

BASELINE CUSTOMER SATISFACTION SURVEY

JUNE 2020

WATER SERVICES REGULATORY BOARD



FINAL REPORT

JUNE 2020

CONSULTANT:



Envag Associates (K) Ltd
Karen Plains Arcade, Off Karen Road,
3rd Floor, Wing C #6
P. O. Box 56656 - 00200
Nairobi, Kenya
Tel: +254 - 20-2392316
Cell: 0708743165
Fax: +254 - 202572782
Email: eakl@envagassociates.com
envagassociateskenya@gmail.com
www.envagassociates.com

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EXECUTIVE SUMMARY

The data collection for WASREB Customer Satisfaction Survey 2020 was conducted by physical visits and virtually using phone calls, emails and remote video conferencing, taking into consideration challenges posed by Covid-19 pandemic. Secondary information concerning the survey was obtained from various reports that included: WASREB current Strategic Plan and Customer Service Charter. Other reports that were utilized included: Aqualink Impact; Consumer Engagement Guidelines; Water Act 2016 and previous (2017) Customer Satisfaction Report.

The implementation of reforms in the water sector and activation of devolution has seen County Governments take over ownership of WSPs; extinction of WSBs and strengthening of WWDAs. A response rate of 95.5% was achieved among the key respondents categorized as WWDAs, County Governments, WSPs, Consumers, Development Partners and Civil Society.

The Overall **Customer Satisfaction Score was 67.9%**; this was 3.65% above the 2017 Customer Satisfaction Score which was at 64.25%. The highest scoring parameter was WASREB Mandate (83.5%) followed by Consumer Engagement (82.3) then Credit Worthiness (72.0%). The lowest scored parameter was Sector Impact at (60.2%).

WASREB had made satisfactory steps in reviewing sector performance even though expected impact of sector reforms was still being hampered by various factors such as: The slow uptake of technology in data handling; Socio-economic disparities on consumers and inadequate resources at the disposal of WASREB and other sector players. Trailers pointed on need for trainings; increasing staffing levels; access to resources and private commercial financing involvement.

The following were recommended:

Table E1: Recommendations

Parameter	Recommendation
WASREB Mandate	There should be a predictable system for incentives and sanctions regarding enforcement mechanisms and compliance to regulations Expand WASREB structure to allow flexibility to reach regional level; WSPs and CBOs involved in water services

Parameter	Recommendation
Sector Growth	Collaborate to streamline the devolved system to stop reversing gains of the water services sector reforms Establish a Capacity Development Programme for WSPs
Sector Monitoring	Frequency of inspection should be at least once every year. The scope of inspection to include broad spectrum of the operations of entire WSP, not only the core business area.
Sector Impact	Disseminate popular version of impact report. There should be room for data validation to minimize contentious issues arising after launching the impact report.
Technical Standards & Guidelines	Rural water supply and sanitation require more standards and guidelines. Outsource monitoring & evaluation of implementation of standards and guidelines. Specific standards on quality of suitable meters, pipes and fittings should be developed.
Tariff Setting	Duration of tariff period should be extended to not less than five years with provision for indexation in every year
Consumer Engagement	Enhance communication with stakeholders
Billing & Payment Terms	Mainstream campaign on reduction of NRW Leverage on ICT to evaluate performance on billing and payment terms
Credit Worthiness	Consistently provide feedback on progress made for consideration of funding to WSPs

SECTION I INTRODUCTION

1.1 Background

Water Services Regulatory Board (WASREB) is the national regulator of water and sewerage services, having been established in March 2003 as part of the comprehensive reforms in the water sector. It's mandate is provided for under section 70 as read together with section 72 of the Water Act 2016, as part of the mandate of National Government in schedule 4 of the Constitution.

WASREB's mandate is to oversee the implementation of policies and strategies relating to provision of water and sewerage services. WASREB sets rules and enforces standards that guide the sector towards ensuring that consumers are protected and have access to efficient, affordable and sustainable services.

WASREB's main statutory objective is to protect the interests and rights of all in the provision of water services, while ensuring other stakeholders' interests are also safeguarded. Accordingly, WASREB sets standards and enforces 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), by allowing financing of operations, capital cost recovery and a return on capital that sustains services through ongoing investments.

WASREB believes that customers are at the center of all its activities. This is in line with global trends where customers are continuously gaining prominence, prompting entities to put them at the beginning of the business chain.

WASREB believes that feedback from customers is vital in helping improve our services.

1.2 Regulatory Framework

Section 70 (1) of the Water Act 2016 established WASREB with the main objective to protect the interests and rights of consumers in the provision of water services, while ensuring other stake-holders interests are also safeguarded.

WASREB sets standards and enforces regulations that guide the sector in ensuring that consumers are protected and have access to efficient, affordable and sustainable services. WASREB's regulatory framework comprise of:

- The License
- Drinking Water Quality Guidelines
- Service Provision Agreements
- NRW Standards
- Model Code of Ethics for Directors
- Enforcement and Compliance Strategy
- Water Service Regulations
- Tariff Guideline
- WSP Appointment Criteria
- Consumer Engagement Guideline
- Corporate Governance Guideline
- Reporting Guideline
- Accessing Commercial Financing

1.3 Scope

Primary Customers comprise:

- Nine Water Works Development Agencies(WWDAs)
- 32 Water Service Providers (WSPs) comprising of four (4) Water Service Providers per WWDA
- 47 Counties (At least 32 Counties)

Secondary Customers comprise:

- Ministries and other Government Departments
- Development Partners
- Consumer/Resident Associations
- General Public
- NGOs

1.4 Justification

The survey identified Customer Satisfaction Levels on WASREB's services and unearthed key issues upon which the Regulator may base its strategy and activities for the next phase.

1.5 Objectives

Objective 1: *We shall establish customers' awareness and understanding on WASREB's mandate.*

Customer Service Satisfaction is a measure of how products and services supplied by an institution meet or surpass customer expectation. Factors that can affect consumer satisfaction include the quality of service provided, Regulation policies and communication.

Customer feedback was gathered via surveys. To accurately gauge customer sentiments, they were simply asked how their experiences were, with regards to services offered by WASREB.

Objective 2: *Inform the development of an effective communication strategy that result in measurable outcomes.*

From the survey, the following were done:

- Established the levels of awareness among consumers on the role of regulation in water service provision
- Established the levels of awareness on WASREB's mandate
- Established whether consumers understand the meaning of water as a right
- Established consumers' knowledge, attitudes and practices in water services regulation
- Established whether consumers understood their roles and obligations in water service provision
- Rate the levels of satisfaction with WASREB's mandate.

1.6 Methodology

1.6.1 Approach

Entry Point

- County regions

Role of client

- Introduction letters
- Avail documents
- Provide contact person

Role of consultant

- Design Road-map
- Collect and analyze data
- Write reports and include comments and suggestions
- Present reports (deliverables)

The methodology used took into consideration COVID-19 pandemic. The steps followed were as follows:

1. Got and sampled respondents from the lists provided by WASREB
2. Called the sampled respondents, explained the purpose of the survey and asked them if they were willing to participate as valued WASREB customers

3. For those who accepted, we requested if they could be send to them an express softcopy of the questionnaire & introduction letter (from WASREB) either through email or WhatsApp; but for those who declined participation, they were replaced with others in the same list.
4. it was agreed with respondents who accepted to participate if they wished to be visited for face to face interview **or**; if they were comfortable being interviewed remotely using online video conferencing applications.
5. **Face to Face Interview:** Respondents who wished to be visited had agreed to a common understanding that the following were to be observed:
 - a) Social distancing
 - b) Wearing of face masks
 - c) Hand washing/ sanitizing

Restricted Movement: The secession of movement only affected Nairobi, Mombasa, Kilifi, Kwale and Mandera; while curfew did not affect the field working hours scheduled for 8.30am to 3.30pm. Trained field staff in almost all counties who had been previously trained on data collection during past nationwide data collections were utilized to collect data for face to face visit.

The field staffs were used as enumerators and supervisors from time to time because of the long term trust; Since they came from local areas, they had no issues with accommodation because they managed to get back to their homes before curfew hours. They were also facilitated to move to all nearby areas in each county not affected by secession.

6. **Remote Interview:** Respondents who agreed on remote interview were given:
 - a) Remote interview time
 - b) Invitation link (through email/whatsapp)

c) Name of data collector/ enumerator;

In addition, they were reminded that their devices would need online connectivity either through Wi-Fi or mobile data bundles.

Remote Interview: Remote interviews were supported by pre-installed screens and cameras using technology at the data collection center; in addition to video conferencing platforms that were supported by computers and smart phones. The remote video conferencing platforms that were used included: Zoom; Microsoft Teams and; Google Meet applications. The telephone contacts of respondents were obtained from WASREB to book timeslot appointments with respondents and also made agreements if they wished to be displayed on video or utilize sound only. Once agreed, they were sent email or WhatsApp message with a link inviting them for the remote interview. When they clicked the link, they got connected, and taken through the questionnaire which was emailed to them in advance. All the respondents' feedback were recorded by online enumerator. The respondents had a choice to display their video image or mute them for sound only.

7. All the collected data questionnaires were numbered, data collated and entered into SPSS software for matrix and tabular analysis.
8. Pie charts and bar graphs were done in Ms Excel platform.
9. Report writing was done in Ms Word
10. Hardcopy and a Softcopy of reports were submitted to WASREB as required.

1.6.2 Sampled/Stakeholder Respondents

- | | |
|---------------------------|--------------------------|
| • County governments | Association/Water Action |
| • Water Works Development | groups |
| Agencies | • NGO's |
| • Consumer | • Development partners |
| Associations/Resident | • Government/ Ministry |

1.6.3 Activities Schedule

Work Plan for the survey followed an activity based process. A summary of this process model is as shown below.

