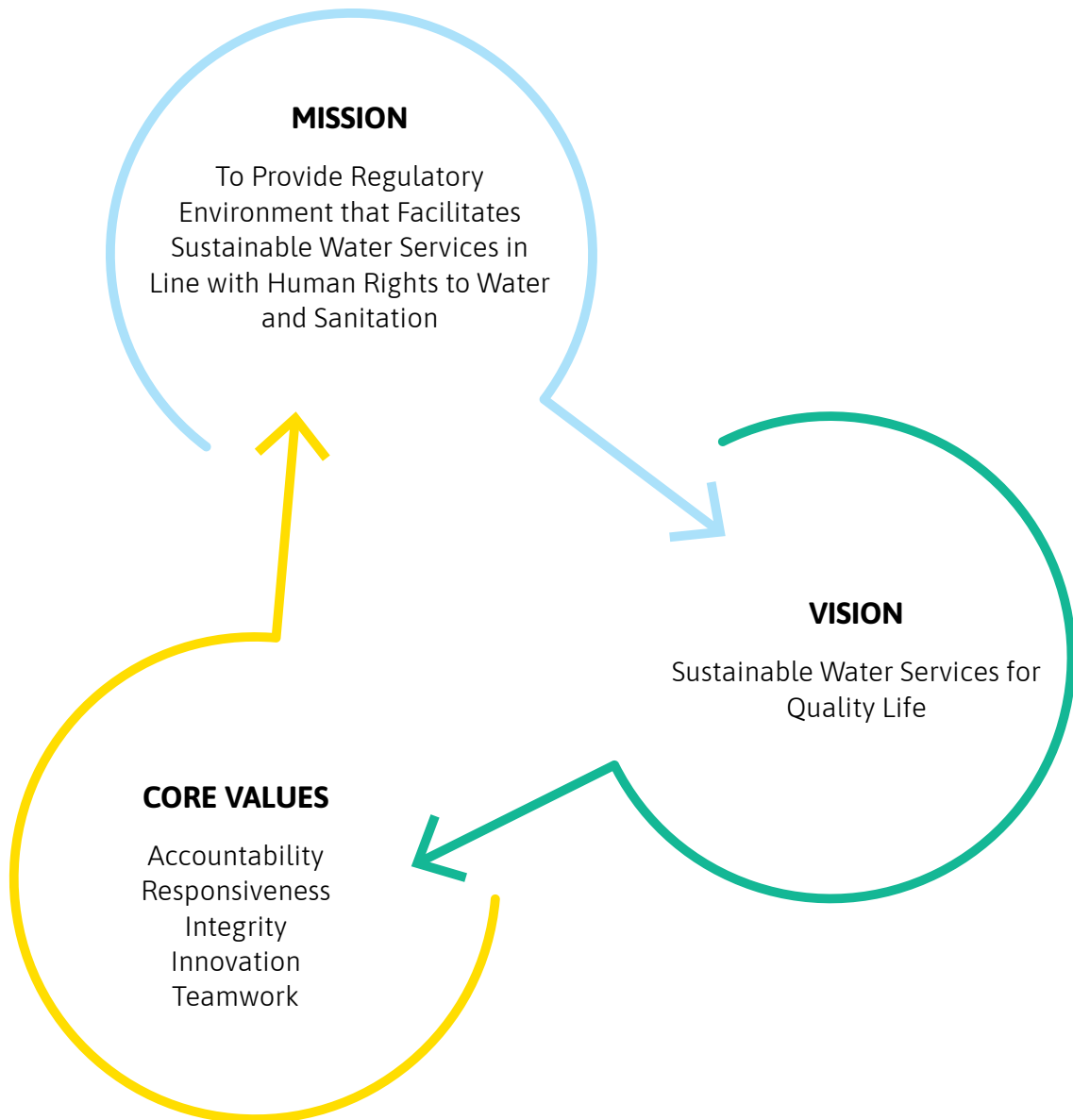




# STRATEGIC PLAN 2023-2027

*Water Services for All*





# FOREWORD

On behalf of the Water Services Regulatory Board (WASREB), it is with great pleasure that I present to you our Fifth Strategic plan for the period 2023-2027. This plan represents a significant milestone in our commitment to ensuring access to quality water services for all Kenyan citizens. It outlines our vision, objectives, and strategies that will guide our actions over the coming years.

As the regulatory authority responsible for overseeing the water services sector in Kenya, WASREB plays a crucial role in promoting efficiency, accountability, and sustainability in the provision of water services. Our mandate is to safeguard the interests of consumers while ensuring other stakeholders' interests are safeguarded and ensure compliance with regulatory standards.

WASREB has developed this strategic plan less than a decade to the attainment of the Vision 2030 goal of universal water and sanitation coverage as the Water Services sector is seeking to match investments to the services demand by the growing population, as well as promoting operational efficiency in service provision. This strategic plan is aligned to Fourth Medium Term Plan (MTP IV) of Vision 2030, specifically to the identified priorities within the infrastructure sector. In addition, our goals are aligned to the relevant Sustainable Development Goals (SDGs) and the Bottom-Up Transformative agenda (BETA).

We engaged extensively with internal and external stakeholders, including water service providers, government agencies, development partners, and consumer groups, to gather valuable insights and perspectives. These insights guided the development of this plan.

This strategic plan is built upon four key result areas that form the foundation of our work: Governance, Access to Water Services, Collaboration, and Effective Regulator. Under each of these areas, we have identified specific objectives and strategies that will guide our actions and initiatives.

This strategic plan represents our collective commitment to realizing our vision of a Kenya, where every citizen has access to safe, reliable, and affordable water services. We recognize that achieving this vision requires strong partnerships, innovative approaches, and a relentless focus on the needs and aspirations of the Kenyan people.

I invite all stakeholders, including water service providers, government agencies, development partners, civil society organizations and consumers, to join hands with us as we embark on this journey. Together, we can build a sustainable and resilient water services sector that meets the needs of present and future generations.

**Mr. Job Chirchir**  
**Board Chairman**

---

# PREFACE

# *And* ACKNOWLEDGEMENT

The Water Services Regulatory Board (WASREB), 2023-2027 strategic plan represents a significant milestone in our commitment to ensuring access to quality water services for all Kenyan citizens. It outlines our vision, objectives, and strategies that will guide our actions over the coming years.

I would like to express my sincere gratitude and appreciation to all individuals and organizations who have contributed to the development of the new 2023-2027 strategic plan for the Water Services Regulatory Board (WASREB). Your invaluable support, expertise, and commitment have been instrumental in shaping this comprehensive roadmap for the future of water services regulation in Kenya.

First and foremost, we extend our deepest appreciation to the dedicated and diligent team at WASREB. Your unwavering commitment, professionalism, and tireless efforts in formulating strategies have been vital in the development of this strategic plan. Your collective expertise and passion for ensuring access to quality water services for all Kenyan citizens have played a pivotal role in shaping our vision and objectives.

I would also like to express my sincere thanks to the various stakeholders who participated in the consultations and engagement sessions throughout the strategic planning process. I am grateful for your valuable insights, perspectives, and feedback, which have informed our understanding of the challenges and opportunities in the water services sector. Your active involvement and constructive contributions have enriched the strategic plan and enhanced its relevance and effectiveness.

Lastly, I would like to acknowledge the support and guidance provided by the Ministry of Water, Sanitation and Irrigation, under whose oversight and leadership WASREB operates. I appreciate their commitment to improving water services in Kenya and their endorsement of this strategic plan. Their valuable guidance and collaboration have been instrumental in shaping our strategic direction.

Thank you all once again for your unwavering support and dedication. I look forward to the successful implementation of this strategic plan and the realization of our shared vision.

**Dr. Julius Itunga**  
**Ag. Chief Executive Officer**



# TABLE *Of* CONTENT

<b>CHAPTER 1: INTRODUCTION</b>	<b>1</b>
1.1 Strategy as an Imperative for Organization Success .....	1
1.2 The Context of Strategic Planning .....	1
1.3 WASREB's History .....	4
1.4 Methodology of Developing the Strategic Plan .....	5
<b>CHAPTER 2: STRATEGIC DIRECTION</b>	<b>6</b>
2.1 Mandate .....	6
2.2 Vision Statement .....	7
2.3 Mission Statement .....	7
2.4 Strategic Goals .....	7
2.5 Core Values .....	7
2.6 Quality Policy Statement .....	7
<b>CHAPTER 3: SITUATIONAL AND STAKEHOLDER ANALYSIS</b>	<b>8</b>
3.1 Situational Analysis .....	8
3.2 Stakeholder Analysis .....	13
<b>CHAPTER 4: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS</b>	<b>16</b>
4.1 Strategic Issues .....	16
4.2 Strategic Goals .....	17
4.3 Key Result Areas .....	17
<b>CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES</b>	<b>19</b>
5.1 Strategic Objectives .....	19
5.2 Strategic Choices .....	21
<b>CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK</b>	<b>24</b>
6.1 Implementation Plan .....	24
6.2 Coordination Framework .....	31
6.3 Risk Management Framework .....	33
<b>CHAPTER 7: RESOURCE REQUIREMENTS &amp; MOBILIZATION STRATEGY</b>	<b>36</b>
7.1 Financial Requirements .....	36
7.2 Resource Mobilization Strategies .....	37
7.3 Resource Management .....	37

<b>CHAPTER 8: MONITORING, EVALUATION &amp; REPORTING FRAMEWORK</b>	<b>38</b>
8.1 Monitoring Framework .....	38
8.2 Performance Standards .....	38
8.3 Evaluation Framework .....	38
8.4 Reporting Framework and Feedback Mechanism .....	39
<b>APPENDICES</b>	<b>41</b>
<b>Appendix 1A:</b> Staff Establishment .....	41
<b>Appendix 1B:</b> Skills Set and Competence Development .....	43
<b>Appendix 2:</b> Strategic Theme Teams .....	45
<b>Appendix 3:</b> WASREB's BSC Scorecard Summarised .....	46



# LIST *Of* TABLES

<b>Table 1:</b> WASREB Strengths, Weakness & Strategic Responses	11
<b>Table 2:</b> WASREB Stakeholder Analysis	13
<b>Table 3:</b> Strategic Issues, Goals and Key Result Areas	18
<b>Table 4:</b> WASREB Performance Projections 2023-2027	20
<b>Table 5:</b> Risk Management Framework	35
<b>Table 6:</b> WASREB Financial Estimates	36
<b>Table 7:</b> WASREB Resource Gaps	36
<b>Table 8:</b> WASREB M&E Roles and Responsibilities	40





# LIST *Of* FIGURES

<b>Figure 1:</b> Focus Areas of Regulation	7
<b>Figure 2:</b> WASREB PESTLE Analysis	13
<b>Figure 3:</b> WASREB Strategy House	19
<b>Figure 4:</b> Organization Structure	33
<b>Figure 5:</b> WASREB Risk Management Cycle	34

# DEFINITION OF CONCEPTS *And* TERMINOLOGIES

<b>Balanced Scorecard</b>	Balanced Scorecard is a strategic performance management framework and tool used by organizations to measure and manage their performance across a balanced set of key performance indicators (KPIs) or objectives.
<b>Core Values</b>	The guiding principles that define the Board's Identity and by which the Board conducts business
<b>Mission</b>	The reason for the Board's existence
<b>Outputs</b>	The product or service the Board delivers
<b>Outcomes</b>	The highest-level change that can be reasonably attributed to the board's strategic initiative
<b>Performance Indicator</b>	A measure used to assess the performance of the Board or department in service delivery
<b>Service Delivery Targets</b>	Specific outputs needed to achieve the Strategic Priorities
<b>Situational Analysis</b>	The assessment of the Board's internal and external environment. It is from this analysis that strategic issues are identified
<b>Strategic Goal</b>	High level statements of achievements of a strategic objective
<b>Strategic Initiative</b>	Actions for achieving the strategic objectives
<b>Strategic objectives</b>	Are high-level and measurable goals outlining what the Board wants to achieve in a specified timeline.
<b>Strategy</b>	A plan of action designed to achieve the Board's overall aim
<b>Vision</b>	This is the impact the Board desires to create in the water and sanitation sector by rallying employees and stakeholders around a shared purpose.
<b>Water Services</b>	This means any services of or incidental to the supply or storage of water and includes the provision of sanitation services;
<b>VRIO</b>	A strategic tool that helps organizations assess their resources and capabilities in order to determine their potential for providing sustainable competitive advantage.

---

# ACRONYMS *And* ABBREVIATIONS

<b>AU</b>	African Union
<b>BoD</b>	Board of Directors
<b>BSC</b>	Balanced Scorecard
<b>BWS</b>	Bulk Water Supply
<b>BETA</b>	Bottom-Up Economic Transformation Agenda
<b>CEO</b>	Chief Executive Officer
<b>EAC</b>	East African Community
<b>HR</b>	Human Resources
<b>ISO</b>	International Organization for Standardization
<b>KRA</b>	Key Result Area
<b>MoU</b>	Memoranda of Understanding
<b>MSME</b>	Micro, Small & Medium Enterprises
<b>MTP</b>	Medium Term Plan
<b>NWSS</b>	National Water Services Strategy
<b>PESTLE</b>	Political, Economic, Sociological, Technological, Legal and Environmental
<b>PMS</b>	Performance Management System
<b>SDG</b>	Sustainable Development Goals
<b>VRIO</b>	Value, Rarity, Imitability, and Organization
<b>WASREB</b>	Water Services Regulatory Board
<b>WRA</b>	Water Resources Authority

<b>WRUAs</b>	Water Resource Users Associations
<b>WWDA</b>	Water Works Development Agency
<b>WSPs</b>	Water Service Providers
<b>WSTF</b>	Water Sector Trust Fund
<b>WIMIS</b>	WASREB Integrated Management Information System
<b>VRIO</b>	Value, Rarity, Imitability, and Organization

# EXECUTIVE SUMMARY



***The strategic plan lays emphasis on strengthening the regulatory framework, enhancing transparency and promoting good governance practices among water service providers.***

The Water Services Regulatory Board (WASREB) has developed the Fifth strategic plan for the period 2023-2027. This comprehensive roadmap outlines our vision, objectives, and strategies to drive the transformation of the water services sector in Kenya. With a firm commitment to ensuring access to safe and reliable water services for all, this strategic plan sets the foundation for a sustainable and inclusive future.