ACTIVITY NO:

1. Preliminary activities: contract signing, resource mobilization, briefings, communication and familiarization
2. Documents/Literature Review
3. Formulation of relevant questionnaires, discussion and moderation with WASREB
4. Preparation and Pre-testing of Data Collection Instrument(s)/Questionnaire
5. Sampling activities
6. Field physical and virtual Data collection
7. Data coding and entry
8. Data Analysis and Interpretations
9. Draft Report Preparations and submission to client for comments and suggestions
10. Preparation of Draft Final Report
11. Incorporation of comments/suggestions
12. Final Report preparation and submission to the client

1.6.4 Expected Milestones

Table 1.1: Expected Milestones

No.	Output	Outcome
1.	Inception Report	Fieldwork Data
2.	Draft Report	Presentation
3.	Final Report	Adoption

SECTION II DOCUMENT REVIEW

The documents that were reviewed to help the Consultant in understanding WASREB's mandate and achievements made are:

- WASREB's Strategic Plan
- Service Charter
- Water Act 2016
- National Water Service Strategy
- Consumer Engagement Guideline
- Tariff Guideline
- Impact Report

2.1 Strategic Plan

WASREB has in place a strategic plan for the period 2018-2022. The three corporate strategic objectives in the plan include 'to enhance consumer and other stakeholder's confidence in water services regulation'. Others are to strengthen governance in water services provision and to ensure a financially sustainable and socially responsive water services sector; enhance compliance and enforcement with regulations; and strengthen institutional capacity.

2.2 Water Act 2016

The Act provides for the regulation, management and development of water resources, water and sewerage services, and for other connected purposes. In essence, the Act promotes good practices especially in the water services sector on commercial viability, ring fencing of water services revenue, mechanism of resolving consumer complaints and good governance at utility level.

2.3 Aqua link (Jan-June 2019)

Illustrates how WASREB spearheads water & sanitation Agenda. The report indicates, improvements in water coverage, water quality, metering and non-revenue water management. The report also stresses on the timely delivery of services and need for collaboration with stakeholders in the sector to increase access to clean water. WASREB too has the first step to push water and sanitation agenda to the 6th annual devolution conference hence standing out as an enabler of Government's Big Four Agendas. Similar efforts on engaging stakeholders by WASREB were seen in WWD 2019 celebrations; public consultations for license renewal, launching of business development guideline and being involved in corporate social responsibilities activities.

2.4 Impact (2017/18)

It is a performance report of Kenya's Water Services sector and the main tool for public reporting. The issue 11/2019 indicates improvements in water coverage, water quality, metering and non-revenue water management. In the same report, it is indicated that the downers in the sector were; reliability revenue collections, cost coverage and personnel costs. In order to boost the downside and improve the achievements. WASREB has tied issues of performance, through set targets, to license; as a way to help improve sector performance.

In order to drive utilities to focus more on underserved areas, WASREB has introduced an indicator that looks at utility performance in low income areas. It is noted that commercialized utilities cover 48% of the national population and that none of rural systems submits performance data to track progressive realization of right to water.

2.5 Consumer Engagement Guidelines (2018)

Through the guidelines, WASREB ensures that consumers are protected and have access to efficient affordable and sustainable water services .This resonates with UNSDG goal 6 which targets equitable and universal access to safe and affordable drinking water and sanitation for all by 2030.This stresses the fact that in Kenya, water regulations is by and large about consumer protection in respect to service delivery. The guideline is applied by Water Service Provider to assist them in meeting their objectives in service delivery and improving their consumer orientation.

2.6 Customer Service Charter

The WASREB service charter was developed with the knowledge that customers are the center of all WASREB service delivery. WASREB commits to its customers through:

- i. Issuing of licenses.
- ii. Approval of tariff applications
- iii. Approval of water service Provision Agreements (SPAs)
- iv. Response to tender application
- v. Payment of the suppliers
- vi. Provision of information
- vii. Response to calls

2.7 Customer Satisfaction Report (2017)

WASREB conducted a customer satisfaction survey in 2017. Based on the survey, awareness of WASREB was at 26% of all respondents. The survey mainly targeted consumer population spread across 22 counties with an eye trained on spread within WSPs; comments for improvements were also sought from WSB, WSP, County Governments and partners. Recommendations that would inform follow up in the 2020 customer satisfaction survey were drawn from the following key action areas.

Table 2.1: Previous CS Report Recommendations

No	Parameter	Recommendation
1	Communication	Enhance marketing Communication Sensitize customers on WASREB activities Advocate for water conservation
2	Relationship	Partner with County Governments Increase engagement with the stakeholders
3	Sector Growth	Reduce frequency of sewer bursts Reduce water leakages Enhance PPP
4	Tariff guidelines	Demystify tariff setting Neutralize politicization by counties Neutralize politicization by WSPs
5	Consumer Engagement	Inform water consumers on technology platforms- MajiVoice Inform water consumers on engagement platforms- WAGs

Overall scores per stakeholders were as follows

Table 2.2: Previous Performance per Stakeholder category

No	Stakeholder	%	Sample
1	WSBs	69	4
2	WSPs	60	19
3	County Governments	58	10
4	Partners	70	22
Average		64.25	

SECTION III SURVEY FINDINGS

3.1 Response Rate

Response rate is a ratio between respondents who completed and returned survey questionnaires to those who were actually given the survey questionnaires. It is also known as completion rate or return rate.

The approach in obtaining respondents was participatory, collaborative and inclusive. The survey targeted key customers who were selected through a generic random sampling with replacement approach. **Table 3.1** depicts response rate for customers as to questionnaires that were administered.

Table 3.1 Response Rate

Respondent	Target	Achieved	
		No.	%
WWDA	9	8	88.9
County	32	30	93.8
WSPs	32	32	100
Consumers	120	120	100
Dev. Partners	10	10	100
Civil Society	10	9	90
Total	213	209	95.5

3.2 Results Summary

The overall Customer Satisfaction Index was 67.9%. This score still leaves a lot of room for improvement and can be enhanced by addressing the customer satisfaction barriers while keeping the satisfaction drivers constant or improving on them all together. The results per parameter were as summarized in Table 3.2 below.

Table 3.2: Results Summary

No	Parameter	Score (%)
1	Mandate	83.5
2	Sector Growth	60.6
3	Sector Monitoring	61.0
4	Sector Impact	60.2
5	Technical Standards & Guidelines	63.3
6	Tariff Setting	61.2
7	Consumer Engagement	82.3
8	Billing & payment terms	67.4
9	Credit worthiness	72.0
Average CSI		67.9

**Figure 3.1:** Customer Satisfaction Index

3.3 Mandate

Table 3.3 shows that the overall score for Mandate was 83.5%. The highest score was seen in “Promoting good sector governance” at a score of 91.6%, while the lowest score was in “Policy implementation” at 78.0%.

Table 3.3: WASREB Mandate

Factors	Score					
	WSPs	WWDA	DP	CG	Cons	Av (%)
Promoting good sector governance	5.0	4.9	5.0	4.5	3.5	91.6
Adequacy of WASREB guidelines	4.8	5.0	5.0	3.5	3.0	85.2
Clean Water	5.0	5.0	5.0	4.0	4.5	94.0
Monitoring of Sector Players	3.7	4.0	5.0	4.2	3.5	81.6
Consumer Complaint handling	4.0	4.0	5.0	3.5	3.0	78.0
Consumer and Stakeholder engagement	3.7	3.5	5.0	4.6	3.5	81.2
Policy implementation	4.2	4.4	4.6	3.3	3.0	78.0
Access to Water Services	4.5	3.7	3.8	3.5	4.1	78.4
Average (%)	87.3	86.3	96.0	77.8	70.3	83.5

Analysis of Respondents' comments

WASREB is very visible and active, you can feel their presence in the sector and things have changed for better. The only thing they need to look at is transparency. Transparency is a very tricky part because the person who is transparent today may fail to be transparent tomorrow after being trusted.

The **consumer** should be sensitized at all times on the safety of water even after supply has been done. The **WSPs** may not be responsible if a clean supplied water is contaminated after the supply and when being handled by consumers.

Water coverage is very unfair and to the disadvantage of the low income and poor people. The poor do not have money to pay for water bill but they equally need water just like those who have money and get much more than they need. At a minimum, everybody in the country should get basic water before giving anyone priority for excess.

There is a weak link in water demand management; WASREB and **county governments** have not put strong focus on areas that are not commercially viable.

The budget for developing water services in the country is growing; this has been seen investments being made in a number of projects. The downside is that there is no uniform way to show the impact of the projects. **WSPs/ County governments** and WASREB should be in a position to draw an action-reaction impact response line for every development budget allocation; as a way to justify value for money.

County governments should initiate replacement of those who are not competent with those who are competent especially where it is very clear that management is poor and there is underperformance with no show of progress. You see high water loses and poor response time to **consumer** complaints among other things and nothing happens, it is just business as usual.

The purpose of WASREB is to build a strong regulatory environment to meet customer needs satisfactorily. WASREB performs part of its mandate by guiding sector players through prescribed and documented guidelines; that are improved based on past experiences and challenges as it also welcomes new opportunities. Through these guidelines, WASREB promotes good governance in the sector that is verifiable through compliance with set guidelines. The leadership approach chosen by WASREB is proactive with consciousness for consumer rights for clean water and basic sanitation. WASREB's ultimate desire is to create a culture that will deliver value and transform the whole sector to meet the water and sanitation needs of all Kenyans in the country.