By creating a conducive regulatory environment for water services provision, WASREB will facilitate the attainment of universal access in both urban and rural areas; stimulate efficiency in operations and effectiveness in the investments in the water services sector; promote good governance while aligning the regulatory tools to the changing environment.

From the situational analysis, our core strengths are in Experienced and competent skills mix, Robust regulatory tools, own source of revenue and Establishment in the Law (Water Act 2016). The key challenges identified are in areas of stakeholder engagement, staff establishment and enforcement.

Externally, the board faces a number of threats including low operational efficiency at the Water Service Provider (WSP) level, political interference in the governance of WSPs and climate change. The board intends to leverage on key opportunities including the conducive environment for regulation of rural water Services, partnerships and collaboration, technology and data analytics and increased awareness on regulation.

Following the situational analysis, the focus will be on four Key Result Areas of: Access to water services, Governance, Collaboration and Effective Regulator to facilitate overall effectiveness and efficiency in the water and Sanitation Sector.

The five Strategic objectives in the next five years are: -

1. Ensure the realization of the right to water services
2. Streamline water services provision in rural and underserved areas
3. Strengthen public accountability in water service provision
4. Ensure compliance with established standards
5. Strengthen institutional capacity

The strategic plan lays emphasis on strengthening the regulatory framework, enhancing transparency and promoting good governance practices among water service providers. Access to water services remains a critical area of focus as there is a need to streamline water services provision, particularly in rural and underserved areas. Collaboration is central to our strategic approach whereby we recognise the interconnectedness of stakeholders in the water services sector, and we seek to forge partnerships and collaboration with relevant institutions and organizations.

This strategic plan outlines measures to monitor compliance with design and construction standards of water works and enhance surveillance in the sector. Additionally, we will

align our communication and stakeholder engagement strategies to meet the needs of stakeholders, enhancing transparency and building trust.

The strategic plan also underscores the importance of strengthening WASREB's institutional capacity. We will focus on building a capable workforce, embracing a learning culture, and investing in technology and innovation. By operationalizing risk management frameworks and fostering a positive organizational culture, we will enhance efficiency and effectiveness in delivering on our mandate. Moreover, we will mobilize resources and explore alternative financing models to ensure the financial sustainability of the water services sector.

The institutional framework for implementation and coordination of the strategy has been developed to ensure that the Board is well positioned to implement the strategy. Risk Management framework addresses the risk management process and the aspect of risk analysis for the various risks that may compromise the successful implementation of the strategic plan. A monitoring and evaluation framework has been developed to guide the organisation on reporting, feedback mechanisms, performance management systems.

# Introduction

*This chapter contains background on WASREB, its Mandate, the rationale for developing the Strategic Plan; and the methodology that was followed to develop the Strategic Plan.*

## 1.1 Strategy as an Imperative for Organization Success

The Water Services Regulatory Board (WASREB) regulates the water services sector as established under the Water Act 2016. WASREB was Established under the water Act 2002 which was repealed by the enactment of the Water Act 2016. WASREB is established with the main objective of consumer protection while ensuring other stakeholders' interests are safeguarded and ensure compliance with regulatory standards.

The rationale for the development of the Strategic Plan 2023-2027 was premised on a number of major issues of concern in the water and Sanitation sector. Key among them is the need to increase access to quality water services for the growing population, strengthen corporate governance of Water service Providers, leverage on partnerships in water services and having an effective and efficient regulator. Through the Strategic Planning process, the Board identified and selected the most appropriate ways of using the skills and resources of an organization to achieve specified objectives while taking into account the external and internal environment in which the Board operates. The strategic planning process entailed making choices among competing priorities and focusing the organization's available resources in areas with the greatest payoffs. This strategic plan enabled WASREB to determine its strategic focus and thus will channel resources and efforts towards addressing the key result areas identified.

The Plan has been developed in a participatory process involving the Board, management team, and employees of WASREB, development partners, Water Service Provides and other key stakeholders. Communication of the plan to the staff members of the board and stakeholders will enhance successful implementation of this plan.

## 1.2 The Context of Strategic Planning

The plan takes into consideration the national development priorities, regional and international development frameworks as highlighted in the following sections:

### **1.2.1. United Nations Agenda for Sustainable Development SDG2030**

The Sustainable Development Goals (SDGs) are comprised of 17 Sustainable Development Goals and 169 targets (United Nations, 'Transforming our World: The 2030 Agenda for Sustainable Development,' 2015). The Strategic Plan has been guided by **SDG 6- Clean Water and sanitation:** *'ensure availability and sustainable management of water and sanitation for all'*. Specifically, the strategic plan has adopted strategies to improve sustainability of water and sanitation in Kenya and has taken a particular focus on increasing access in rural and underserved areas and the enforcement of quality of service and asset development standards. This will increase access to safe and affordable drinking water and sanitation services that offer dignity to all. that will contribute to the following targets in this goal as follows:

**Target 6.1** (By 2030, achieve universal and equitable access to safe and affordable drinking water for all); and **Target 6.2** (By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations)

**Target 6.b** (Support and strengthen the participation of local communities in improving water and sanitation management). The plan incorporates stakeholder engagement in regulation of water and sanitation and the local communities have been identified as key stakeholders.

Other related SDG Goals that have informed the development of this plan are:

**SDG 3- Good health and Wellbeing:** *'Ensure healthy lives and promote well-being for all at all ages'*; **SDG 11- Sustainable cities and communities:** *Make cities and human settlements inclusive, safe, resilient and Sustainable;* and **SDG 12 Responsible consumption and production:** *Ensure*

*sustainable consumption and production patterns;*

### **1.2.2. African Union Agenda 2063**

African Union Agenda 2063 is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. The Strategic plan has put in place strategies to promote the realisation of **Aspiration 1** of the AU Agenda 2063: A prosperous Africa based on inclusive growth and sustainable development.

Specifically, the strategic plan addresses goal 1 and 7 of the AU Aspiration 1:

Goal 1: **A high standard of living, quality of life and well-being for all:** *ending poverty, inequalities of income and opportunity; job creation, especially addressing youth unemployment; facing up to the challenges of rapid population growth and urbanization, improvement of habitats and access to basic necessities of life – water, sanitation, electricity; providing social security and protection;*

Goal 7- **Environmentally Sustainable climate and resilient economies and communities:** *putting in place measures to sustainably manage the continent's rich biodiversity, forests, land and waters and using mainly adaptive measures to address Climate change risks.*

WASREB is committed to supporting the AU agenda through the proposed strategies.

### **1.2.3. East African Community Vision 2050**

The East African Community (EAC) Vision 2050 follows closely on the development of the African Union Agenda 2063. During the period of Vision 2050, the EAC region will promote economic transformation and development policies that support inclusive housing and social services; a safe and healthy living environment for all;



and affordable and sustainable transport, energy, water and sanitation. It emphasizes on the balanced development between the cities and rural areas. The important role of local governments in setting visions for sustainable cities and human settlements will be emphasized. The strategy sets targets for access to safe water and basic sanitation at 81.7 % by 2023 92.9 % by 2050 60 % by 2023 90 % by 2050 respectively. The strategy aligns with this vision as reflected in the Key results areas and the strategic objectives.

#### **1.2.4. Constitution of Kenya**

The Constitution of Kenya created of two levels of government, the National Government and devolved governments (County Governments). Under the Constitution, ownership, use and regulation of water resources, consumer protection and national public works was assigned to the National Government while County Governments were assigned water service provision, sanitation, catchment management and county public works. Further, the Constitution entrenches the rights to water and sanitation in the bill of rights, effectively making water and sanitation human rights. These rights to water and sanitation are operationalized through the Water Act 2016 that establishes institutions with responsibilities to further their realization. The Act establishes the Water Services Regulatory Board whose principal object is to protect the interests and rights of consumers in the provision of water services. The Board through the strategies adopted in this plan will ensure that the services meet the set standards, are affordable to consumers and that the Water Service providers [WSPs] operate sustainably. The strategy also recognizes the important role of the National and County Governments in ensuring the realization of the envisioned Water and Sanitation goals.

In a nutshell the Act also establishes a robust policy, institutional and regulatory framework for the realization of the constitutional aspirations by establishing distinct institutions for Policy direction, water resource regulation and water services regulation, infrastructure development and water services provision.

#### **1.2.5. Kenya Vision 2030, and Fourth Medium Term Plan**

The Kenya Vision 2030 is the country's development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrializing, 'middle- income country providing a high-quality life to all its citizens by the year 2030.' The Vision is based on three 'pillars': the economic, the social and the political pillar. The Vision recognizes that water is a basic need and an important enabler/catalyst for both economic and social development of the country. Kenya Vision 2030 goal for water and sanitation is to ensure that improved water and sanitation are available and accessible to all by 2030. WASREB plays a key role in the attainment of this vision by implementing the regulatory framework for water service provision to increase water and sanitation coverage in the country through ensuring good utility/ corporate governance and, promoting technical and operational efficiency. Further, WASREB provides access to information on water services including performance of water service providers. WASREB recognises that water and sanitation are key cross cutting services in the successful implementation of the Government's Bottom-up Economic Transformation Plan (2022-2027).

The Fourth Medium Term Plan (MTP IV) identifies key priorities in five sectors, namely, Finance and Production, Infrastructure, social, Environment and Natural resources; and Governance and Public Administration. In this Strategic Plan, WASREB is an enabler to the key priorities in the Infrastructure Sector:

These are:

- a) Inclusive Growth (people centred) Key priorities: sanitation and sewerage for urban areas; Rural Water and Sanitation;
- b) Expand Revenue Base: Reduction of Non-Revenue Water (NRW); and
- c) Alternative Financing: Construction of 100 Large Dams

### **1.2.6. Bottom-up Economic Transformation**

#### **Agenda**

The government has adopted the Bottom-Up Economic Transformation Agenda (BETA) with the main objective to improve the livelihoods and welfare of Kenyans. The agenda is geared towards economic turnaround and inclusive growth, and aims to increase investments in at least five sectors envisaged to have the largest impact and linkages to the economy as well as on household welfare. In line with this, the Government will implement policies and structural reforms and promote investment in five pillars that are expected to have the highest impact at the bottom of the economy. These are: Agricultural Transformation and Inclusive Growth; transforming the Micro, Small and Medium Enterprise (MSMEs) Economy; Housing and Settlement; Healthcare; and Digital Superhighway and Creative Economy.

The priority interventions are expected to contribute towards six broad objectives including lowering cost of living, eradicating hunger, managing unemployment, improving fiscal performance, stabilizing foreign exchange and ensuring inclusive economic growth. Thus, WASREB as a key enabler to the achievement of the Bottom-up Economic transformation agenda will provide a conducive regulatory Environment for WSPs to provide safe, reliable and affordable water and sanitation services as per its key objective of consumer protection.

### **1.2.7. Sector Policies and Laws**

The Strategic Plan is guided by the Water Act 2016 and the National Water Policy 2021. In this plan, the Board has Identified Four Key result areas that are linked to the aspirations of this policy and legal framework. In order to ensure the access to sustainable water supply and sanitation services in the country. The Plan has also recognized roles of the National and County Governments in infrastructure development, Financing and Service Provision, as well as governance as outlined in the Water Act 2016.

### **1.3 WASREB's History**

The Water Services Regulatory Board (WASREB) is a regulatory state corporation established in 2003 upon the operationalization of the Water Act 2002. Kenya reorganized its governance structure in 2010 through a new constitution [CoK 2010]. In line with this new governance structure the water sector was reorganized through the Water Act 2016. This new framework retained Wasreb as a regulator and key enabler of the progressive realization of the rights to water and sanitation, rights which were now codified in the CoK2010]. Section 70 (1) of the Water Act 2016, WASREB has the main objective to protect the interests and rights of consumers in the provision of water services, while ensuring other stakeholders' interests are also safeguarded. Accordingly, section 72(1) of the Water Act 2016 defines the mandate of WASREB to include setting standards and enforcing regulations that guide the sector in not only ensuring that consumers are protected and have access to efficient, affordable and sustainable services, but also, provide for financial sustainability of Water Service Providers (WSPs) and consumer engagement.

This is the fifth strategic plan of the board, having successfully implemented four Strategic plans.

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

The development of this Strategic Plan involved a participatory approach, allowing for inputs from both internal and external stakeholders. Some of the external stakeholders include the Ministry of Water Sanitation and Irrigation, WSPs and Development Partners. The development process involved review of key internal and external documents, interviews and group discussions with internal stakeholders (the WASREB Management, Staff, Board of Directors), and external stakeholders. External stakeholder views on the WASREB's performance in the previous Strategic Plan period and their

expectations in this plan were sought. The draft Strategic Plan was subjected to Management review and Stakeholder review and validation by the WASREB Board. The strategic planning process established pathways to accomplishing strategic objectives that foster a sense of ownership, commitment and accountability among all stakeholders. The Plan was developed using the Balanced Scorecard (BSC) tool where the four perspectives of Consumer/stakeholder, stewardship, internal processes and organisation capacity were adopted.

# Strategic Direction

*This chapter is an overview of the mandate of WASREB, the mission statement, vision statement, strategic goals, core values and quality policy statement.*

## 2.1 Mandate

WASREB's statutory mandate is provided for under Section 72(1) of the Water Act 2016. Accordingly, the powers and functions of WASREB under the Act are to:

- a) Determine and prescribe national standards for the provision of water services and asset development for water services providers;
- b) Evaluate and recommend water and sewerage tariffs to the county water services providers and approve the imposition of such tariffs in line with consumer protection standards;
- c) Set license conditions and accredit water services providers;
- d) Monitor and regulate licensees and enforce license conditions;
- e) Develop a model memorandum and articles of association to be used by all water companies applying to be licensed by the regulatory board to operate as water services providers;
- f) Monitor compliance with standards including the design, construction, operation and maintenance of facilities for the provision of water services by the water works development bodies and the water services providers;
- g) Advise the Cabinet Secretary on the nature, extent and conditions of financial support to be accorded to water services providers for providing water services;
- h) Monitor progress in the implementation of the water strategy and make appropriate recommendations;
- i) Maintain a national database and information system on water services;
- j) Establish a mechanism for handling complaints from consumers regarding the quality or nature of water services;
- k) Develop guidelines on the establishment of consumer groups and facilitate their establishment;
- l) Inspect water works and water services to ensure that such works and services meet the prescribed standards;
- m) Report annually to the public on issues of water supply and sewerage services and the performance of relevant sectors and publish the reports in the gazette;
- n) Make regulations on water services and asset development which shall

include business, investment and financing plans in order to ensure efficient and effective water services and progressive realization of the right to water services;

- o) Advise the cabinet secretary on any matter in connection with water services; and make recommendations on how to provide basic water services to marginalized areas.

In order to realise it's mandate, WASREB will focus on four key areas as presented below.

**Figure 1: Focus Areas of Regulation**



## 2.2 Vision Statement

**Vision:** Sustainable water services for quality life

## 2.3 Mission Statement

**Mission:** To Provide a Regulatory Environment that Facilitates Sustainable Water Services in Line with Human Rights to Water and Sanitation

## 2.4 Strategic Goals

The five (5) strategic goals are: -

- a) Effective and sustainable water services
- b) Access to water services in rural and underserved areas,
- c) Public accountability entrenched in water services provision
- d) Adherence to established standards
- e) Enhanced capacity of WASREB

## 2.5 Core Values

The vision would not be realised without a firm foundation of strong values that were established as;

- a) **Accountability:** We are responsible to our stakeholders in executing the regulatory roles in an equitable and transparent manner

- b) **Responsiveness:** We respond to our stakeholders needs in a timely and effective way

- c) **Integrity:** We embrace professionalism based on honesty, truthfulness, and adherence to ethical principles in discharging our mandate

- d) **Innovation:** We seek out new possibilities and solutions to respond to regulatory challenges and;

- e) **Teamwork:** We work as a cohesive team and seek partnerships to achieve shared goals

## 2.6 Quality Policy Statement

WASREB is ISO 9001:2015 Certified. The quality policy statement of the Board is as follows:

*Water Services Regulatory Board is committed to efficiency in the regulation of water services in line with the human right to water and sanitation. In pursuit of this commitment, the Board, Management and staff shall effectively implement and continually improve the Quality Management System through annual reviews of this policy and the established quality objectives for continuing suitability.*

# Situational and Stakeholder Analysis

*This chapter gives an overview of the current state of the operating environment of the water and Sanitation sector followed by an evaluation of the organization's performance under its previous strategic plan. It presents an analysis of the external environment at both macro and micro levels, industry environment, market analysis, summary of opportunities and threats, internal environment, governance and administrative structures, internal business processes, resources and capabilities, stakeholder analysis and analysis of past performance.*

## 3.1 Situational Analysis

### 3.1.1 External Environment

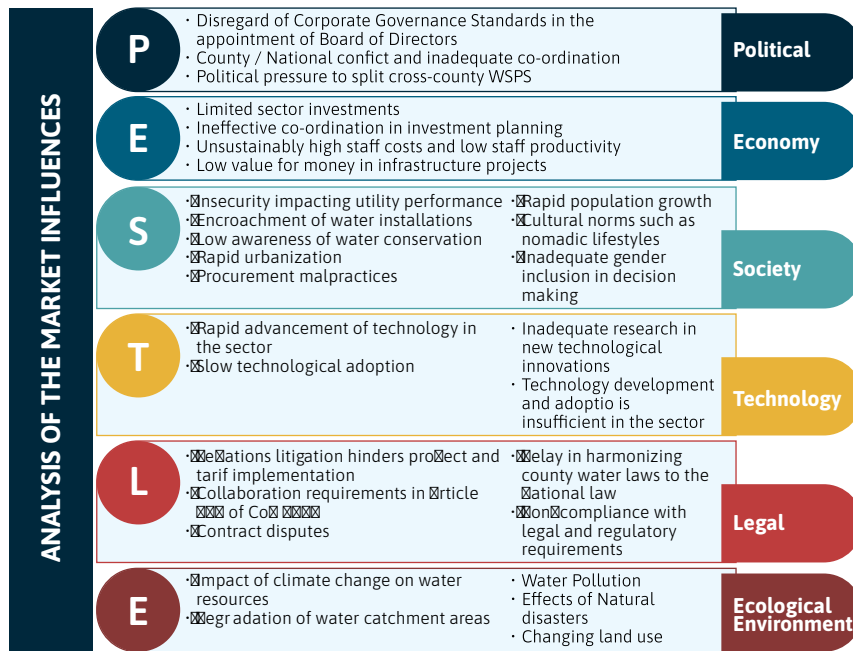
WASREB undertook a thorough analysis of its operating environment with the appreciation of the fact that the board operates in an environment that is affected by factors both within and outside its control. This environment presents opportunities as well as threats.

#### 3.1.1.1 Macro Environment

In order to assess the external and Macro-Environment factors that impact WASREB's operations, a Political, Economic, Sociocultural, Technological, Legal and Environmental (PESTLE) analysis was conducted.

The analysis looked at the macro-environmental factors that impact on Wasreb directly and well as those impacting the water services sector as a whole. The PESTLE analysis is as presented below: -

**Figure 2: WASREB PESTLE Analysis**



**3.1.1.2 Micro-environment**

WASREB considered immediate environment factors likely to affect the execution of strategy. These include labour market changes likely to affect attraction of the right talent, changes in Employment laws and regulation on employees right requiring change of Human Resource (HR) policies; and varying expectations from customers; and inadequate collection of own source revenue.

**3.1.2 Summary of Opportunities and Threats**

	OPPORTUNITIES	THREATS
<b>POLITICAL</b>	Conducive environment for regulation of rural water Services	Political interference at the two levels of government
	Potential for partnerships and collaborations to enhance regulatory impact	Incomplete Transfer of Assets & Liabilities
<b>TECHNOLOGY</b>	Potential to leverage on technology, remote monitoring and data analytics to improve monitoring.	Slow adoption to rapidly changing technology
<b>SOCIAL</b>	Increasing awareness of water regulation	The perception that water is free and is infinite
	Enhance Public participation in service provision	Inadequate initiatives to respond to the needs of underserved and LIAs areas
<b>ECOLOGICAL</b>	Increased Awareness on Impacts of climate change	Climate change impacts on water resources and services
		Increased pollution of water sources
<b>LEGAL</b>	Collaboration Requirements between the National and County governments in Article 189 of the Constitution	Vexatious Litigation/ contractual disputes delaying tariff/ project implementation
	Enabling legal framework	Variance in/ Delay in harmonizing County Water legislation with the National legislation
<b>ECONOMIC</b>	Water services as enablers to all key socio-economic activities	Operational inefficiency at the WSPs Inadequate water storage and last mile infrastructure
	Regulation of Bulk Water Supply (BWS) and Supplementary WSPs	Limiton budgetary Ceiling

### 3.1.3 Internal Environment

In order to determine the Board's performance on its key mandate, assessment of its processes, resources, skills, structural design and culture was carried out. The findings are presented as follows.

#### 3.1.3.1 Governance and Administrative Structures

Roles and responsibilities of different actors within the organisation have been laid out for effective delivery of services as shown in the organisation chart attached. Other areas that have been addressed include but not limited to, communication, and coordination that will give impetus to the decision-making processes. In order to deliver on her mandate, WASREB will enact initiatives borne out of the policies that it has instituted while considering the changes in the environment as articulated under the situational analysis section. The initiatives that will assist to build the institutional capacity include but not limited to: institutionalizing the succession planning and retention strategy, enhancing the performance management system, building capacity of staff, decentralizing regulatory services, entrenching knowledge management in the organization and enhancing positive culture and most important focusing on the rural and underserved during this plan period.

##### a) Board of Directors

The Board of Directors (BoD) role is to oversight by setting and reviewing policy; and monitoring performance of the organization. The Board has no operational involvement in the conduct of organization's business activities and delivery of services.

##### b) Chief Executive Officer

The CEO is responsible for leadership, management and coordination role in the administration and monitoring of

the activities to ensure efficacy in the implementation of policy decisions for the Board to deliver its mandate. The office has full operational responsibility in the development, implementation and evaluation of strategic business plans approved by the Board of Directors.

##### c) Directorates and Departments

Directorates and departments are designed to focus on key roles and functions as assigned by the CEO. The Heads of Directorates/ Departments report to the CEO through the established organization structure. The functions of the directorates and departments are based on the core mandate as defined in the Water Act 2016 and the administrative and support services.

In this strategic plan, the administrative structure will be strengthened to respond to the issues in the environment.

#### 3.1.3.2 Internal Business Processes

WASREB undertook an evaluation of its organization structure, systems and key Internal business processes including, Approval of Licenses; Approval of Tariffs; Inspections; Revenue Collection; Resolution of complaints; Provision of information/ response to customer enquiries; Payment of Suppliers. This was done with the objective of determining WASREB's strengths, weaknesses by identifying areas of inefficiencies that may inhibit efficient service delivery.

From the evaluation, the Board identified the need in this strategic plan to re-engineer and/ or automate selected processes to improve on their efficiency and/or effectiveness.



### 3.1.3.3 Resources and Capabilities

A VRIO analysis of WASREB was carried out by carrying out an assessment of the following:

- The Board’s capabilities to exploit the opportunities and neutralize threats in its environment was undertaken.
- Whether the board possesses unique or scarce capabilities.
- The difficulty to replicate the boards capabilities
- The board’s alignment of its resources and capabilities with its strategic goals was assessed, specifically in terms of leadership, culture and coordination mechanism was undertaken.

It was established that WASREB’s strategic advantages are experienced competent staff with strong regulatory skills, good reputation, strong partnerships, well-elaborated collaborations and quality leadership. WASREB also recognises that building the regulatory skills of staff is both time consuming and expensive, thus the need to develop and implement an effective staff retention strategy.

### 3.1.4 Strengths and Weaknesses

Based on the analysis of internal environment, below is the summary of WASREB’s strengths, weaknesses and strategic responses: -

**Table 1: WASREB Strengths, Weakness & Strategic Responses**

	STRENGTHS	WEAKNESSES	STRATEGIC RESPONSES
<b>Governance and Administrative Structure</b>	<ul style="list-style-type: none"> <li>• WASREB establishment in the Law</li> <li>• Effective Governance Structure defined in the Law</li> <li>• Robust regulatory tools</li> </ul>	<ul style="list-style-type: none"> <li>• Unrealized staff establishment and succession management</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen capacity</li> </ul>
<b>Internal Business Processess</b>	<ul style="list-style-type: none"> <li>• Documented internal processess</li> <li>• ISO 9001:2015 Certified (Quality Management Systems)</li> <li>• Up to date database for sector information</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate coordination with other agencies</li> <li>• Ineffective enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen partnership and collaboration</li> <li>• Re-engineer business processess</li> </ul>
<b>Resources and Capabilities</b>	<ul style="list-style-type: none"> <li>• Experienced and competent skills mix</li> <li>• Centre of excellence in water services regulation</li> <li>• Own source of revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Unrealized staff establishment</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen capacity</li> <li>• Resource mobilization</li> <li>• Implement staf retention strategies</li> </ul>

### 3.1.5 Analysis of Past Performance

WASREB carried out an evaluation of its performance on the last strategic plan (2017-2022). The Key Result Areas (KRAs) for the period were Governance, Access to Water Services, Collaboration and Effective Regulator. The Key Achievements, Challenges and Lessons Learnt are as follows:

#### 3.1.5.1 Achievements

- Regulatory Oversight:** WASREB has taken steps to increase sector surveillance and oversight, including the establishment of a Research and Development function, resource optimisation, and the review and implementation of license fees and levies for licensed Water Service Providers (WSPs). These efforts may be viewed as a way of promoting better service delivery and ensuring that WSPs operate within the legal framework.

- b) **Service Delivery Enhancements:** WASREB has worked to improve customer satisfaction and complaint resolution. Customer satisfaction index increased from 64.25% to 67.9% during the period, a 3.65% increase though short of the target of 4%. These are key indicators of an effective regulator.
- c) **Stakeholder Engagement:** Stakeholder engagement has improved as a result of face-to-face engagements, media interventions, and improved information dissemination to stakeholders. These are initiatives that lead to increased transparency and accountability in the sector while additionally improving relationships with stakeholders.
- d) **Review and Development of Regulatory Tools:** the regulator reviewed its existing regulatory tools to align them with the Water Act 2016 and also developed new guidelines in response to the needs of the sector.