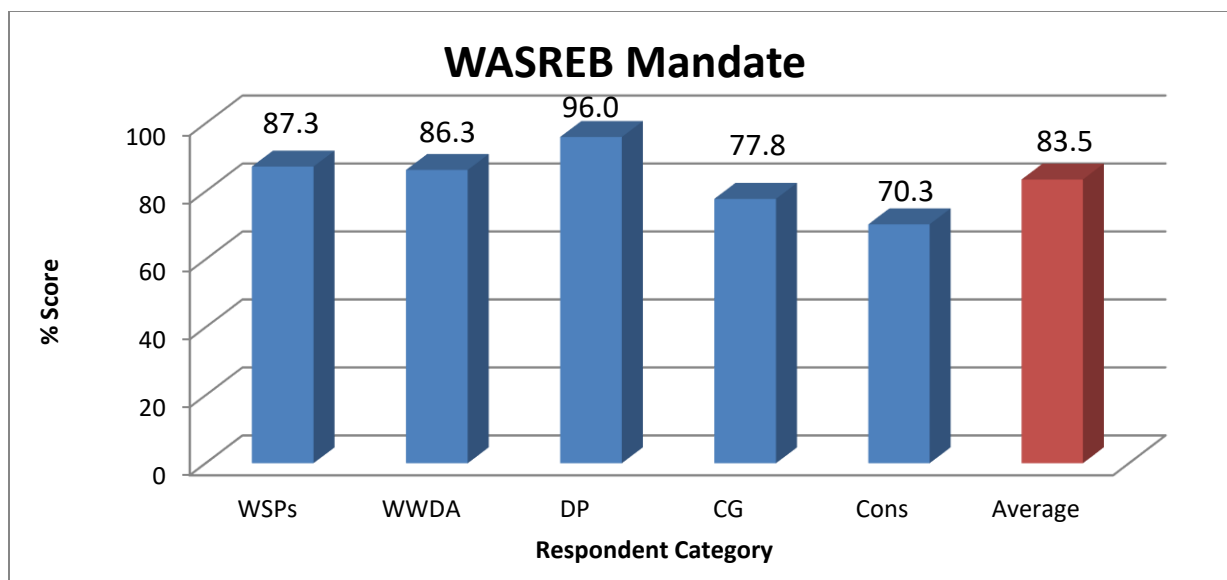


Figure 3.2: WASREB Mandate

Monitoring of the performance of sector players such as WWDAs and WSPs in meeting their mandates has been a key function of WASREB. WASREB does this by enforcing governance guidelines among sector institutions but also allowing consumers to lodge complaints as mapped out in the Consumer Engagement Guideline; Consumer engagement using phones and web technology. WASREB success in implementation of its mandate is depicted in two main areas: First being in successful driving sector change through engagement with consumers and involving other sector players in the value chain. This enables WASREB customers to relate directly to the outputs of quality services. Secondly, there is an increase in financial performance over the years; and also a measurable financial and performance indicator, shown as credit worthiness of the service sector. WASREB continues to solicit feedback from its customers using various forums and formats of which customer satisfaction survey has been part of its effort to inform judicious policy issues. This way the Regulator oversees the implementation of policies in the water and sewerage services sector so as to protect the consumer by ensuring access to services that are: efficient; adequate; affordable and sustainable.

3.4 Sector Growth

Table 3.4 shows that the overall score for “Sector growth” was 60.6%. The highest score was seen in “Affordability of tariff” at a score of 66.4%, while the lowest score was in “Infrastructure expansion” at a score of 54.0%.

Table 3.4: Sector Growth

Factors	Score					
	WSPs	WWDA	DP	CG	Cons	Av (%)
Availability of Water resource	3.1	3.3	2.5	2.9	3.0	59.2
Oversight in policy implementation	3.3	3.5	2.9	2.7	3.0	61.6
Infrastructure expansion	2.5	2.7	2.6	2.2	3.5	54.0
Stimulation of revenue	3.5	3.3	3.5	3.0	2.2	62.0
Affordability of Tariffs	4.2	3.1	2.5	3.8	3.0	66.4
Average (%)	66.4	63.6	56.0	58.4	58.8	60.6

Analysis of Respondents’ comments

The water situation in this country is being seen as worse than it should be. There is no adequate water as a resource but whatever is available is also not being managed well and this is an area that WASREB needs to look at. Supply of water for consumption is not consistent leaving a demand gap, particularly on the side of **consumer**.

Oversight is an area that does not need to be compromised. Though policy implementation is expected to be uniform; unique situations in different service areas and for different institutions such as **County, WSPs** and **WWDAs** may make it difficult to institutionalize best practices from what worked well elsewhere. WASREB has a few staff and high staff turnover that affects its operations as a regulator.

Infrastructure is a constraint. The available facility is old; putting up new facility is expensive and needs a lot of funding. **WSPs** are addressing infrastructure expansion with stakeholders and **County** government views are significant and should not be ignored in this process.

Internal revenue streams can be enhanced when all **WSPs** adopt efficient revenue collection. Elimination of non-revenue water can increase revenue and reduce costs. There are **consumer** meters that are not functional yet they still get monthly bills to pay. Sometimes the payments of bills are more and at times less because meters are faulty. **County** and WASREB can help **WSPs** get commercial loans but if management is poor then some WSPs may risk closing shop due to default.

You cannot have a well-run utility with very low tariffs. The life line of **WSPs** is sustainability, at least to take care of O & M cost that is why they give preference to high income areas or consumers. WASREB should first ensure that **WSPs** put effort towards 100% metering. **County governments** need to enforce criteria of having WSPs employing skilled staff.

Population growth has put pressure on existing current water and sanitation infrastructure due to the resultant increase in demand. The existing sector finance have been so limited to keep pace with this rising demand for basic water and sanitation. The set-back on sector growth is also hampered by scarcity of water sources and variable rainfall across the country. In order to catapult the growth in the sector, new sources of financing must be fetched to support spending by the GoK and development partners in the sector. Great milestones have been made by WASREB towards achieving this growth, notably; involving all stakeholders along the value chain in advancing management policies in the sector; adopting and implementing credit worthiness index for WSPs; and continuously overseeing the implementation of policies to the later.

Figure 4.2 shows comparison of scores per respondent categories. The WSPs had 66.4% followed by WWDAs at 65% then WWDA at 63.6%. Others were as follows: Consumers at 63.6%; County governments at 58.4% and Development partners at 56%.

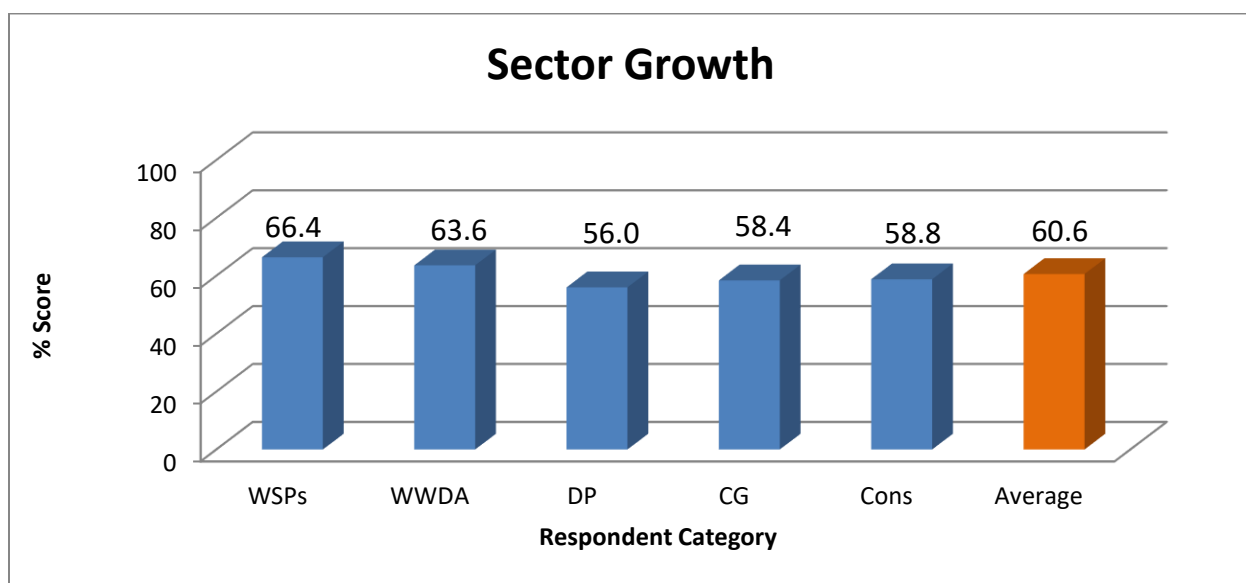


Figure 3.3: Sector growth

The need for growth in the water sector is inevitable because lack of it would affect 3 pillars of Vision 2030 namely Political Pillar (associated with conflicts on water as a resource); Social Pillar (concerned with need for water in social realms such as health and tourism) and; Economic Pillar (regarded as a driver for industrial growth that rely heavily on water). In the Impact Report 2018, WASREB reports that to realize the targets under Vision 2030, the sector needs to grow by at least three percent points annually for the next 13 years. Its projects need to increase water production to two and a half times the current levels in order to meet demand. This translates to a 70% gap in funding for water coverage alone. Other mitigation measures to stimulate revenue include reduction of non-revenue water to below 30%, increase of tariffs, increased budgetary allocation to the sector, and private sector financing.

3.5 Sector Monitoring

The overall score for Sector Monitoring was at 61.0%. The highest score was “Report on sector performance” with a score of 88.0%, “Standards of

service” came second at 65.6%, Third was “Reliability of Data & Information” with 60%, “Institutional Capacity” at 55.6%, “Achievement of set Targets” had a score of 55.2% and “Focus on non-commercial areas” came last having scored 41.6% as shown in Table 3.5 below.

Table 3.5: Sector Monitoring

Factors	Score					
	WSPs	WWDA	DP	CG	Cons	Av (%)
Reliability of Data & Information	3.2	3.0	3.7	2.5	2.6	60.0
Achievement of set Targets	2.7	2.9	3.0	2.2	3.0	55.2
Institutional Capacity	2.8	3.1	3.1	1.9	3.0	55.6
Focus on non-commercial areas	2.2	2.7	2.1	1.5	1.9	41.6
Standards of service	3.7	4.1	3.0	2.5	3.1	65.6
Report on sector performance	4.5	4.8	5.0	3.6	4.1	88.0
Average (%)	63.7	68.7	66.3	47.3	59.0	61.0

Analysis of Respondents’ comments

Some of the WSPs do not submit the information as required at all, demoralizing those who submit.

It is assumed that data entered and extracted from WARIS is accurate and reliable, however, there are known cases of errors while billing and handling data. There are consumers who are not billed and there are those whose meters are under-registered. Population data is not being updated frequently.

WWDAs need accurate data to develop realistic investment plans based on targeted progressive increase in coverage. The MDG targets for water supply have not been achieved by many African Countries, not only Kenya, but this can be changed through mindset in governance from business as usual. It is important to reflect the importance of agreement given to WSPs by WWDAs if realistic performance targets are not achieved.

There is need to increase WSPs staff capacity on consumer management. The introduction of new ways of doing things through systems and technology should be backed by continuous trainings and internal capacity building.

It is challenging to venture into non-commercial areas without the input of County governments because most WSPs revenue is insufficient to cover operating costs let alone expand service coverage. There is need for more effort to achieve a commercially sustainable water service sector that rely on the available resources.