### 3.1.5.2. Challenges

The Implementation of the 2017-2022 Strategic plan was not without challenges. Key among these is:

- a) **Vexatious Litigation:** hampering enforcement of regulatory decisions: It has been a challenge to fully execute our regulatory function on tariffs owing to court cases filed against approved tariffs.
- b) **Inadequate Public understanding of WASREB's Mandate and Poor Brand Visibility:** The public does not sufficiently understand WASREB's role and mandate in relation to water services provision. There was identified a need to carry out more effective public education and engage in activities to promote the corporate brand.
- c) **Unattained Staff Establishment:** during the 2017-2022 Strategic plan period, the WASREB was not able to reach the optimal staff establishment envisaged in the plan. This may have affected implementations of the planned activities.
- d) **Inadequate Office Space and other Physical Resources:** in the quest to onboard more staff to optimize the staff establishment, WASREB has limited office space to host additional staff. The current office space is overcrowded and may be impacting negatively on productivity. The acquisition of adequate office space should be given priority in this planning period.
- e) **Vacuum in the Board of Directors and the CEO Position:** during the previous plan period, the offices of the Board of Directors remained vacant for inordinately long periods during the plan period. Similarly, the Office of the CEO has remained vacant for long periods. This governance and leadership gaps may lead to the gradual erosion of regulatory legitimacy of decisions made during these periods.
- f) **Implementation of MoUs:** The implementation of partnerships through Memoranda of Understanding (MoUs) was not done effectively due to the absence of a focal office and engagement strategy.
- g) **Insufficient Regulatory Research:** the research function at WASREB is clustered with Planning and Compliance. The department's output during the period was on surveys and partnering with research institutions. There is need to adequately staff the function and refocus the function towards building the regulatory body of knowledge in order to strengthen regulatory effectiveness while also giving insights on the impact and outcomes of our regulatory decisions and actions in the sector. Thus, the organisation requires to prioritise research and innovation as key drivers of its operations.

### 3.1.5.3 Lessons Learnt

The lessons learnt and strategic issues that the Board faced in delivering its mandate during the 2017 – 2022 plan period are: -

- a) **Effectively Enforce Compliance with WASREB Guidelines:** The board’s ability to effectively enforce compliance is critical for ensuring the delivery of safe and dependable water and sanitation services. This will be given priority in this plan period.
- b) **Partnership with Key Stakeholders-** sustained collaboration with key Stakeholder is critical for advancing service delivery and compliance with regulations by WSPs. WASREB will continue leveraging on partnerships with key stakeholders during the plan period.
- c) **Enhanced Surveillance:** timely surveillance of the sector is critical for addressing sector challenges in a timely manner
- d) **Business Continuity:** the regulator must embrace business continuity strategies to ensure that services continue in the event of uncertainties. This must also be entrenched in the regulation of WSPs to ensure that services continue in the event of a disaster or a pandemic like Covid-19

## 3.2 Stakeholder Analysis

WASREB’s stakeholders were mapped, and an analysis undertaken to understand the functional relationship with each stakeholder. The analysis is represented below: -

**Table 2: WASREB Stakeholder Analysis**

Stakeholder	Role	Stakeholder Expectations	Expectation of WASREB
Water Consumers in Kenya	<ul style="list-style-type: none"> <li>• Consumer of water services</li> </ul>	<ul style="list-style-type: none"> <li>• Access to safely managed water, reliable and affordable services</li> <li>• Participation in decision making</li> <li>• Information on water services</li> <li>• Complaint resolution</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment</li> <li>• Prompt payment</li> <li>• Conservation</li> <li>• appreciation of the costs associated with water services delivery and sustainability</li> </ul>
Ministry of Water and Sanitation	<ul style="list-style-type: none"> <li>• Provide policy direction for the sector</li> <li>• Appoint WASREB Board of Director</li> </ul>	<ul style="list-style-type: none"> <li>• Effective execution of regulatory mandate</li> <li>• Improved sector performance</li> <li>• Prudent management of resources</li> <li>• sustainable financing of sector</li> </ul>	<ul style="list-style-type: none"> <li>• facilitate Intergovernmental relations</li> <li>• enabling environment for sector financing including closure of finance gap</li> <li>• elaboration of subsidy policy for the sector</li> <li>• clear policy position on sector debt that is undermining alternative financing models</li> <li>• coordination of development partners</li> <li>• Communication of policy change/ direction</li> <li>• Reform champion/ Advocacy for regulatory role [- sector reform is a long-term process]</li> </ul>

Stakeholder	Role	Stakeholder Expectations	Expectation of WASREB
Leadership of County Governments	<ul style="list-style-type: none"> <li>Provision of Water services through appointed WSPs</li> <li>Recruitment of Board of Directors for WSPs</li> </ul>	<ul style="list-style-type: none"> <li>monitoring sector performance</li> <li>advice on performance improvement initiatives/ actions</li> <li>Improved sector performance</li> <li>Information</li> <li>Standards</li> <li>Models of service provision to unviable rural areas</li> <li>Mutual collaborations and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration and partnerships to create synergies, especially through the government led platform such as NAWASIP</li> <li>stable WSP governance</li> <li>Protection of WSP water sources/new water sources</li> <li>protection of catchment areas</li> </ul>
WSPs (Both regulated and non-regulated)	<ul style="list-style-type: none"> <li>Service provision</li> </ul>	<ul style="list-style-type: none"> <li>Licensing</li> <li>Regulatory mechanisms and guidelines</li> <li>Monitoring of performance improvement</li> <li>Capacity building</li> <li>Sector information</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with the regulations</li> <li>Submit timely performance and compliance information to WASREB</li> </ul>
Water Works Development Agencies (WWDAs)	<ul style="list-style-type: none"> <li>Asset Development</li> <li>Transitional role of Water Service Provision</li> </ul>	<ul style="list-style-type: none"> <li>Standards</li> <li>Asset development</li> <li>Capacity building</li> <li>Reserve WSP Capacity</li> <li>Bulk water operator</li> <li>Licensing</li> </ul>	<ul style="list-style-type: none"> <li>Submit data so as to ensure compliance</li> <li>effective coordination of planning/financing of infrastructure development including linking tariffs to investments</li> </ul>
Water Sector Trust Fund (WSTF)	<ul style="list-style-type: none"> <li>Provide financing to WSPs</li> </ul>	<ul style="list-style-type: none"> <li>Provide financing</li> <li>Information/ data on WSPs</li> </ul>	<ul style="list-style-type: none"> <li>Finance WSPs who are compliant with Regulation</li> <li>continuous coordination/ engagement on upscaling of financing and service provision to the underserved</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>Financing</li> <li>Partnership and Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Prudent management of resources</li> <li>Improved sector performance</li> <li>sustainable financing of the sector</li> </ul>	<ul style="list-style-type: none"> <li>Improved delivery of regulatory mandate</li> </ul>
Water Resources Authority (WRA)	<ul style="list-style-type: none"> <li>Water Resource Management</li> <li>Sustainability of water resources</li> </ul>	<ul style="list-style-type: none"> <li>Information</li> <li>Compliance by WSPs</li> <li>Demand management</li> <li>Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Elaboration/execution of role in Conservation of catchment areas to sustain water supply and quality</li> </ul>
Ministry of Health (MoH)	<ul style="list-style-type: none"> <li>Public health</li> </ul>	<ul style="list-style-type: none"> <li>Information</li> <li>Collaboration</li> <li>Coordinated sanitation efforts</li> </ul>	<ul style="list-style-type: none"> <li>Coordinated sanitation efforts</li> </ul>
Regulators in other countries	<ul style="list-style-type: none"> <li>Benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>Peer review</li> <li>Information</li> <li>Collaboration</li> <li>Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>Partnership and collaboration</li> </ul>

Stakeholder	Role	Stakeholder Expectations	Expectation of WASREB
Private Sector	<ul style="list-style-type: none"> <li>Financing</li> </ul>	<ul style="list-style-type: none"> <li>Information about the sector and its potential for financing</li> <li>Cost recovery tariffs</li> <li>Good corporate governance at WSPs</li> </ul>	<ul style="list-style-type: none"> <li>Financing of WSPs</li> <li>Investment in Water services provision</li> </ul>
Civil Society	<ul style="list-style-type: none"> <li>Public Accountability</li> </ul>	<ul style="list-style-type: none"> <li>Improved services, particularly to the vulnerable</li> <li>Prudence in management of public resources</li> <li>Transparency in information</li> </ul>	<ul style="list-style-type: none"> <li>Objective evaluation of performance</li> <li>Public education</li> </ul>
Learning / Research Institutions	<ul style="list-style-type: none"> <li>Research and innovation in emerging areas</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration on research</li> <li>Information</li> <li>Financing of studies</li> </ul>	<ul style="list-style-type: none"> <li>Solutions to sector challenges</li> <li>Innovation</li> <li>Regulatory Impact Assessments</li> </ul>
Media	<ul style="list-style-type: none"> <li>Shaping water sector opinions</li> </ul>	<ul style="list-style-type: none"> <li>Information</li> <li>Improved service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy for regulation of water services</li> <li>Dissemination of information on water services</li> </ul>
Professional Bodies	<ul style="list-style-type: none"> <li>Maintain professional conduct of practitioners</li> </ul>	<ul style="list-style-type: none"> <li>Feedback on professional's conduct</li> </ul>	<ul style="list-style-type: none"> <li>Competent Professionals in good standing</li> </ul>

# Strategic Issues, Goals and Key Result Areas

*This chapter entails the strategic issues, strategic goals and Key Result Areas.*

*This chapter presents the priority issues that WASREB will focus on during this plan period. The chapter presents the Strategic Issues, the Goals and the Key result areas that define the strategic priorities of WASREB.*

## 4.1 Strategic Issues

WASREB identified the strategic issues of focus from the situational and stakeholder analysis that was carried out. These are the priority areas that WASREB will focus on during the implementation of this strategic plan

1. **Sustainability of Water Services:** the water and sanitation sector is faced with unacceptably high levels of inefficiency. This is demonstrated by the high levels of non-Revenue water of 45%; excessive personnel Expenditure to total Operations and Maintenance Costs of 47%; and O&M cost Coverage of 96% (WASREB, IMPACT 15,2023). There is need to raise efficiency levels in the sector to optimize the available resources while increasing the quality of water services.
2. **Gaps in Access to Water Services:** The water and sanitation coverage in the country is lagging behind the vision 2030 targets. In particular, rural and underserved areas are lagging behind the major urban and peri urban areas where latter has received more focus in terms of investments. Therefore, there is the need to accelerate coverage in the country with a particular focus on the Rural and underserved areas.
3. **Synergy with Stakeholders:** The stakeholder analysis reveals the critical roles played by the various identified stakeholder. In order to achieve our regulatory mandate, there is need to leverage on partnerships and collaboration with these stakeholders to maximize regulatory impact.
4. **Compliance with Standards:** The constitution, entitles the rights to clean and safe water in adequate quantities at affordable prices and decent sanitation to all. To achieve this, WASREB must focus on ensuring that quality of service and infrastructure development standards are in place to facilitate the attainment of this right while implementing a strong enforcement mechanism.
5. **Capacity of WASREB:** the scope of the regulator expanded with direct regulation of WSPs following the enactment of the Water Act 2016. The

regulatory landscape is also expanding with the entry of private and public Bulk water suppliers and the regulation of small-scale water service providers. Similarly, the sector is faced with rapidly changing and advancing technologies that require the players to be abreast with these changes. It is upon this that there is need to adequately resource the regulator, increase staff numbers and continuously build capacity of these staff to deliver the regulatory mandate while continuously carrying out regulatory research and re-engineering processes to adapt to the demands and changes in the environment.

#### 4.2 Strategic Goals

WASREB has formulated and adopted the following strategic goals with the aim of addressing the identified strategic issues:

1. Effective and sustainable water services
2. Access to water services in rural and underserved areas,
3. Public accountability entrenched in water services provision
4. Adherence to established standards
5. Enhanced capacity of WASREB

These goals have been translated to the Strategic Objectives in the plan.

#### 4.3 Key Result Areas

WASREB determined four Key Result Areas (KRAs) linked to the attainment of the strategic goals above. These are presented below:

##### 1. Governance

Sound governance mechanisms in WSPs is critical in enabling WASREB establish effective oversight in water services in Kenya. Adherence to the corporate governance regulations as established by WASREB will yield effective

oversight and accountability in service provision. This is critical in promoting the attainment of license conditions and public accountability since the oversight organs of the WSPs are composed of representatives of key stakeholders of the WSP.

##### 2. Access to Water Services

WASREB will focus on closing gaps that exist in access to water services particularly in the rural and urban underserved areas. The implementation of strategic interventions as presented in this plan will result in optimal use of resources, adherence to service and infrastructure standards aimed at increasing access to water and sanitation. This will be complemented by a strong compliance and enforcement strategy.

##### 3. Collaboration

Partnership and engagement with critical stakeholders, will see improved service delivery in the water sector. WASREB will leverage on the positions and roles of the various stakeholders including county governments to promoting the much-needed synergy.

##### 4. Effective Regulator

It is envisaged that the regulator will be capacitated both in terms of financial and human resource capacity to discharge its mandate. The regulator shall mobilize sufficient resources, continuously develop the capacity of staff while adopting an effective staff retention strategy; acquire some strategic physical resources to enhance WASREB's efficiency and effectiveness; keep abreast with changes in the sector environment; adequately manage risks; and adopt the most appropriate technology. The Regulator will effectively discharge her mandate while maintaining regulatory independence.

**Table 3: Strategic Issues, Goals and Key Result Areas**

Strategic issue	Goal	Key Result Area
<p>Sustainability of Water Services</p> <p>Gaps in access to water services</p> <p>Compliance with standards</p> <p>Synergy with stakeholders</p> <p>Capacity of WASREB</p>	<p>Effective and sustainable water services</p> <p>Access to water services in rural and underserved areas</p> <p>Adherence to established standards</p> <p>Public accountability entrenched in water services provision</p> <p>Enhanced capacity of WASREB</p>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Access to water services</li> <li>• Collaboration</li> <li>• Effective Regulator</li> </ul>



# CHAPTER 05

# Strategic Objectives and Strategies

*This chapter describes the Strategic Objectives (Strategic Priorities) in detail as well as spells out the key focus areas and high-level initiatives that will drive the achievement of the Strategic Objectives.*

## 5.1 Strategic Objectives

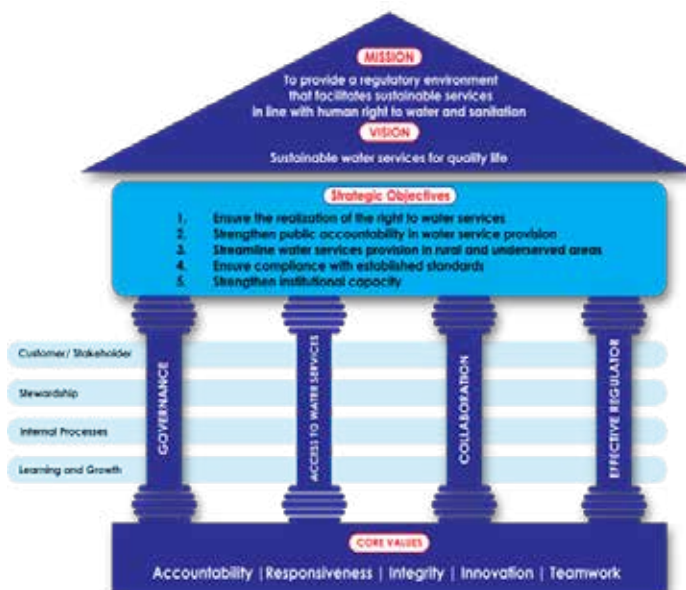
WASREB used the Balanced Scorecard (BSC) planning tool to develop 2023 – 2027 Strategic Plan. The framework has four perspectives namely Financial, customer, internal process and organization capacity. The following strategic objectives are anchored on the Balanced Scorecard: -

The five (5) core objectives that will anchor the strategic plan towards the vision and mission are:

1. Ensure the realization of the right to water services
2. Streamline water services provision in rural and underserved areas
3. Strengthen public accountability in water service provision
4. Ensure compliance with established standards
5. Strengthen institutional capacity

Using the Balance Scorecard tool, the WASREB Strategy house is presented below:-

**Figure 3: WASREB Strategy House**



The performance projections for each of the strategic objectives is as follows:

**Table 4: WASREB Performance Projections 2023-2027**

KRA	Strategic Objectives	Outcome	Outcome Indicator	Projections				
				Year 1	Year 2	Year 3	Year 4	Year 5
Governance	Ensure The Realization of The Right to Water Services	Good Governance	Compliance with Governance requirements	65%	69%	73%	76%	80%
Access to water services	Streamline Water Services Provision in Rural and Underserved Areas	Improved Service Delivery	Water Coverage	68%	71%	74%	77%	80%
Collaboration	Ensure Compliance with Established Standards	Efficiency in Water Service Provision	Average Operating Cost Coverage Ratio (OCCR)	105%	115%	125%	135%	140%
Collaboration	Strengthen Public Accountability in Water Service Provision	Public Accountability	Transparency in Water Services Provision	100%	100%	100%	100%	100%
Effective regulator	Enhance Operational Efficiency in Service Delivery	Effective Execution of Mandate	Improved Regulatory Impact	100%	100%	100%	100%	100%

## 5.2 Strategic Choices

WASREB will pursue the following strategies and initiatives (key activities) to achieve the five strategic objectives. These are presented as per the Balanced Scorecard Perspectives.

Table 5: Strategies and Initiatives- Balanced Scorecard

BSC PERSPECTIVE	KEY RESULTS AREAS	STRATEGIC OBJECTIVES	STRATEGIES	INITIATIVES
Customer/ Stakeholder	A). Governance  B). Access to Water Services	1. Ensure Progressive Realization of the Right to Water Services	1.1 Strengthen Governance in Water Services Provision	1.1.1. License Water Service Providers 1.1.2. Build capacity of Counties and WSPs on Corporate Governance 1.1.3. Collaborate with counties on Enhancing Governance 1.1.4. Review the Criteria for the appointment of WSP and Management 1.1.5. Collaborate with Development partners and other agencies to foster good governance
			1.2 Promote Operational Efficiency and Financial Sustainability in Water Services Provision	1.2.1 Determine and prescribe Cost Recovery tariffs for water services 1.2.2 Improve Operational Efficiency of WSPs 1.2.3 Facilitate Alternative Financing 1.2.4 Advise the Cabinet Secretary on matters relating to water services 1.2.5 Facilitate Value for money for investments in water services 1.2.6 Enhance investments from Internally generated funds
			1.3 Enhance Regulatory Tools	1.3.1 Develop, review and implement regulatory tools
			2.1 Promote Uptake of Guidelines for Water Services Provision in Rural and Underserved Areas	2.1.1 Carry out County Engagement on governance, financing and regulatory compliance of rural water service provision 2.1.2 Build capacity of Counties in establishing the various models for service provision in rural and underserved areas
Access to Water Services	2. Streamline Water Services Provision in Rural and Underserved Areas	2.2 Regulate Water Services Provision in Rural and Underserved Areas	2.2.1 Develop and implement a suitable framework for regulating water services in Rural and underserved areas	

BSC PERSPECTIVE	KEY RESULTS AREAS	STRATEGIC OBJECTIVES	STRATEGIES	INITIATIVES
Stewardship	Collaboration	3. Strengthen Public Accountability in Water Service Provision	3.1 Enhance Stakeholder Engagement and Communication	3.1.1 Align the Stakeholder engagement strategy to the needs of the stakeholders 3.1.2 Align Communication Strategy to the Board's overall objectives 3.1.3 Enhance consumer engagement in water services
			3.2 Track and Report Sector Performance	3.2.1 Report annually to the public on issues of water services
Internal Processes	Access to Water Services	4. Ensure Compliance with Established Standards	4.1 Prescribe standards for asset development and management	4.1.1 Monitor compliance with prescribed design and construction standards for water and sanitation assets 4.1.2 Monitor Compliance with Asset Management Standards
			4.2 Strengthen Compliance and Enforcement	4.2.1. Enhance surveillance in the sector 4.2.2. Enforce licensing requirements
Learning and Growth	Effective Regulator	5. Strengthen Institutional capacity	5.1 Enhance Operational Efficiency in Service Delivery	5.1.1 Ensure Information System Integration and Interoperability 5.1.2 Increase utilization of the deployed information systems 5.1.3 Reengineer internal processes 5.1.4 Comply with ISO standards requirements 5.1.5 Institutionalize Risk management 5.1.6 Promote research and Innovation 5.1.7 Increase customer satisfaction
			5.2 Develop and Implement a Strategy to Strengthen the WASREB Brand	5.2.1 Increase Brand Visibility
			5.3 Establish a Resource Centre for Water Services	5.3.1 Acquire a Water Services Resource Centre
			5.4 Enhance Human Capital Management to Increase the Efficiency and Effectiveness of WASREB Services	5.4.1. Institutionalize Succession Planning and Retention Strategy 5.4.2. Enhance Performance Management 5.4.3. Build capacity of staff to deliver on mandate 5.4.4. Decentralize Regulatory services

BSC PERSPECTIVE	KEY RESULTS AREAS	STRATEGIC OBJECTIVES	STRATEGIES	INITIATIVES
			5.5 Resource Mobilization	5.4.5. Entrench Knowledge Management in the organization 5.4.6. Enhance positive organization culture
			5.6 Strengthen Partnerships & Collaborations	5.5.1 Mobilize resources 5.5.2 Enhance collection of Regulatory Levy
				5.6.1 Develop and implement a framework for Partnerships and Collaboration

# Implementation and Coordination Framework

*This Chapter presents the methodology that WASREB shall adopt for the successful implementation of the strategy. WASREB's successful implementation of this strategic plan is directly co-related to the extent of alignment between our strategy, infrastructure and resources.*

## 6.1 Implementation Plan

To ensure effectiveness and efficiency in the execution of activities during execution, the key activities have been broken down into measurable tasks in order to succeed in the strategy implementation. WASREB will develop annual work plans, which will be cascaded from the CEO, to the directorates, departments and subsequently employee level (in form of annual targets). This shall be as per the the government's annual performance contracting framework. This ensures that the staff are held accountable for delivering the aspirations of this strategic plan

WASREB formulated Key Result Areas, objectives, and strategies, each with specific initiatives that will be undertaken. Responsibilities were assigned to ensure follow through of all strategies.

### 6.1.1 Action plan

Below is the action plan showing strategic issues, strategic goals, Key Result Areas, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets and responsibility for execution.

Key Activities	Expected Output	Output Indicators	Baseline	Target for 5 years	Target					Budget (KShs. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue: Sustainability of Water Services</b>																
<b>Strategic Goal: Effective and sustainable water services</b>																
<b>KRA: Governance</b>																
<b>Outcome: Good governance and efficiency in water services Provision</b>																
<b>Strategic Objective 1: Ensure the Realization of the Right to Water Services</b>																
License Water Service Providers	Licensed WSPs	% of WSPs with Valid Licenses	58%	>95%	70%	77%	83%	90%	>95%	12.4	12.8	11.7	11.4	10.7	DLSA	DME, DCS, MPRC
Build capacity of Counties and WSPs on Utility/Corporate Governance	Counties and WSPs Capacity built	No. Of Counties and respective WSPs Capacity Built	47	47	24	24	24	24	24	3.9	4.2	4.7	5.1	5.6	DLSA	DME, DCS, CS & MLS
Collaborate with counties on enhancing/stabilizing governance	Enhanced Governance	Governance Index (%)	N/A	70%	64%	66%	68%	69%	70%	1.9	2.1	2.3	2.6	2.8	DLSA	DME, DCS
Review the Criteria for the appointment of WSP Board and Management	Reviewed Criteria	Reviewed Criteria disseminated	N/A	100%	100%	-	-	-	-	1.6	1.2	1.8	1.3	1.0	DLSA	DME, DCS
Collaborate with Development partners and other agencies to foster good governance	Framework established	Framework implemented	N/A	100%	100%	100%	100%	100%	100%	4.0	5.0	4.5	4.2	4.4	DCS	DLSA, DME

Key Activities	Expected Output	Output Indicators	Baseline	Target for 5 years	Target					Budget (KShs. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Issue: Sustainability of Water Services</b>																
<b>Strategic Goal: Effective and sustainable water services</b>																
<b>KRA: Governance</b>																
<b>Outcome: Good governance and efficiency in water services Provision</b>																
<b>Strategic Objective 1: Ensure the Realization of the Right to Water Services</b>																
Determine and prescribe Cost Recovery tariffs for water services	WSPs with Cost recovery tariffs	% of WSPs with Valid cost tariffs	20%	90%	30%	45%	60%	75%	90%	2.9	2.8	2.5	2.4	2.2	DLSA	DME, DCS
Improve Operational Efficiency of WSPs	WSPs with O&M Cost Coverage >=100%	% of WSPs with O&M Cost Coverage >=100%	33%	>90	40%	55%	60%	75%	90%	23.6	13.6	12.0	11.3	9.6	DME	DLSA
Promote Alternative financing	Reviewed Alternative Financing Framework	Reviewed Framework disseminated	N/A	100%	100%	100%	100%	100%	100%	3.9	29.9	1.0	1.5	0.7	DLSA	DCS, MPRC
Advise the Cabinet Secretary and County Governments on matters relating to water services	Advisories issued	No. of Advisories issued	5	25	5	5	5	5	5	0.0	0.0	0.0	0.0	0.0	CS&MLS	DLSA, DCS, DME
Assess Value for money for investments in water services	Assessments carried out	Report	N/A	2	0	1	0	1	0	20.0	18.9	12.8	9.0	7.9	DME	DLSA, MPRC
Facilitate Investments from Internally generated funds	Budgetary provision for Investments in Regular Tariffs	% of Approved tariffs with at least 10% Budgetary provision for Investments	15%	70.000%	23%	35%	46%	58%	70%	0.0	0.0	0.0	0.0	0.0	DLSA	DME, DCS, MPRC



Key Activities	Expected Output	Output Indicators	Baseline	Target for 5 years	Target					Budget (KShs. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Develop, review and implement regulatory tools	Tools developed/ reviewed	No. of tools developed/ reviewed	14	13	4	3	2	2	2	19.5	23.6	9.3	6.1	3.9	DLSA	DME, DCS, MPRC, CS&MILS
<b>Strategic Issue: Gaps in Access to Water Services</b>																
<b>Strategic Goal: Access to water services in rural and underserved areas</b>																
<b>KRA: Access to water services</b>																
<b>Outcome: Improved Service Delivery in the Rural and Underserved Areas</b>																
<b>Strategic Objective 2: Streamline water services provision in rural and underserved areas</b>																
Carry out County Engagement on governance, financing and regulatory compliance of rural water service provision	Counties Engaged	No. Of Counties Engaged	N/A	45	24	24	24	24	24	5.3	3.4	2.2	1.4	5.3	DLSA	DME, DCS, CS&MILS
Support Counties in implementation of the various models for service provision in rural and underserved areas	Schemes formalized as per the various models	No. of schemes formalized	N/A	550	50	125	125	125	125	9.0	7.3	6.1	5.2	4.5	DLSA	DME, DCS, MPRC, CS&MILS
Develop and implement a framework for regulating water services in Rural and underserved areas	Framework developed	Functional Framework implemented	N/A	100%	100%	100%	100%	100%	100%	21.6	12.1	7.9	7.4	3.3	DLSA	DME, DCS, MPRC, CS&MILS