Time and money need to be spent in billing and collecting payments from customers just as the same is spent on updating customer records, concentrating on one side is a waste of time.

Reforms in the water sector are meant to improve performance; the respective performance have been reported by WASREB through various platforms and reports on how essential factors influence effectiveness and sustainability in water service delivery. The reports by WASREB on the sector, provide useful reference materials in expanding knowledge in water sector.

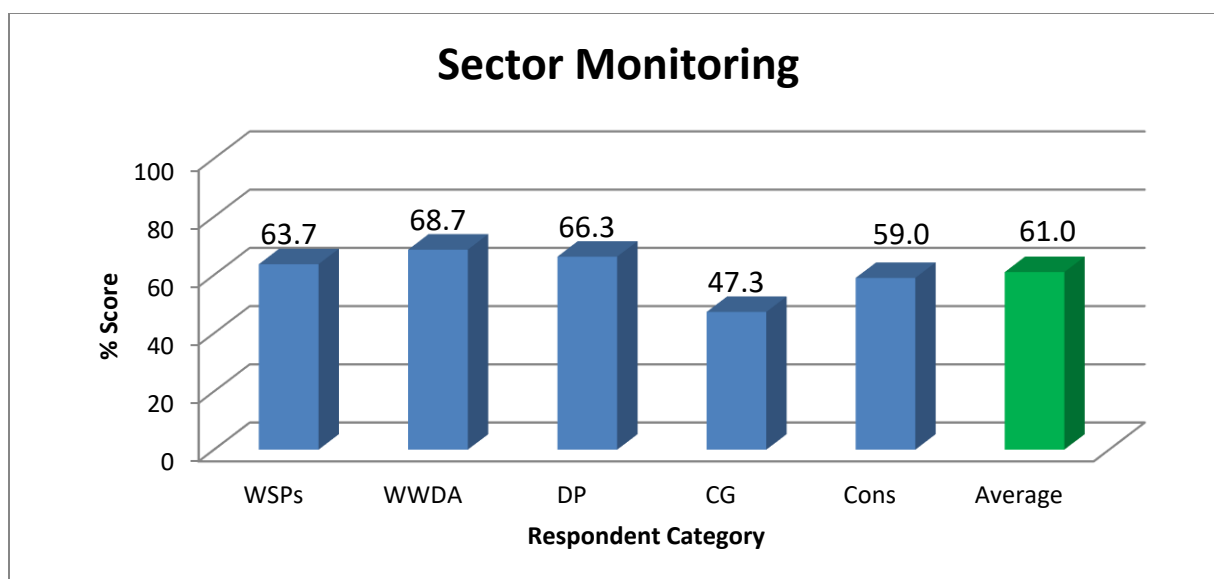


Figure 3.4: Sector Monitoring

The purpose of M&E is to ensure the availability of reliable data and information in the water sector to track the achievement of development targets and to facilitate decision making in planning and managing the sector. In doing this, institutional capacity for water sector data, information generation and analysis is strengthened.

WASREB participation in sector monitoring can be observed as follows:

- a) Updating the databank in WASREB as part of monitoring the progressive realization of the right to water, and enabling the County governments to operationalize Section 94 of the Water Act 2016 that requires the devolved governments to focus on access that are not commercially viable (Guideline, 2019)
- b) Monitoring delivery of water services through inspections through licensing and enforce license conditions; in which case, inspections are useful in monitoring standards of service
- c) WASREB also monitors the operation of agreements between Water Works Development Agencies (WWDAs) and Water Service Providers (WSPs) and take appropriate action to improve their effectiveness.

- d) Through 'Impact Report', WASREB brings the sector players up to date in terms of monitoring and reporting on the water services sub-sector performance.

3.6 Sector Impact

The overall score for Sector Impact was at 60.2%. The highest score was "Improvement in metering process" with a score of 71.2%, "Non-revenue water management" came second at 67.2%, Third was "Improvement in water coverage" with 60%, "Improvement service quality" at 54.4 and "Right to water for all" came last having scored 48.0% as shown in Table 3.6 below.

Table 3.6: Sector Impact

Factors	Score					
	WSPs	WWDA	DP	CG	Cons	Av (%)
Improvement in water coverage	3.2	3.5	2.8	2.5	3.0	60.0
Improvement service quality	3.1	2.5	2.5	2.0	3.5	54.4
Improvement in metering process	4.0	3.5	3.5	3.0	3.8	71.2
Non-revenue water management	4.2	3.5	3.0	2.9	3.2	67.2
Right to water for all	2.5	2.3	2.2	1.5	3.5	48.0
Average (%)	68.0	61.2	56.0	47.6	68.0	60.2

Analysis of Respondents' comments

Water service coverage in many Counties is below acceptable sector benchmark. Unreliable water resource supply affects coverage of service, particularly when compensating through rationing and affects revenue. There has been a staggered increase in size of consumer base, this is shown by increased number of connections. The pace in water coverage would shoot up if WSPs and WWDAs adhere to strict WASREB guidelines. For every built new infrastructure, there is need to improve on water utilities efficiency and productivity.

The sector reforms have come with ability to improve sector institutions' efficiency and effectiveness towards higher quality services. Despite the existence of SPAs, hours of service in many WSPs area have remained relatively low affecting cost

coverage due to lack of adequate revenue. Quality of service is also compromised by physical losses such as leakage resulting from lack of leakage control.

There is need to replace non-functioning meters immediately once detected as this impact revenue. Increase in connections shows that metering has been on an upward trend, particularly new entrants. At all times, all connected meters should be in good and intended working conditions and this is what WSPs should strive to keep constant, even as amount of connections increase.

Non-revenue water has been affected by lack of enough revenue to cover for O&M costs. More WSPs are already adopting to good governance practices that has generally reduced the NRW. There is need to invest in good quality underground assets. Apart from unbilled authorized consumption, other water losses including theft should be reported and prosecuted.

The WWDAs investment plans are yet to target the underserved. The WSPs coverage in urban areas is still not adequate. The only reason why some low income consumers are not able to access water is because they cannot afford to pay as per the tariffs; thus if they strive to access then the qualities they get are not adequate.

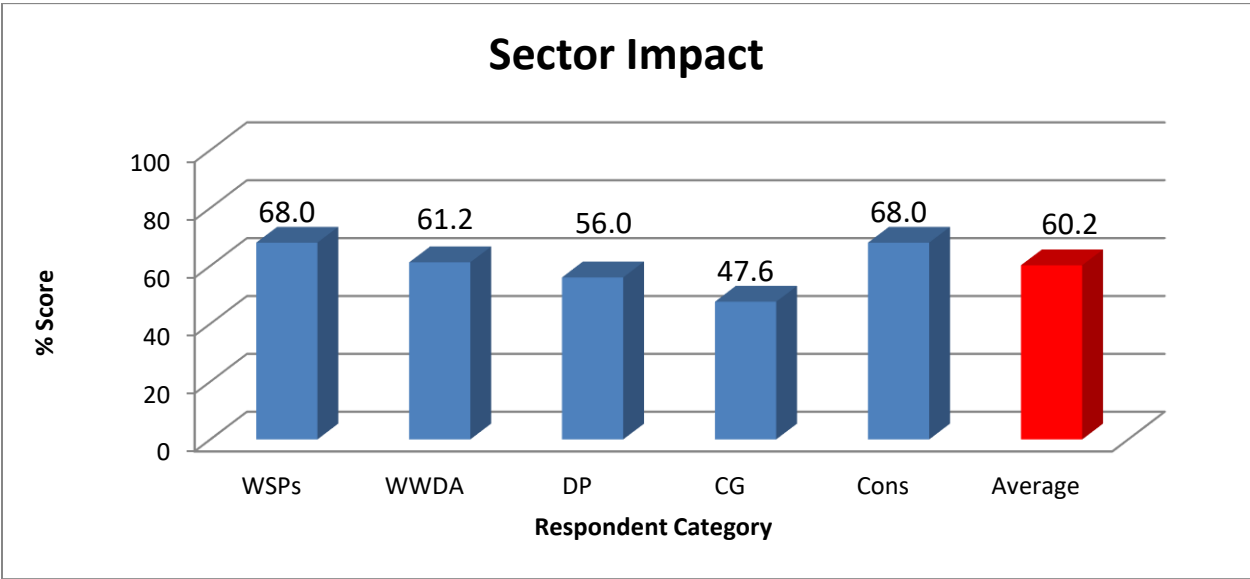


Figure 3.5: Sector Impact

WASREB has continued tracking investments made in the sector to maximize on impact and ensure value for money. This is supported by continuous improvement in water coverage, water quality, metering and non-revenue water management.

Notably, there has been downside in the areas of reliability of water supply which in deed affects revenue collection. Poor performance in cost coverage and personnel costs had been reported. It is however expected that going forward, tools rolled by WASREB will help improve sector performance, such as commitment to license targets and management guidelines.

In order to report accurate impact in the sector, there is need for rural systems performance data to WASREB just like their commercial counterparts.

It must be not be lost that with data, governance in the sector can be measured and improved towards progressive realization of the right to water that include underserved areas.

3.7 Technical Standards & Guidelines

The overall score for Technical Standards & Guidelines was at 63.3%. The highest score was “Licensing WWDA & WSPs” with a score of 77.6%, “Affordable water” came second at 62.0%, Third was “R Adequate water” with 58.8%, and “Efficient water” came last having scored 54.8% as shown in Table 3.7 below.

Table 3.7: Technical Standards & Guidelines

Factors	Score					
	WSPs	WWDA	DP	CG	Cons	Av (%)
Affordable water	3.1	3.4	3.0	3.0	3.0	62.0
Efficient water	2.8	3.0	2.5	2.5	2.9	54.8
Adequate water	3.5	2.8	2.5	2.6	3.3	58.8
Licensing WWDA & WSPs	4.3	4.8	3.5	3.8	3.0	77.6
Average (%)	68.5	70.0	57.5	59.5	61.0	63.3

Analysis of Respondents' comments

There is a need to balance between providing affordable tariffs to the poor and sustainability of service. The high cost of water partly stems from inefficiencies, which can be eliminated. Gains in improving efficiency in water service provision should be quantified and allocated to maintain affordable tariffs.