Key Activities	Expected Output	Output Indicators	Baseline	Target for 5 years	Target					Budget (KShs. Mn)					Responsibility*				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support			
<b>Strategic Issue: Synergy with stakeholders</b>																			
<b>Strategic Goal: Public accountability Entrenched in Water Services Provision</b>																			
<b>KRA: Collaboration</b>																			
<b>Outcome: Stakeholder inclusion and public accountability</b>																			
<b>Strategic Objective 3: Strengthen public accountability in water service provision</b>																			
Align the Stakeholder engagement strategy to the needs of the stakeholders	Engagement Strategy revised	Aligned Stakeholder Strategy implemented	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%	4.2	2.4	2.7	2.9	3.2	DLSA	DME, DCS, MPRC, CS&MLS
Align Communication Strategy to the board's overall objectives	Communication Strategy revised	Aligned Communication Strategy implemented	N/A	100%	100%	100%	100%	100%	100%	100%	100%	5.3	2.5	2.6	2.7	2.9	DCS	MPRC	
Enhance consumer engagement in water services	Mechanism of Consumers engagement developed	Mechanism Implemented	N/A	100%	100%	100%	100%	100%	100%	100%	100%	15.0	11.7	14.2	14.7	15.2	DLSA	DME, DCS	
Report annually to the public on issues of water services	Reports Published	Annual report published and disseminated	15	5	1	1	1	1	1	1	1	10.0	20.0	10.0	10.0	10.0	10.0	DME	DLSA, DCS
<b>Strategic Issue: To ensure water services standards are adhered to in terms of asset development and quality of service</b>																			
<b>Strategic Goal: Compliance with Standards</b>																			
<b>KRA: Access to water services</b>																			
<b>Outcome: Efficient and sustainable water services</b>																			
<b>Strategic Objective 4: Ensure compliance with established standards</b>																			
Prescribe standards for asset development and management	Monitoring Mechanism developed	Mechanism Implemented	N/A	100%	50%	100%	100%	100%	100%	100%	100%	8.00	15.70	11.90	13.48	15.29	DME	DLSA, DCS	

Key Activities	Expected Output	Output Indicators	Baseline	Target for 5 years	Target					Budget (KShs. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance surveillance in the sector	Inspections undertaken	No. of Inspections undertaken	40 p. a	250	50	50	50	50	50	26.25	23.76	48.85	26.62	25.99	DME	DLSA, DCS
Enforce Licensing Requirements	Enforcement Actions	% of enforcement actions on identified non-compliances	100%	100%	100%	100%	100%	100%	100%	16.50	15.70	17.28	17.11	17.11	DME	DLSA, DCS, CS&MILS
<b>Strategic Issue: Capacity of WASREB</b>																
<b>Strategic Goal: Enhanced Capacity of WASREB</b>																
<b>KRA: Effective Regulator</b>																
<b>Outcome: Effective and efficient Service Delivery</b>																
<b>Strategic Objective 5: Strengthen Institutional Capacity</b>																
Ensure information system integration and interoperability	Systems integrated/ interoperable	Proportion of systems integrated	N/A	100%	10%	30%	50%	70%	100%	5.0	5.0	7.0	7.0	5.0	DCS	DCS, DME, DLSA
Increase utilization of the deployed information systems	Increased Utilization	% of utilization by targeted users	70%	100%	100%	100%	100%	100%	100%	1.5	1.5	1.5	1.5	1.5	DCS	DME, DLSA
Reengineer internal processes	Business Processes Re-engineered	% of identified processes re-engineered	N/A	100%	100%	100%	100%	100%	100%	5.7	3.0	1.0	1.0	1.0	MPRC	DCS, DME, DLSA, CS&MILS, MSC
Comply with ISO standards requirements	Certification in place/ maintained	No. of ISO standards with certification	1	2	1	1	2	2	2	3.0	1.00	6.1	6.2	6.2	MPRC	DCS, DME, DLSA, CS&MILS, MSC

Key Activities	Expected Output	Output Indicators	Baseline	Target for 5 years	Target					Budget (KShs. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Promote research and innovation	Research findings and innovations implemented/ adopted	No. of research findings and innovations implemented/ adopted	1	5	1	1	1	1	1	14.6	14.9	14.4	15.2	14.8	MPRC	DCS, DME, DLSA
Increase customer satisfaction	Increased customer satisfaction	Customer Satisfaction Index	68	80	76	76	78	78	80	2.5	-	2.8	-	3.0	DCS	DME, DLSA
Increase brand visibility	Increased Brand Visibility	Awareness Index	N/A	85%	70%	75%	80%	83%	85%	36.0	36.7	38.1	39.6	41.2	DCS	DME, DLSA
Acquire a water services resource centre	One Resource Centre in place	Resource Centre in place	N/A	100%	-	30%	80%	100%	100%	100.0	200.0	200.0	200.0	175.0	DCS	MSC, CS&MLS
Institutionalize succession planning and retention strategy	Succession plan and retention strategy in place	% of strategy implemented	N/A	100%	-	40%	100%	100%	100%	307.0	330.0	365.1	402.1	439.2	DCS	DME, DLSA
Enhance Performance Management	Employees' performance evaluated	% of staff evaluated using the Performance Management system	N/A	100%	10%	100%	100%	100%	100%	1.7	0.7	1.2	2.2	0.7	DCS	DME, DLSA, CS&MLS, MSC, MPRC
Build capacity of staff to deliver on mandate	Enhanced capacity of staff	Proportion of staff trained	100%	100%	100%	100%	100%	100%	100%	51.5	52.5	55.1	58.4	60.8	DCS	DME, DLSA, CS&MLS, MSC, MPRC
Devolve regulatory services	Regulatory Services Devolution strategy developed	% of Strategy implemented	N/A	100%	0	100%	100%	100%	100%	52.0	54.6	57.3	60.2	63.2	DCS	DME, DLSA
Entrench Knowledge Management in the organization	KM policy developed	% of Knowledge Management Policy implemented	N/A	100%	100%	100%	100%	100%	100%	3.5	2.8	3.0	3.3	3.7	MPRC	DCS, DME, DLSA, CS&MLS

Key Activities	Expected Output	Output Indicators	Baseline	Target for 5 years	Target					Budget (KShs. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Mobilize resources	Resource sufficiency	% attainment of budgetary requirements	62%	100%	100%	100%	100%	100%	100%	10.0	9.7	10.6	11.5	12.6	DCS	DME, DLSA, CS&MILS
Administrative overheads										40.0	42.0	44.1	46.3	48.6	DCS	DME, DLSA, CS&MILS

### 6.1.2 Annual Work plans and Budget

WASREB management will ensure all Units extract and cost their Annual Work Plans from the Action Plan Implementation Matrix and demonstrate that the Annual Budgets are informed by the Annual Work Plans in line with the National Treasury Budget timelines. Activity based budgeting will be followed while developing the annual budgets.

### 6.1.3 Performance Contracting

The Annual workplans of WASREB shall constitute the Annual Performance contract of WASREB with the Ministry of Water and Sanitation and Irrigation.

## 6.2 Coordination Framework

The implementation of the WASREB's 2023 – 2027 Strategic Plan will be overseen by the CEO through the Department of Planning Research and Compliance. The workplans for all directorates and department heads shall be linked to approved Annual workplan which shall constitute Performance Contracts of each of these heads of directorates and departments with the CEO.

### 6.2.1. Institutional Framework

WASREB carried out an evaluation of its existing organization structure, policies and regulations with a view of having an appropriate institutional framework to deliver the strategy.

The board has developed an organization structure that will deliver the strategy for the period. The Organization structure is comprised of the Chief Executive officer providing overall leadership, directorates and departments with focus areas of, Licencing, standards, Tariffs, Advocacy,

Public Education, Monitoring, Enforcement, Legal services, Research, planning, Compliance, Procurement, Finance, ICT, Human Resource Management and Internal Audit. The required skill sets identified for the delivery of this strategic plan are outlined in section 6.2.2.

The required regulatory guidelines for the sector and internal policies for delivering the strategic initiatives are in place. These will be reviewed from time to time to adapt to the changing environment while new ones will be developed where required. The strategic plan includes strategies to enhance regulatory tools and re-engineer processes and procedures to improve the Board's efficiency and effectiveness.

The Board is also ISO 9001:2015 (Quality Management System) Certified in its commitment to efficiency in the regulation of water and sanitation. The board has put in structures to ensure compliance with its Quality Management System. This will support the attainment of the Strategic Objectives.

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

### **6.2.2.1 Staff Establishment**

The staff establishment for the 2023-2027 period is 77 employees (Appendix 1) with relevant and diverse skills mix to deliver the WASREB Mandate. The establishment includes staff for the proposed regional offices. Necessary review shall be done from time to time considering changes in the operating environment. The Human resource manual, policies and circulars from the relevant government entities will apply during the plan cycle.

The Job descriptions of the various offices are as per the approved Human Resource instruments of WASREB.

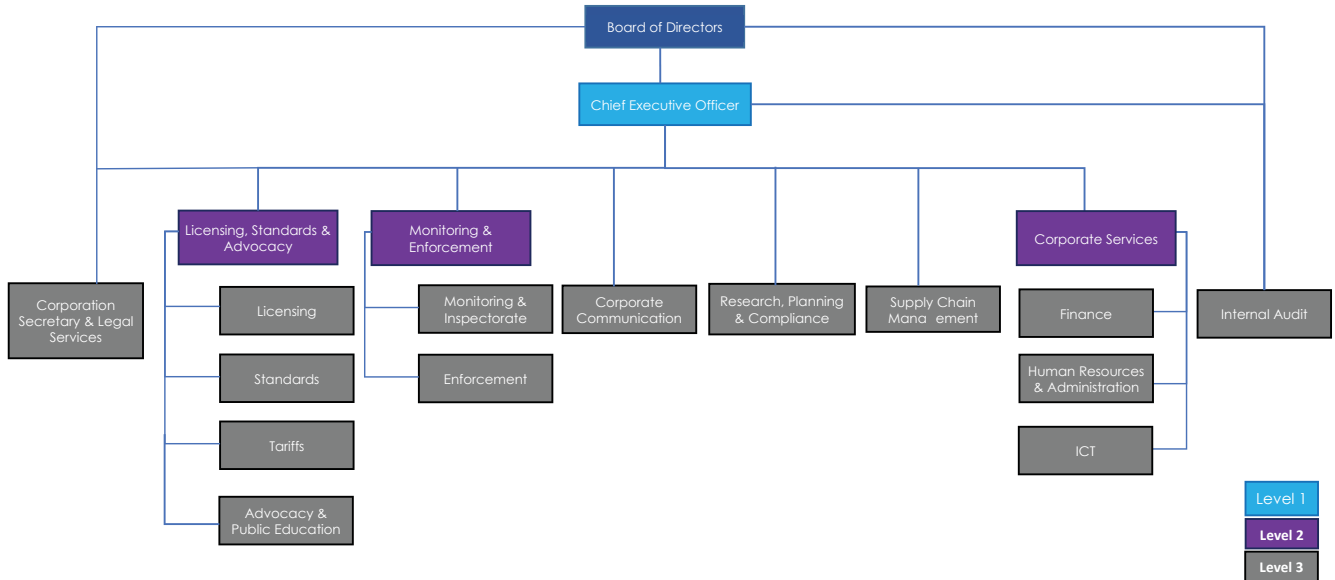
### **6.2.2.2 Competence Development**

Skills set and Competence Development for the WASREB staff required for the planning period is as per the approved Human Resources Instruments.

### 6.2.2.3 Organization Structure

WASREB has developed the following high level organization structure to deliver the strategy, aligned to the Key functions of WASREB.

Figure 4: Organization Structure



### 6.2.3 Leadership

The CEO will be responsible for the execution of the 2023 – 2027 WASREB Strategic Plan. The Management team will form the strategic theme teams aligned to the strategic issues (see Appendix 3).

### 6.2.4 Systems and Procedures

WASREB is ISO 9001:2015 Certified. There are procedure manuals in place that will be revised/ updated on need basis. Internal and external audits shall be carried out periodically as per the requirements to ensure compliance.

In addition, there is an internal Audit department that provides assurance on the effectiveness of the internal controls and risk management system in place.

WASREB’s ability to achieve its strategic, tactical and operational objectives. These risks may arise from the possibilities that opportunities will not be realized as it does from the possibility that threats will materialize or that errors will be made. During the implementation of this plan, risks will be assessed and mitigation measures put in place.