Both water source supply and distribution is not yet reliable. Even water rationing is not reliable. Commitment to service delivery by utility staff also affects efficiency in water service provision. Here are cases where consumers become stubborn with payment of bills because of operational inefficiency by WSPs.

It is impossible to talk about adequate water because the demand is increasing every day. Expansion of water infrastructure do not match demand, in fact, dilapidated infrastructure is going up coupled by lack of adequate revenue. Areas that affect adequacy of water are bursts and spills due to overflows. Most consumer queries on billing are always bordering on charges against adequacy of water supplied.

The agreement signed between WWDAs and WSPs are witnessed by WASREB as the regulator. WASREB license WSPs based on technical and financial criteria. WASREB only licenses WSPs that have been established by County governments. There is need for clarity on how County governments will monitor the performance of WSPs under their areas of coverage. There is need for clarity in how County governments will oversee WWDAs functions after being licensed by WASREB.

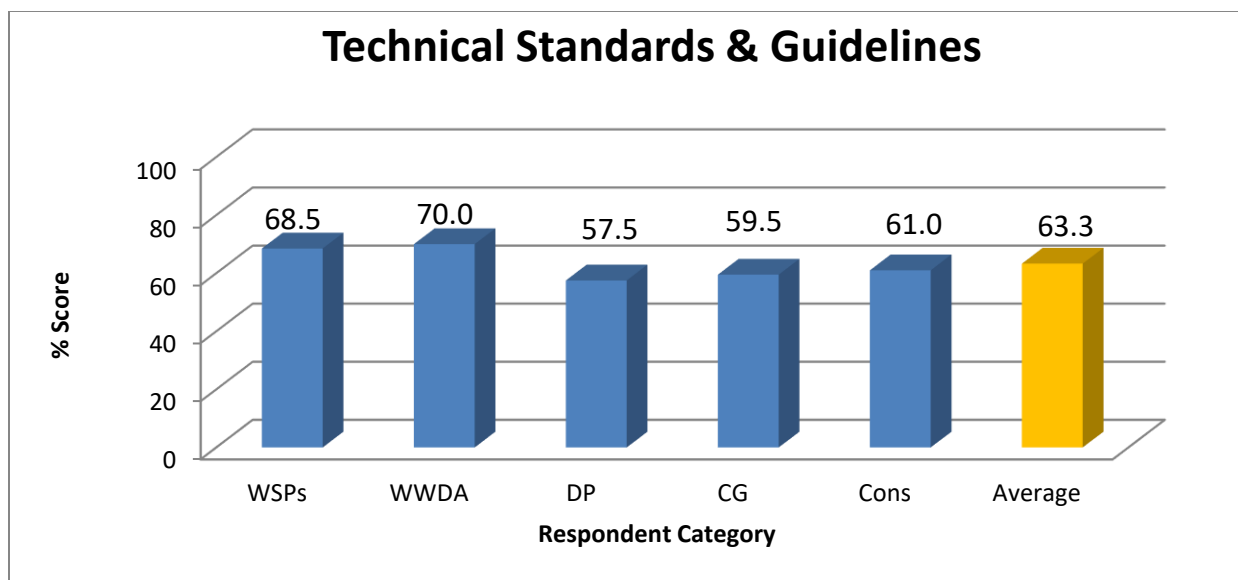


Figure 3.6: Technical Standards & Guidelines

WASREB sets, monitors and reviews rules and regulations. The object of this is to ensure water services provision is affordable, efficient, effective and equitable; these are adopted by WWDAs as regulations for their service area, and for any peculiar circumstances, the regulations from WWDA are considered by approval of WASREB and published in National Gazette as regulations in the service area.

WASREB license WWDAs and WSPs based on specific technical and financial criteria. This ensures that WSPs are capable of meeting routine operations and maintenance costs while putting in place prompt management for the provision of water services.

3.8 Tariff Setting

The overall score for Tariff Setting was at 61.2%. The highest score was "Public Participation" with a score of 86.0%, "Fixing balanced tariffs" came second at 64.0%, Third was "Sustainability of Tariffs" with 59.6%, "Recovery

of costs” at 54.0 and “Tariff approval timeframe” came last having scored 42.4% as shown in Table 3.8 below.

Table 3.8: Tariff Setting

Factors	Score					
	WSPs	WWDA	DP	CG	Cons	Av (%)
Fixing balanced tariffs	4.0	3.0	3.0	3.5	2.5	64.0
Recovery of costs	3.3	2.5	2.6	3.4	1.7	54.0
Sustainability of Tariffs	3.7	3.0	3.0	2.9	2.3	59.6
Public Participation	4.5	4.3	4.7	4.2	3.8	86.0
Tariff approval timeframe	2.1	2.5	2.2	1.7	2.1	42.4
Average (%)	70.4	61.2	62	62.8	49.6	61.2

Analysis of Respondents’ comments

Fixing of balanced tariff is good from the consumer perspective. Counties need to provide subsidies to rural WSPs since they cannot be sustainable with tariffs as set, as they lack economies of scale.

The tariff revenue process is very long, taking a minimum of three years. Tariffs need to be updated regularly, they don’t have to be fixed, they can be dynamic. Higher tariffs are counterproductive because they leave out the poor. Alternative tariff based on economic zone would be suitable because households that have higher income tend to consume more water.

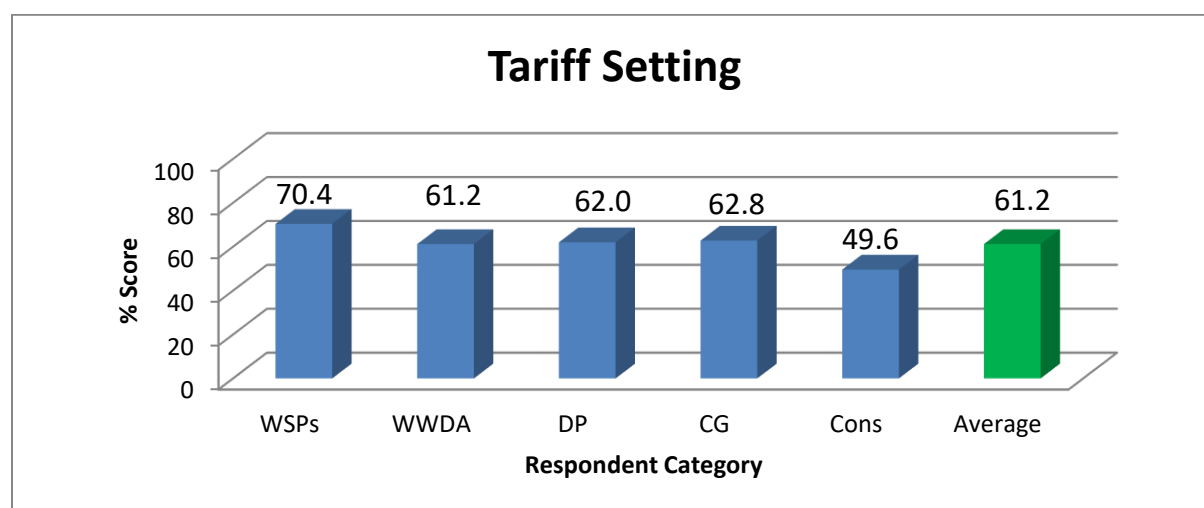


Figure 3.7: Tariff Setting

WASREB fix tariffs that balance commercial, social and ecological interests. These considerations allow WSPs and WWDAs to recover justified costs while still ensuring access to all. The tariff approval process puts into consideration the fact that WSPs differ in size and therefore categorizes the requirements. It must be noted that tariff setting is initiated by water providers; WASREB only establishes guidelines to that effect, as per Water Act, 2016. Tariff review exercise is necessitated by tariffs that have outlived their usefulness bounded by many factors such as unsustainability of subsidy, rise in cost of inputs, and justified overall unsustainability of a WSP and WWDA. The fixing of tariffs considers justified costs, and not inefficiency which should not be consumers' burden. Of tariffs cover full cost recovery, then there would be long-term sustainability. WASREB ensures that the tariffs set are fair, adequate, simple and encourage conservation of water.

Inherent in tariff setting process is the role of Public Participation in the tariff approval process. The public participation conducted by WASREB I tariff setting is supported by Water Act, 2016 Constitution of Kenya 2010 CAP 11 on devolved government. This actually empowers the public, particularly the consumers in making decisions that affect their affairs and development. This way, the minority community not only promotes their interest but also protect it. Before WASREB conducts public participation, WSP must conduct public participation at its level and submit proceedings to WASREB, whose contribution is to emphasize on the need for financially sustainable WSPs.

3.9 Consumer Engagement

The overall score for Consumer Engagement was at 82.3%. The highest score was "Provision of advice on regulations" with a score of 92.8%, "Improved service delivery" came second at 89.2%, Third was "Accountability" with 88.0%, "Consumer complaints" at 86.0%, "MajiVoice"

had a score of 80.0%, “Information on priority issues” had 72.8% and “Responsiveness of service providers” came last having scored 67.6% as shown in Table 3.9 below.

Table 3.9: Consumer Engagement

Factors	Score					
	WSPs	WWDA	DP	CG	Cons	Av (%)
Provision of advice on regulations	4.9	4.7	4.8	4.5	4.3	92.8
MajiVoice	3.8	3.0	4.7	4.5	4.0	80.0
Consumer complaints	4.1	3.4	4.8	4.4	4.8	86.0
Improved service delivery	4.3	4.1	4.7	4.6	4.6	89.2
Accountability	4.5	4.4	4.3	4.4	4.4	88.0
Information on priority issues	3.5	3.3	4.5	3.7	3.2	72.8
Responsiveness of service providers	3.8	3.7	3.0	3.5	2.9	67.6
Average (%)	82.6	76.0	88.0	84.6	80.6	82.3

Analysis of Respondents’ comments

WASREB conducts face to face consumer engagements. WASREB invites County governments in its public engagement activities. WASREB attend and participate in public forums where it also creates awareness of its services and products. The presence of Water Action Groups has boosted consumer engagement at County level.

During public participation, WASREB clarify various issues to stakeholders as prescribed in the guidelines. WASREB also engages the public during the World Water day celebrations; expos and exhibitions. There are various reports and guidelines that WASREB distribute to consumers. WASREB engaged Counties in devolution conference.

MajiVoice allows consumers to air their complaints; this provides an alternative to use of Water Action Group for the same. It is prudent for more utilities to adopt MajiVoice to enhance tracking of consumer complaints and also enhance reporting.

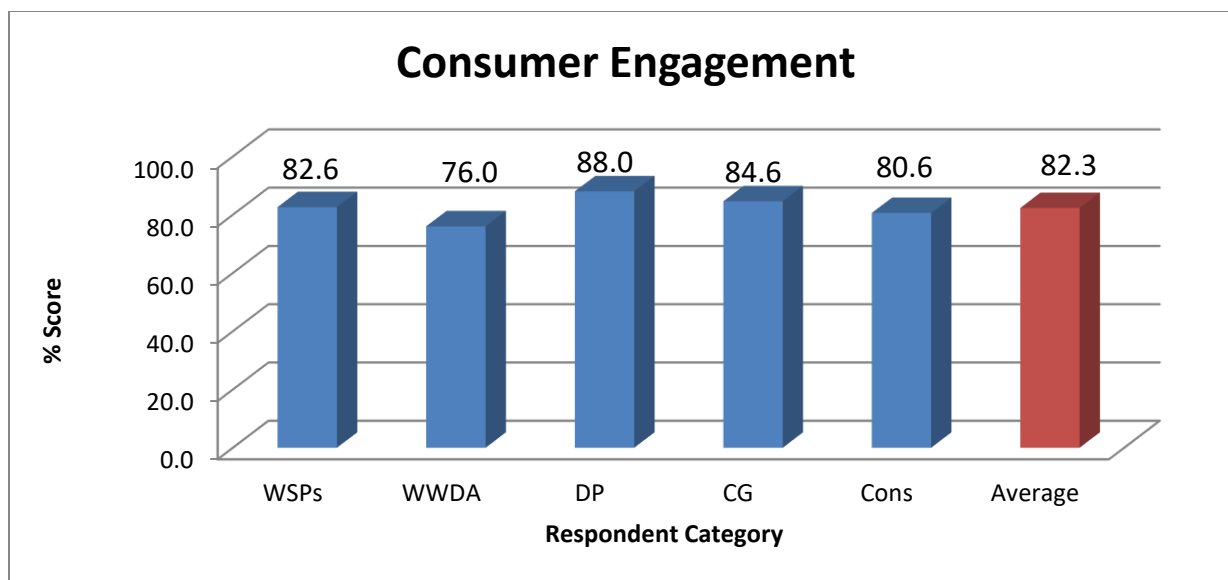


Figure 3.8: Consumer Engagement

WASREB has incorporated both customer service and customer engagement by providing advice on regulations in the sector and disseminating the information through various public channels. WASREB also engages with its customers through MajiVoice – which is a web technology based approach; the traditional communication channels such as phone and email notwithstanding. In the offering in terms of customer engagement are messaging apps, and social media channels.

The WASREB Consumer Engagement Guideline has the objective to guarantee the rights of consumers by enabling them to effectively in the services provided by WSPs and County Government. Key to customer engagement in this aspect is: information, formalized consultation and participation.

The MajiVoice IS a convenient way of handling consumer complaints and concerns through an electronic mobile to web application framework. Consumers can use this framework to share their concerns and complaints with providers on quality of service and receive timely feedback at the

comfort of their mobile phones. There is no need to follow-up a complaint if not acted on because the system has the ability to escalate it to a higher level for action. This not only leads to improved service delivery but also enhances efficiency and accountability to the benefit of the consumer.

Nevertheless, a consumer is provided with tracking number to follow up on the action taken about the complaint lodged to the WSP who directs it to the relevant department for action. In the event that consumer complaint is not addressed by WSP, then it is escalated to relevant WWDA and if no action is taken then the system brings it to the attention of WASREB – all this process can be monitored. Once the complaint is resolved, the customer is alerted through the mobile phone or by email.

MajiVoice platform also enables utilities to provide SMS broadcast to consumers on priority issues such as service interruptions, rationing schedules and important timelines. It is tailored to the workflow of each utility and thus enables communication between office and field staff hence enhancing management efficiency. This has made service providers to be more responsive, among those who are already using it.

3.10 Billing & payment terms

The overall score for Billing & payment terms was at 67.4%. The highest score was "WARIS reports" with a score of 76.8%, "Management of bills" came second at 74.4%, Third was "Accuracy of bills" with 68.0%, "Understanding of tariff structure" at 66.8%, "Generation of statements" had a score of 65.2%, "Payment of levies and fees" had 60.4% and "Billing of levies & fees" came last having scored 60.0% as shown in Table 3.10 below.

Table 3.10: Billing & payment terms

Factors	Score (%)					
	WSPs	WWDA	DP	CG	Cons	Av (%)
Billing of levies & fees	3.5	3.8	3.0	2.2	2.5	60.0
Payment of levies and fees	3.1	3.5	3.0	3.0	2.5	60.4
Management of bills	3.8	3.9	4.0	3.7	3.2	74.4
WARIS reports	4.5	3.4	3.3	3.9	4.1	76.8
Generation of statements	3.5	3.0	2.8	3.4	3.6	65.2
Understanding of tariff structure	4.3	3.6	3.1	3.0	2.7	66.8
Accuracy of bills	4.6	3.2	3.0	3.3	2.9	68.0
Average (%)	78.0	69.7	63.4	64.3	61.4	67.4

Analysis of Respondents' comments

It is not easy for a utility to cover capital investment. Utilities must meet regulatory levies. Levies provide main cost drivers in the operation of utilities. Lack of sewerage levy is making the service expensive to utilities. Levy and fees from WASREB are important because the regulator recover their administrative costs.

Many WSPs are not collecting minimum required per cent for billed amounts. Utilities are ill equipped to collect all bills. Metering has justified billing to consumers. Government institutions are the greatest defaulters towards payment of bills.

There is a feeling that consumers are penalized when joint connections are done with rising block tariffs. There are mechanisms for informing consumers about water tariffs. There is need to re-look at enough quantity and quality of manpower. It is difficult to obtain consumers consent to accept tariff adjustments.

Velocity meters are less accurate at lower flow rates. The water meter readers sometimes just estimate the amounts, they do not read. Sometimes SMS comes through without information and you are still charged. The online platform to check bills are often either offline or not working.

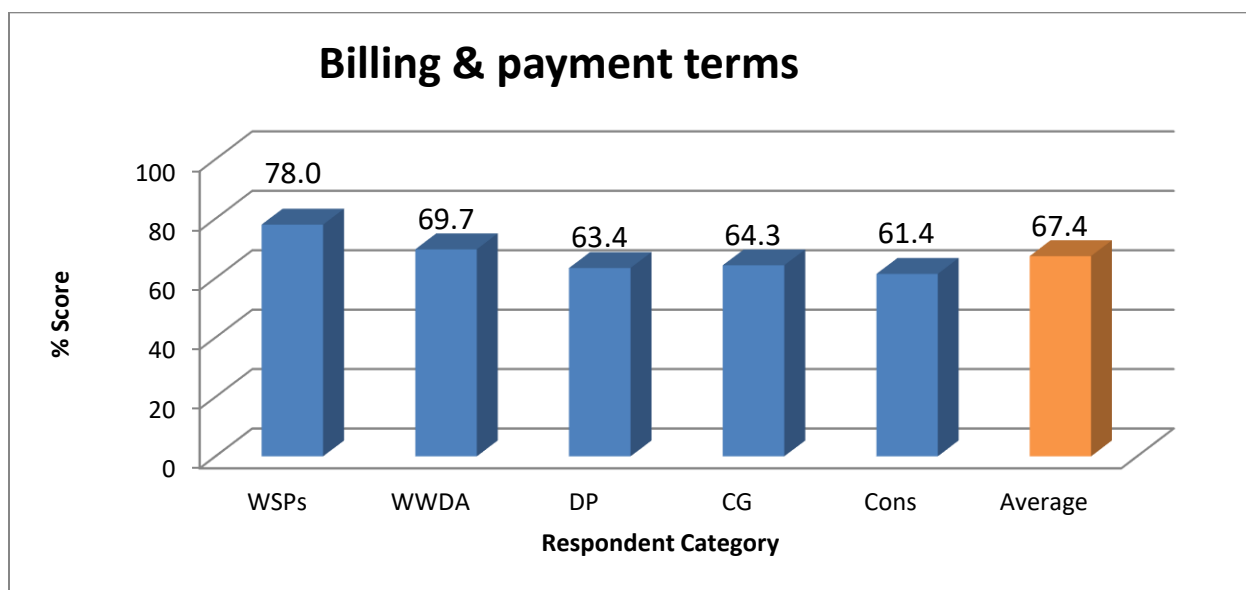


Figure 3.9: Billing & payment terms

The water regulation information system (WARIS) allows billing and payment of levies and fees information to be reported, as a summary by WSPs on a quarterly basis. The WSPs MDs are liable for accuracy and correctness of data entered when sending reports to WASREB; WASREB reserves the right to proceed to prosecution in the event that WSPs knowingly submits manipulated information.

WARIS has ability to manage utility billing processing cycle and generation of statements that are related to water billing and bill customers from the approved tariff among others.

When the tariff structure is understood by the consumer, it helps verify against chances of billing errors, which in essence reduces administrative burden on the utility. The WASREB billing guidelines provides tariffs for different categories such as: residential, kiosks, standpipes, commercial and administrative consumers.

Implementation and monitoring of Tariff requires that consumers be given one month notice prior to tariff increase; notification is done through newspaper and public access locations such as pay stations, water kiosks and WSP offices.

3.11 Credit worthiness

The overall score for Credit Worthiness was at 72.0%. The highest score was “Private financier involvement” with a score of 79.6%, “Access to credit” came second at 78.4%, Third was “Fair ranking” with 74.8 and “Bill Capital investment planning” came last having scored 55.2% as shown in Table 3.11 below.