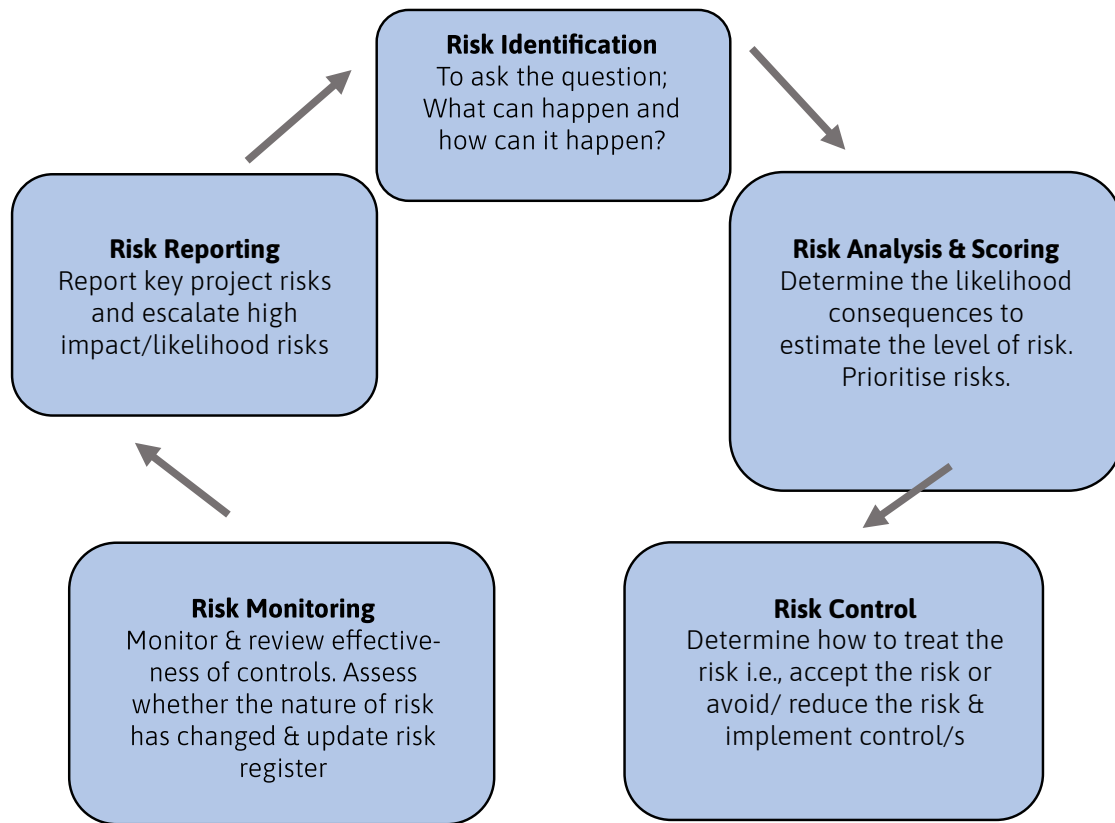
WASREB’s risk management approach is based on an approved risk management framework that ensures appropriate risk management strategies are in place. The following principles will be applied: -

- a) Clear assignment of responsibilities and accountabilities
- b) Common enterprise-wide risk management framework and processes
- c) Identification of uncertain future events that may influence the achievement of work plans and strategic objectives; and
- d) The integration of risk management activities within the organization and across its value chains.

To embed risk management culture at WASREB, the following will be implemented: -

There are five key stages in the risk management cycle, as illustrated in the figure below:

**Figure 5: WASREB Risk Management Cycle**



The five stages of risk management are part of a cycle. Risk management is dynamic and so the identification phase needs to be carried out continuously

By approaching risk differently and viewing it as a facilitator for better outcomes, WASREB shall adopt an integrated risk management approach that: -

- a) Improves the resilience of the organization's strategy and helps address barriers to execution
- b) Encompasses activities to prepare for and respond to crises
- c) Covers the spectrum of risks, from high-level strategic risks affecting all business units to the operational risks managed

In addition to the technical aspects of risk management, Wasreb considers organizational culture as central to a robust risk management framework. Wasreb will catalyse and enhance a culture underpinned by values, ethics and integrity to strengthen our first lines of defence in risk management – organization ownership of the risk, board oversight and internal audit!

The risk heat map will be used by WASREB to help prioritization, particularly where risks are rated the same. The risks, assumptions and mitigation measures are as follows.



**Table 5: Risk Management Framework**

Risk	Risk Likelihood	Severity (L/M/H)	Overall Risk Level	Mitigation strategies
Technological risks	High	High	High	Keep abreast with technological advancement and make necessary adjustments  Effective Data security and recovery Strategies
Financial risks	Medium	High	High	Aligning WASREB with the public Finance Management Act  Enhancing mobilisation of Own Generated revenue  Collaborations with development partners
Operational risks	Medium	Medium	Medium	Proactive engagement with stakeholders  Continuous Capacity building of staff
Political risks	Medium	High	Medium	Continuous engagement with the ministry and key political players  Enhance Advocacy
Compliance risks	Low	Medium	Medium	Continuous stakeholder sensitization on regulation  Effective Enforcement
Reputational risks	Medium	Medium	Medium	Consistent regulatory decisions  Regulatory independence

# Resource Requirements & Mobilization Strategy

*This chapter presents the financial requirements for the implementation of the strategic plan, resource gaps, resource mobilization strategies and how WASREB will manage the resources during the period of the plan.*

## 7.1 Financial Requirements

WASREB estimated financial resource requirements for the implementation of 2023 – 2027 Strategic Plan is as follows: -

**Table 6: WASREB Financial Estimates**

Cost Item	Projected Resource Requirements (Ksh. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
KRA 1: Governance	93.7	114.1	62.6	54.9	48.8	374.1
KRA 2: Access to Water Services	86.6	78	94.2	71.2	71.5	401.5
KRA 3: Collaboration	34.5	36.6	29.5	30.4	31.3	162.2
KRA 4: Effective Regulator	604.8	723.5	773.6	810.7	829.9	3742.4
Administrative Costs	40.0	42.0	44.1	46.3	48.6	221.0
<b>Total</b>	<b>859.5</b>	<b>994.2</b>	<b>1,003.9</b>	<b>1,013.5</b>	<b>1,030.1</b>	<b>4,901.2</b>

The Board has identified the following resource gaps:

**Table 7: WASREB Resource Gaps**

	Estimated Financial Requirements (Ksh. Mn)	Estimated Allocations (Ksh. Mn)	Variance (Ksh. Mn)
<b>Year 1</b>	859.48	650	209.48
<b>Year 2</b>	994.19	700	224.19
<b>Year 3</b>	1,003.92	750	253.92
<b>Year 4</b>	1,013.52	800	213.52
<b>Year 5</b>	1,030.12	850	180.6
<b>Total</b>	<b>4,901.23</b>	<b>3750</b>	<b>1081.71</b>

## 7.2 Resource Mobilization Strategies

To progressively address the resource gaps WASREB will employ the following resource mobilization strategies.

- a) As part of the business process re-engineering, WASREB will explore means of collecting the regulatory levy at the initial point of payment by the customers through leveraging on mobile money payment platforms.
- b) Enhance enforcement through imposition of penalties for non-payment of regulatory levy.
- c) WASREB to include regulatory levy payment in the criteria for endorsement of WSPs for development partner programmes.
- d) Engage development partners to finance select strategic initiatives

Wasreb will continuously monitor the implementation of the revenue mobilization strategy with the objective of optimizing revenue sources for WASREB to ensure that the revenue requirements in this plan are met.

## 7.3 Resource Management

WASREB has financial management policies in place. The policies are reviewed from time to time and compliance is audited by a fully-fledged Audit Department.

The board shall ensure that allocation of resources will be based on WASREB's priorities in terms of Importance and risk; and activities shall be sequenced to achieve maximum efficiency (Regulatory Impact) within the available resources. This shall be reflected in the development of the annual budget and procurement plans.

WASREB will also enhance cost control measures to ensure the utilisation of allocated resources efficiently and eliminating wastage. We will also entrench prudent cash management to avoid cases of cash shortfalls.

# Monitoring, Evaluation & Reporting Framework

*This chapter covers the monitoring framework, performance standards, evaluation frameworks, and reporting frameworks that will be adopted during the period 2023-2027.*

## 8.1 Monitoring Framework

In order for WASREB to learn from its experiences and continuously improve its performance, a monitoring and evaluation framework is incorporated in the strategic plan. WASREB will leverage on the WIMIS system to monitor performance on all the key performance indicators. This will be realised through the WIMIS system whereby key activities and tasks are allocated to specific officers and real time performance is monitored.

## 8.2 Performance Standards

Having identified the Key Performance Indicators (KPIs), WASREB will utilize the WIMIS platform which is has been designed along the documented procedures in ISO 9001:2015; and targets set based on the annual workplans which are drawn from the strategic plan. This will ensure relevance, efficiency and effectiveness and sustainability.

The strategic theme teams (Appendix 2), with the co-ordination of the department of Planning Research and Compliance, will be responsible for data collection on the respective Strategic issues and respective Strategic Objective(s).

Department of Planning Research and Compliance will coordinate monitoring of the directorates' Strategic Plan activities and generate progress reports for review by Management and Board of Directors, in line with quarterly and annual reporting requirements.

## 8.3 Evaluation Framework

For reliable feedback and informed decision-making, WASREB will on a quarterly and annual basis track the progress on the attainment of our strategic objectives based on the set quarterly and annual targets in the annual workplan and report on the level and extent of achievement of the objectives.

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End Term Period
KRA 1: Governance	Good Governance	Compliance with Governance Requirements	62%	2022	70%	80%
KRA 2: Access to Water Services	Improved Service Delivery	Water Coverage	65%	2023	72%	80%
	Efficiency in Water Service Provision	Average Operating Cost Coverage Ratio (OCCR)	95%	2023	120%	140%
KRA 3: Collaboration	Public Accountability	Transparency in Water Services Provision	100%	2023	100%	100%
KRA 4: Effective Regulator	Effective Execution of Mandate	Improved Regulatory Impact	N/A	2023	100%	100%

### 8.3.1 Mid-Term Evaluation

A midterm review of the Strategic Plan will be undertaken in December, 2025 to determine the level of attainment over the first two and half years against expected targets. It will also provide a platform to examine the effectiveness of the strategies adopted and provide a platform for review where necessary, while taking into account changes in the environment. This shall be guided by the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

### 8.3.2 End-Term Evaluation

At the end of the five years, WASREB plans to undertake an end-term evaluation to establish the level of attainment of the objectives, challenges encountered as well as lesson learnt to inform the next planning cycle. A Comprehensive review will be conducted to

determine the overall impact and outcomes against set key result areas. The evaluation will be used in the development of the next Strategic Plan. This shall be guided by the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

## 8.4 Reporting Framework and Feedback Mechanism

The planning Research and Compliance department will, on behalf of the CEO, be responsible for monitoring and evaluation reporting on the implementation of the Strategic Plan. The heads of directorates and departments will be expected to prepare Quarterly, annual and mid term reports on the activities and key performance indicators being implemented. The Planning, Research and Compliance Department will consolidate the reports, which will be presented to management and Board of Directors.

The various M&E roles are presented below:

**Table 8: WASREB M&E Roles and Responsibilities**

M&E Roles and Responsibilities	
<b>The Board</b>	Sign Annual Performance Contract with CEO Monitor execution and implementation of the Strategic Plan Receive quarterly, annual, Midterm and End term reports on performance.
<b>Chief Executive Officer</b>	Provide executive leadership Cascade Performance contract to Directors and Managers Support implementation efforts. <ul style="list-style-type: none"> <li>· Approve key decisions and final outputs.</li> <li>· Empower directors and managers to make critical strategic decisions.</li> </ul>
<b>Directors and Managers</b>	Cascade performance targets to other employees Guide implementation efforts Ensure efficient coordination of the various departments and teams. Risk ownership and management Make decisions as required and empowered. Provide status updates on implementation progress.
<b>All Employees</b>	Execution of assigned tasks and activities Reporting performance to supervisors

# Appendix 1A: Staff Establishment

S/ No.	Designation	WASSREB Grade	Approved Establishment (A)	Optimal Staffing Levels (B)	In- Post (C)	Variance (B-C)
1.	Chief Executive Officer	WASREB 1	1	1	0	-1
2.	Director, Licensing, Standards and Advocacy	WASREB 2	1	1	0	-1
3.	Director, Monitoring & Enforcement	WASREB 2	1	1	1	0
4.	Director, Corporate Services	WASREB 2	1	1	1	1
5.	Corporation Secretary and Manager, Legal Services	WASREB 3	1	1	1	0
6.	Manager, Licensing	WASREB 3	1	1	1	0
7.	Manager, Standards	WASREB 3	1	1	0	-1
8.	Manager, Advocacy & Public Education	WASREB 3	1	1	0	-1
9.	Manager, Tariffs	WASREB 3	1	1	0	-1
10.	Manager, Monitoring & Inspectorate	WASREB 3	1	1	0	-1
11.	Manager, Enforcement	WASREB 3	1	1	0	-1
12.	Manager, Finance & Accounts	WASREB 3	1	1	1	0
13.	Manager, Human Resources & Administration	WASREB 3	1	1	1	0
14.	Manager, ICT	WASREB 3	1	1	1	0
15.	Manager, Research, Planning & Compliance	WASREB 3	1	1	1	0
16.	Manager Internal Audit	WASREB 3	1	1	1	0
17.	Manager, Supply Chain	WASREB 3	1	1	1	0
18.	Manager, Corporate Communications	WASREB 3	1	1	1	0
19.	Senior Officer Administrator	WASREB 4	1	1	1	0
20.	Senior Tariffs Officer	WASREB 4	1	1	1	0
21.	Senior Monitoring & Inspectorate Officer	WASREB 4	4	4	1	-3
22.	Senior Finance & Accounts Officer	WASREB 4	2	2	1	-1
23.	Assistant/ Officer/ Senior Human Resources Officer	WASREB/ SS/4/5/6	1	1	1	0
24.	Senior ICT Officer	WASREB 4	1	1	0	-1
25.	Senior Planning Officer	WASREB 4	1	1	0	-1
26.	Senior Officer, Internal Audit	WASREB 4	1	1	1	0
27.	Senior Officer, Supply Chain	WASREB 4	1	1	0	-1

S/ No.	Designation	WASSREB Grade	Approved Establishment (A)	Optimal Staffing Levels (B)	In- Post (C)	Variance (B-C)
28.	Assistant/Officer/Senior Corporate Communications Officer	WASREB 6/5/4	1	1	1	0
29.	Legal Officer/Senior	WASREB 5/4	1	1	1	0
30.	Licensing Officer/ Senior	WASREB 5/4	2	2	1	-1
31.	Standards Officer/ Senior	WASREB 5/4	2	2	1	-1
32.	Advocacy & Public Education Officer/ Senior	WASREB 5/4	1	1	0	-1
33.	Enforcement Officer/Senior	WASREB 5/4	3	3	1	-2
34.	Supply Chain Officer/Senior	WASREB 5/4	2	2	2	0
35.	Internal Auditor	WASREB 5	1	1	1	1
36.	Assistant Office Administrator/ Office Administrator	WASREB 6/5	2	2	2	0
37.	Legal Assistant/Officer	WASREB 6/5	1	1	1	0
38.	Tariffs Assistant/Officer	WASREB 6/5	4	4	1	-3
39.	Monitoring & Inspectorate Assistant/Officer	WASREB 6/5	12	12	7	-5
40.	Accounts Assistant/ Officer	WASREB 6/5	1	1	1	0
41.	Assistant Administrative /Officer	WASREB 6/5	1	1	0	-1
42.	ICT Assistant/Officer	WASREB 6/5	1	1	2	1
43.	Planning Assistant/ Officer	WASREB 6/5	1	1	1	0
44.	Front Office Assistant	WASREB 6	1	1	1	0
45.	Driver /Senior	WASREB 7/6	7	7	5	-2
46.	Office Assistant/ Senior	WASREB 7/8	2	2	1	-1
<b>TOTAL</b>			<b>77</b>	<b>77</b>	<b>49</b>	<b>-28</b>



# Appendix 1B: Skills Set and Competence Development

CADRE	GRADE WASREB	SKILL SET	SKILLS GAP	COMPETENCE DEVELOPMENT
<b>Chief Executive Officer</b>	1	<ul style="list-style-type: none"> <li>• Master's Degree</li> <li>• Bachelor's Degree</li> <li>• Professional qualification and membership where applicable</li> <li>• Leadership course lasting not less than four (4) weeks.</li> <li>• At least Fifteen (15) years relevant work experience</li> <li>• At least five (5) years' experience in Senior Management</li> <li>• Meet the requirements of Chapter 6 of the Constitution</li> </ul>	None	None
<b>Directors</b>	2	<ul style="list-style-type: none"> <li>• Master's Degree</li> <li>• Bachelor's Degree</li> <li>• Professional qualification and membership where applicable</li> <li>• Leadership course lasting not less four (4) weeks</li> <li>• At least ten (12) years relevant work experience</li> <li>• At least five (5) years' experience in Senior management</li> <li>• Meet the requirements of Chapter 6 of the Constitution</li> </ul>	None	None
<b>Managers</b>	3	<ul style="list-style-type: none"> <li>• Master Degree</li> <li>• Bachelor's degree</li> <li>• Professional qualification and membership where applicable</li> <li>• Management course lasting not less four (4) weeks</li> <li>• At least Eight (10) years' work experience</li> <li>• At least three (3) years' experience in management</li> <li>• Meet the requirements of Chapter 6 of the Constitution</li> </ul>	None	None
<b>Senior Officer</b>	4	<ul style="list-style-type: none"> <li>• Bachelor's Degree</li> <li>• Professional qualification and membership where applicable</li> <li>• Management course lasting not less four (4) weeks.</li> <li>• At least six (6) years' relevant work experience</li> <li>• At least four (4) years' experience in a supervisory role</li> <li>• Meet the requirements of Chapter 6 of the Constitution</li> </ul>	None	None
<b>Officer</b>	5	<ul style="list-style-type: none"> <li>• Bachelor's Degree</li> <li>• At least two (2) years' relevant work experience</li> <li>• Meet the requirements of Chapter 6 of the Constitution</li> </ul> <p style="text-align: center;"><b>OR</b></p> <ul style="list-style-type: none"> <li>• At least four (4) years' relevant work experience</li> <li>• Diploma</li> </ul>	None	None

CADRE	GRADE WASREB	SKILL SET	SKILLS GAP	COMPETENCE DEVELOPMENT
<b>Assistant Officer</b>	6	<ul style="list-style-type: none"> <li>• Bachelor's Degree (Management Trainee)</li> <li>• Meet the requirements of Chapter 6 of the Constitution</li> </ul> <p style="text-align: center;"><b>OR</b></p> <ul style="list-style-type: none"> <li>• Diploma (Entry Level)</li> <li>• Meet the requirements of Chapter 6 of the Constitution</li> </ul>	None	None
<b>Senior Office Assistant</b>	7	<ul style="list-style-type: none"> <li>• KCSE</li> <li>• A professional certificate</li> <li>• Meet the requirements of Chapter 6 of the Constitution</li> </ul> <p style="text-align: center;"><b>OR</b></p> <ul style="list-style-type: none"> <li>• Four (4) years' experience</li> <li>• KCSE</li> <li>• Relevant course lasting not less than two (2) weeks</li> <li>• Meet the requirements of Chapter 6 of the Constitution</li> </ul>	None	None
<b>Office Assistant</b>		<ul style="list-style-type: none"> <li>• KCSE – D+ (Plus)</li> <li>• Meet the requirements of Chapter 6 of the Constitution</li> </ul>	None	None

# Appendix 2: Strategic Theme Teams

STRATEGIC ISSUE	THEME TEAM
Sustainability of Water Services	<b>DLSA</b> , MT, MPRC
Gaps in Access to Water Services	<b>ML</b> , MFA, MS, ME
Synergy with Stakeholders	<b>CS/MLS</b> , MCC, MICT
Compliance with Standards	<b>DME</b> , MMI, MIA
Capacity of WASREB	<b>DCS</b> , MHRA, MSC

**DLSA:** Director, Licensing, Standards and Advocacy

**DME:** Director, Monitoring & Enforcement

**DCS:** Director, Corporate Services

**CS/MLS:** Corporation Secretary and Manager, Legal Services

**ML:** Manager, Licensing

**MS:** Manager, Standards

**MT:** Manager, Tariffs

**MMI:** Manager, Monitoring & Inspectorate

**ME:** Manager, Enforcement

**MFA:** Manager, Finance & Accounts

**MHRA:** Manager, Human Resources & Administration

**MICT:** Manager, ICT

**MRPC:** Manager, Research, Planning & Compliance

**MIA:** Manager Internal Audit

**MSC:** Manager, Supply Chain

**MCC:** Manager, Corporate Communications

# Appendix 3: WASREB's BSC Scorecard Summarised

MISSION / VISION / CORE VALUES		STRATEGIC THEMES		PERSPECTIVE / CUSTOMER / STAKEHOLDER		INITIATIVES		OUTCOME	
<p><b>MISSION:</b> To provide a regulatory environment that facilitates sustainable water services in line with human rights to water and sanitation</p> <p><b>VISION:</b> Sustainable water services for quality life</p>		<p><b>STRATEGIC THEMES</b></p> <p><b>GOVERNANCE</b>      <b>Access to Water Services</b>      <b>Collaboration</b>      <b>Effective regulator</b></p>		<p><b>GOVERNANCE</b>      <b>Access to Water Services</b>      <b>COLLABORATION</b>      <b>EFFECTIVE REGULATOR</b></p>		<p><b>GOVERNANCE</b>      <b>ACCESS TO WATER SERVICES</b>      <b>COLLABORATION</b>      <b>EFFECTIVE REGULATOR</b></p>		<p>Customer/Stakeholder</p> <p>Stewardship</p> <p>Internal Processes</p> <p>Learning and Growth</p>	<p><b>STRATEGIC OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>1. Ensure the realization of the right to water services</li> <li>2. Showcase water service provision in rural and underserved areas</li> <li>3. Ensure compliance with established standards</li> <li>4. Strengthen stakeholder capacity</li> </ol> <p><b>GOVERNANCE</b>      <b>ACCESS TO WATER SERVICES</b>      <b>COLLABORATION</b>      <b>EFFECTIVE REGULATOR</b></p> <p><b>ACCOUNTABILITY   RESPONSIVENESS   INTEGRITY   INNOVATION   TEAMWORK</b></p>
		<p><b>STRATEGIC OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>1. Ensure Progressive Realization of the right to Water Services</li> <li>2. Streamline Water Services Provision in Rural and Underserved Areas</li> <li>3. Strengthen Public Accountability in Water Service Provision</li> <li>4. Ensure Compliance with Established Standards</li> <li>5. Strengthen institutional capacity</li> </ol>		<p><b>STRATEGIC OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>1.1 Strengthen Governance in Water Services Provision</li> <li>1.2 Promote Operational Efficiency in Water Services Provision</li> <li>1.3 Enhance Regulatory Tools</li> <li>2.1 Promote Updates of Guidelines for Water Services Provision in Rural and Underserved Areas</li> <li>2.2 Regulate water services provision in Rural and Underserved Areas</li> </ol>		<p><b>STRATEGIC OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>1.1.1. License Water Service Providers</li> <li>1.1.2. Build capacity of Councils and WSPs on corporate Governance</li> <li>1.1.3. Collaborate with counties on enhancing Governance</li> <li>1.1.4. Review the criteria for the appointment of WSPs and</li> <li>1.1.5. collaborate with development partners and other agencies to foster food-ecosystem</li> <li>1.2.1. Determine and prescribe Cost Recovery Tariffs for water services</li> <li>1.2.2. improve Operational efficiency of WSPs</li> <li>1.2.3. explore alternative financing</li> <li>1.2.4. enhance customer satisfaction on matters relating to water services</li> <li>1.2.5. Facilitate value for money for investments in water services</li> <li>1.2.6. Enhance Investments from internally generated funds</li> <li>1.3.1. Develop, review and implement regulatory tools</li> <li>2.1.1. Carry out County Engagement on governance, financing and regulatory compliance of rural water service provision</li> <li>2.1.2. Develop and implement a framework for regulating water services in Rural and underserved areas</li> <li>2.2.1. Develop and implement a framework for regulating water services in Rural and underserved areas</li> </ol>		<p>Good Governance</p> <p>Efficiency in Water Services</p> <p>Improved Service Delivery</p> <p>Sustainable Water Services</p>	
		<p><b>PERSPECTIVE: Stewardship</b></p> <ol style="list-style-type: none"> <li>3.1. Enhance Public Accountability in Water Service Provision</li> </ol>		<p><b>PERSPECTIVE: Stewardship</b></p> <ol style="list-style-type: none"> <li>3.1 Enhance stakeholder engagement and communication</li> <li>3.2 Track and Report Sector Performance</li> </ol>		<p><b>PERSPECTIVE: Stewardship</b></p> <ol style="list-style-type: none"> <li>3.1.1. align the stakeholder engagement strategy to the needs of the stakeholders</li> <li>3.1.2. develop communication strategy to the board's overall objectives</li> <li>3.1.3. Enhance consumer engagement in water services</li> <li>3.2.1. Report annually to the public on issues of water services</li> </ol>		<p>Public Accountability</p>	
		<p><b>PERSPECTIVE: Internal Processes</b></p> <ol style="list-style-type: none"> <li>4.1. Ensure Compliance with Established Standards</li> </ol>		<p><b>PERSPECTIVE: Internal Processes</b></p> <ol style="list-style-type: none"> <li>4.1. Prescribe standards for asset development and management</li> <li>4.2. Strengthen Compliance and Enforcement</li> </ol>		<p><b>PERSPECTIVE: Internal Processes</b></p> <ol style="list-style-type: none"> <li>4.1.1. Monitor compliance with prescriptive design and construction standards</li> <li>4.1.2. Monitor Compliance with Asset Management Standards</li> <li>4.2.1. Enhance surveillance in the sector</li> <li>4.2.2. Enforce licensing requirements</li> </ol>		<p>Efficiency in Water Services</p>	
		<p><b>PERSPECTIVE: Learning and Growth</b></p> <ol style="list-style-type: none"> <li>5. Strengthen institutional capacity</li> </ol>		<p><b>PERSPECTIVE: Learning and Growth</b></p> <ol style="list-style-type: none"> <li>5.1. Enhance Operational Efficiency in Service Delivery</li> <li>5.2. Develop and implement a strategy to strengthen the WASREB brand</li> <li>5.3. Establish a Resource Centre for Water Services</li> <li>5.4. Enhance the Operational Efficiency and Effectiveness of WASREB Services</li> <li>5.5. Resource Mobilization</li> <li>5.6. Strengthen Partnerships &amp; Collaborations</li> </ol>		<p><b>PERSPECTIVE: Learning and Growth</b></p> <ol style="list-style-type: none"> <li>5.1.1. Ensure information system integration and interoperability</li> <li>5.1.2. Reengineer internal processes</li> <li>5.1.3. Comply with ISO standards requirements</li> <li>5.1.4. Institutionalize Risk management</li> <li>5.1.5. Promote research and innovation</li> <li>5.1.6. Increase customer satisfaction</li> <li>5.2.1. Increase visibility brand visibility</li> <li>5.3.1. Acquire and operationalize a water services resource Centre</li> <li>5.4.1. Institutionalize a succession planning and staff retention strategy</li> <li>5.4.2. Build capacity of staff to deliver on WASREB mandate</li> <li>5.4.3. Build capacity of staff to deliver on WASREB mandate</li> <li>5.4.4. Decentralize Regulatory services</li> <li>5.4.5. Enhance Knowledge Management in the organization</li> <li>5.4.6. Enhance positive organization culture</li> <li>5.5.1. Mobilize resources of Regulatory Levy</li> <li>5.5.2. Develop and implement a framework for partnerships and collaboration</li> <li>5.6.1. Collaboration</li> </ol>		<p>Effective Execution of Mandate</p>	

Strategic Plan 2023-2027 Dashboard







**WATER SERVICES REGULATORY BOARD**  
5<sup>th</sup> Floor, NHIF Building, Ngong Road  
P.O. Box 41621 - 00100, Nairobi, Kenya  
+254 (0) 202 733 561, +254 (0) 709 482 000  
info@wasreb.go.ke | www.wasreb.go.ke