Table 3.11: Credit worthiness

Factors	Score (%)					Average
	WSPs	WWDA	DP	CG	Cons	
Access to credit	3.1	3.5	4.2	4.5	4.3	78.4
Fair ranking	3.6	3.5	3.9	3.4	4.3	74.8
Private financier involvement	4.9	3.4	4.3	4.1	3.2	79.6
Capital investment planning	2.8	3.2	3.0	2.3	2.5	55.2
Average (%)	72.0	68.0	77.0	71.5	71.5	72.0

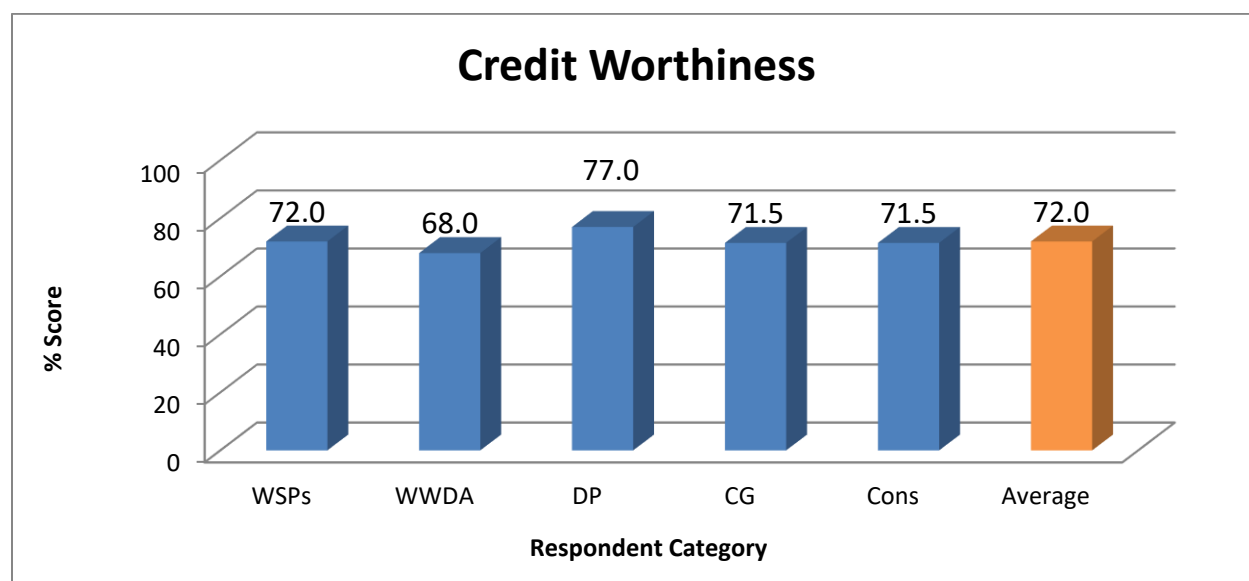


Figure 3.10: Credit Worthiness

The credit worthiness approach was meant to close financing gaps that hamper expansion and modernization of infrastructure. The credit worthiness idea is very noble since it will enable access to credit as an alternative source of funding from banks and other financial institutions. The available data formed a baseline information frame. However, it would be interesting to see the trend of data in credit worthiness over a period of time. Financial institutions would prefer a very thorough process because it is a risk they would be taking. The cost benefit of credit worthiness should not only be seen in the time and amount of money sunk in it but by extension how the financial and management sustainability it injects into WSPs who benefit from it. Again the ranking should not exclude other WSPs as non-creditworthy, since all institutions of this nature would need the necessary support; instead it should be viewed as level of creditworthiness so as to form a basis of negotiation with lenders. There's need to have active sensitization of lenders to increase their appetite on the process and even propose other ways of inclusion.

In order to make water and sanitation available to all by 2030, would require a lot of funding and that alone would create a need to attract private financing to support water assets and expand access to water and sanitation to all income areas. The estimation of the amounts needed as loans and maybe grants in huge and increasing with increase in population such that the available development partners alone – judging by their % contribution , may not meet alone without involvement of private funding of infrastructure and operations, particularly of water service providers in the sector. On the flip side, if revenue is consistent then it can be used to negotiate special terms loan for expansion, hence increasing revenue growth. In addition, more guarantees will need to be in place in lieu of collaterals preferably the

development partners so that the WSPs loan applicants can be viewed as less risky by private capital lenders.

The government of Kenya has created an enabling environment in the sector for all sector players through water Act and suitable institutions to support security in sector applied that WSPs be County owned. The government also supports legal structures that are conducive to commercial bank lending.

Under the County government, many of the financially robust utilities find themselves responsible for own capital planning – calling for better investment planning to enhance reliability as borrowers.

GoK also provides investment in the water sector, alongside other development partners; this is in cognizance of the importance of water services for economic growth of the country; directly attributing to the wellbeing of the Kenya population.

There are a number of setbacks that would affect standards and by extension regulations such as deterioration of existing facilities against the increasing demand for safe water and basic sanitation services.

3.12 Method of communication that you prefer from WASREB

On communication preference, most respondents preferred 'Mobile telephone' & 'MajiVoice' both having a rank of 9, 'Radio' had the second highest rank with 8, 'Website came third with 7, 'Email' & 'Face to face' was fourth with a score of 6, 'Social Media' & 'Newspaper' both had a score of 5, "post mail' 3 and lastly "Fixed Telephone' had the least score of 2 as shown in Table 3.12 below.

Table 3.12: Preferred Communication Channel

Factors	(Rank)
Post mail	3
Email	6
Fixed telephone (Voice only)	2
Radio	8
Mobile telephone (Texts/Images)	9
Newspapers	5
Social Media	5
Website	7
Face to Face Visits	6
WASRED Programme (Maji Voice)	9

The percentage performance for communication preference is as illustrated in the figure below.

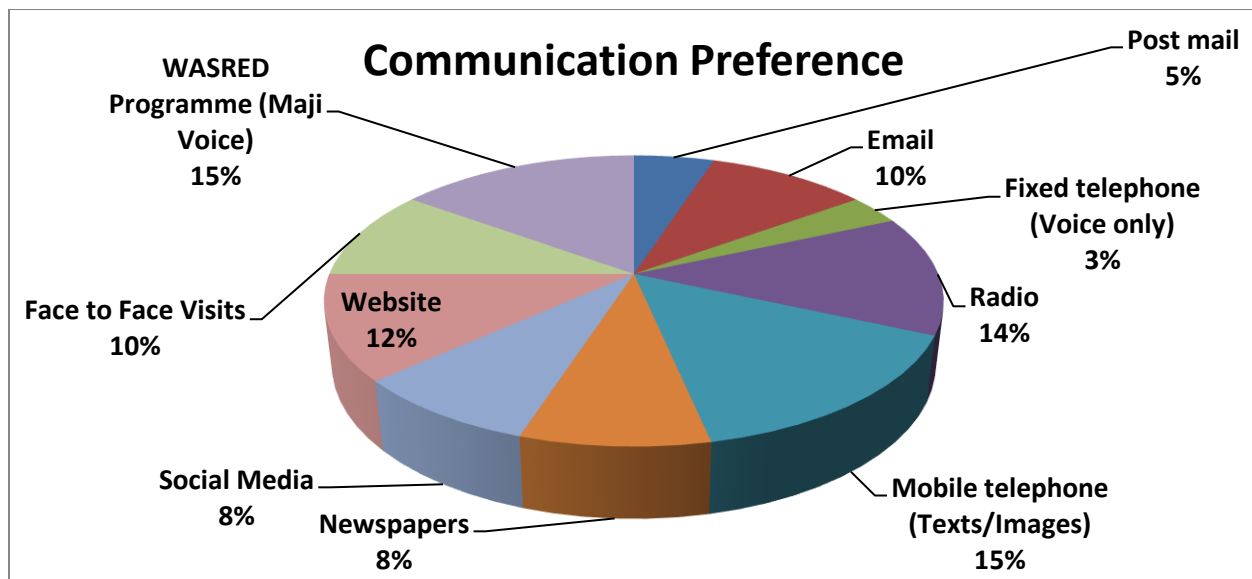


Figure 3.11: Communication Preference

3.16 General Demographic Data

Table 3.13: General Demographic Data (%) per category

Parameter		Details	WSPs	WWDA	Dev. Partners	County	Consumers
Sex		Female	24	-	62	16	54
		Male	76	100	38	84	46
		N/A	-	-	-	-	-
Age (Years)		18-24	5	-	-	2	22
		25-34	14	2	6	6	36
		35-44	16	8	36	24	12
		45-54	23	16	24	46	18
		>55	42	74	34	22	12
Interaction	Frequency	Monthly	8	4	-	9	74
		2 – 3 mo	22	26	22	18	13
		yearly	46	52	64	47	7
		Bi-Yr	20	18	4	22	6
		> 2 yrs	4	-	10	4	-
	Length	< 1 yr	-	-	-	14	4
		2 – 5 yrs	-	-	17	74	27
		5 – 10 yrs	32	6	49	22	39
		>10 yrs	68	94	34	-	30
Change		Better	42	62	43	56	16
		Improved	38	26	24	36	33
		None	12	12	17	8	24
		Bad	8	-	13	-	9
		Worse	-	-	3	-	16

SECTION IV CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

4.1.1 Performance Drivers

WASREB is performing well in reviewing sector performance; this has enabled cross-cutting learning so that no one is left behind. Some utilities have been reported to be performing well despite various challenges and thus they become role models to those that are struggling. WSPs are now required to apply for licenses directly to WASREB instead of SPAs previously with WSBs; the processes still have to be approved by County Government department of water.

WASREB approach is to recognize utilities that are at the top of their game and also those that show significant performance; while on the other hand expose those who have trailed in their performance. This creates desired competition in the sector to the benefit of consumers.

At the County level, the coverage by WSP within the County is a success information as provided by WASREB, this creates a triggered effort by WSPs that are concerned to narrow the gap for those living outside the coverage.

At the consumer level, drinking water quality has not been a big deal as reported by respondents. Reports have been occasionally seen in the media with concerns of water quality at times but no direct attribution to consumer experiences, at least among the respondents that were involved in this study.

Engagement with the County Government and capacity building of WSPs. This has created a mutual understating among the key sector players in provision of water and sanitation services.

According to the survey results, the drivers were:

- Promoting good sector governance
- Adequacy of WASREB guidelines
- Clean Water
- Monitoring of Sector Players
- Consumer Complaint handling
- Consumer and Stakeholder engagement
- Policy implementation
- Access to Water Services
- Report on sector performance
- Improvement in metering process
- Licensing WWDA & WSPs
- Public Participation
- Provision of advice on regulations
- MajiVoice
- Consumer complaints
- Improved service delivery
- Accountability
- Information on priority issues
- Management of bills
- WARIS reports
- Accuracy of bills
- Access to credit
- Fair ranking
- Private financier involvement

4.1.2 Performance Trailers

Self-Assessment on performance for WARIS report should be simplified, realistic and predictable based on the license conditions and other emerging issues. Exogenous factors outside the control of the WSP should be considered and not adversely affect results on performance.

WASREB should come up with ways to ensure that action is taken towards water loses, particularly in cases where loses are too huge and exceeds water sales.

Some utilities have not displayed sustainability due to financial challenges to the extent that they cannot even meet their operational costs.

There is need to continuously train utilities on use of WARIS since the human capital is dynamic. Knowledge of information technology and use of computer system is also critical on the use of WARIS in submission of required data.

WASREB need to be in a strong position to monitor how utilities are providing services to low-income people. This will require accurate trail of data to low income areas. Some utilities are performing well because they have neglected the low income people. This information need to be segregated.

The reporting process of WASREB is biased in that it encourages WSPs that want to perform well to prioritize high-income areas without accounting for low income areas.

Staffing level and funding are low to enable WASREB to conduct inspection visits to all WSPs and WWDAs for purposes of verifying data that is key to WASREB's performance as a regulator. Understaffing has put pressure on WASREB taking the regulatory responsibility to the grass-root level.

Challenges that could be addressed include water rationing or shortages reported by respondents; poor sewerage system; water bills were perceived to be high. Availability of water is a pressing issue, particularly at the required time and is perceived as a neglect of duty. Pricing of water is a scare as those who respondents feel that they are likely to shoot after the Covid-19 pandemic.

Avenues and channels of funding from the traditional development partners is not opening up at a desired rate; WASREB is already doing something regarding private sector and commercial financing but impatience is also cropping up.

Improve water service provision in the country. This could be done by enhancing participation of county consumers and collaboration with County governments.

Calibrate the WARIS system to balance data intake from both high-end and low-income consumers.

WASREB should assist with customization of MajiVoice to all WSPs for smooth adoption. The regulator should also do a lot of campaigns to sensitize consumers on the benefits of using MajiVoice.

More training should be directed towards WSPs that are not performing well so as to enhance their capacities and unlock their inherent challenges towards water service delivery. This could basically focus on data management gaps.

WASREB is performing very well in the overall regulation; there is more effort in enforcement of compliance. There is a concern that a lot of staff turnover at WASREB affects knowledge management. Board to renew contracts because of those who left the institution.

According to the survey, the laggards/ trailers were:

- | | |
|--------------------------------------|---------------------------------|
| • Availability of Water resource | • Standards of service |
| • Oversight in policy implementation | • Improvement in water coverage |
| • Infrastructure expansion | • Improvement service quality |
| • Stimulation of revenue | • Non-revenue water management |
| • Affordability of Tariffs | • Right to water for all |
| • Reliability of Data & Information | • Affordable water |
| • Achievement of set Targets | • Efficient water |
| • Institutional Capacity | • Adequate water |
| • Focus on non-commercial areas | • Fixing balanced tariffs |

- Recovery of costs
- Sustainability of Tariffs
- Tariff approval timeframe
- Responsiveness of service providers
- Billing of levies & fees
- Payment of levies and fees
- Generation of statements
- Understanding of tariff structure
- Capital investment planning

4.2 Recommendations

Table 4.1: Recommendations

Parameter	Recommendation
WASREB Mandate	There should be a predictable system for incentives and sanctions regarding enforcement mechanisms and compliance to regulations Expand WASREB structure to allow flexibility to reach regional level; WSPs and CBOs involved in water services
Sector Growth	Collaborate to streamline the devolved system to stop reversing gains of the water services sector reforms Establish a Capacity Development Programme for WSPs
Sector Monitoring	Frequency of inspection should be at least once every year. The scope of inspection to include broad spectrum of the operations of entire WSP, not only the core business area.
Sector Impact	Disseminate popular version of impact report. There should be room for data validation to minimize contentious issues arising after launching the impact report.
Technical Standards & Guidelines	Rural water supply and sanitation require more standards and guidelines. Outsource monitoring & evaluation of implementation of standards and guidelines. Specific standards on quality of suitable meters, pipes and fittings should be developed.
Tariff Setting	Duration of tariff period should be extended to not less than five years with provision for indexation in every year
Consumer Engagement	Enhance communication with stakeholders
Billing & Payment Terms	Mainstream campaign on reduction of NRW Leverage on ICT to evaluate performance on billing and payment terms
Credit Worthiness	Consistently provide feedback on progress made for consideration of funding to WSPs

APPENDIX STRATIFICATION

WWDA	COUNTY	WSP	Consumers
TANA WATER WORKS DEVELOPMENT AGENCY	NYERI	<i>Nyeri Water and Sewerage Company (NYEWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No)
		<i>Tetu Aberdare Water and Sanitation Company (TEAWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No)
		<i>Mathira water & Sanitation Company</i>	Residential (7 No.) Kiosk/Pipe (3 No)
	KIRINYAGA	<i>Kirinyaga Water and Sanitation Company (KIRIWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No)
	EMBU	<i>Embu Water and Sanitation Company Limited (EWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No)
	THARAKA NITHI	<i>Nithi Water and Sanitation Company (NIWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No)
	MERU	<i>Imetha Water And Sanitation Co.</i>	Residential (7 No.) Kiosk/Pipe (3 No)
		<i>Meru Water and Sewerage Services (MEWASS)</i>	Residential (7 No.) Kiosk/Pipe (3 No)
COAST WATER WORKS DEVELOPMENT AGENCY	MOMBASA	<i>Mombasa Water Supply & Sanitation Company Ltd</i>	Residential (7 No.) Kiosk/Pipe (3 No)
	KWALE	<i>Kwale Water & Sewerage Co. Ltd</i>	Residential (7 No.) Kiosk/Pipe (3 No)
	KILIFI	<i>Malindi Water And Sewerage Company Ltd</i>	Residential (7 No.) Kiosk/Pipe (3 No)
		<i>Kilifi Mariakani Water and Sewerage Company</i>	Residential (7 No.) Kiosk/Pipe (3 No)
	TAITA TAVETA	<i>Tavevo Water and Sewerage Co. Ltd</i>	Residential (7 No.) Kiosk/Pipe (3 No)
TANATHI WATER WORKS DEVELOPMENT AGENCY	KITUI	<i>Kitui Water and Sanitation Company (KITWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No)
	MACHAKOS	<i>Machakos Water And Sewerage Company Ltd</i>	Residential (7 No.) Kiosk/Pipe (3 No)
		<i>Mavoko Water and Sewerage Co</i>	Residential (7 No.) Kiosk/Pipe (3 No)
	KAJIADO	<i>Oloolaiser Water and Sewerage Company Limited</i>	Residential (7 No.) Kiosk/Pipe (3 No)
		<i>Namanga Community Water Trust</i>	Residential (7 No.)

WWDA	COUNTY	WSP	Consumers
			Kiosk/Pipe (3 No.)
		<i>Olkejuado Water And Sewerage Co</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
NORTHERN WATER WORKS DEVELOPMENT AGENCY	GARISSA	<i>Garissa Water and Sewerage Company Ltd</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	MANDERA	<i>Mandera Water & Sewerage Company</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	WAJIR	<i>Wajir Water Sewerage Company (WAJWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
LAKE VICTORIA SOUTH WATER WORKS DEVELOPMENT AGENCY	KISUMU	<i>Kisumu Water and Sanitation Company (KIWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	SIAYA	<i>Siaya-Bondo Water and Sanitation Company (SIBOWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	KERICHO	<i>Kericho Water and Sanitation Co. Ltd</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
LAKE VICTORIA NORTH WATER WORKS DEVELOPMENT AGENCY	KAKAMEGA	<i>Kakamega County Water and Sanitation Company</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	VIHIGA	<i>Vihiga Water and sewerage company</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
CENTRAL RIFT VALLEY WATER WORKS DEVELOPMENT AGENCY	NAKURU	<i>Nakuru Water and Sanitation Services Company Ltd (NAWASSCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	BARINGO	<i>Kirandich Water and Sanitation Company Limited</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	NYANDARUA	<i>Nyandarua Water and Sanitation Company</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	LAIKIPIA	<i>Nanyuki Water And Sewerage Company</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
		<i>Nyahururu Water & Sanitation Company</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
NORTH RIFT VALLEY WATER WORKS DEVELOPMENT AGENCY	UASIN NGISHU	<i>Eldoret Water & Sanitation Company (ELDOWAS)</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	ELGEYO MARAKWET	<i>Iten-Tambach Water and Sewerage Company (ITWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	TURKANA	<i>Lodwar Water and Sanitation Company Ltd (LOWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
ATHI WATER WORKS DEVELOPMENT	NAIROBI	<i>Nairobi City Water and Sewerage Company</i>	Residential (7 No.) Kiosk/Pipe (3 No.)
	KIAMBU	<i>Thika Water and Sewerage Company (Thiwasco)</i>	Residential (7 No.)

WWDA	COUNTY	WSP	Consumers
AGENCY			Kiosk/Pipe (3 No)
		<i>Kikuyu Water Company</i>	Residential (7 No.) Kiosk/Pipe (3 No)
		<i>Limuru Water and Sewerage Compan</i>	Residential (7 No.) Kiosk/Pipe (3 No)
	MURANGA	<i>Murang'a Water and Sanitation Company (MUWASCO)</i>	Residential (7 No.) Kiosk/Pipe (3 No)

Development Partners

Name	Phone/ email
World Bank – Water Global Practice	info@worldbank.org lsara@worldbank.org cochieng@worldbank.org cwaitbaka@worldbank.org)
African Development Bank Group	earc@afdb.org .
KFW Development Bank	kfw.nairobi@kfw.de
Kenya Pooled Water Fund	water@kpwf.co.ke
KIWASH Kenya	info@kiwash.org Japheth_Mbuvi@kiwash.org ; Nancy_Ndirangu@kiwash.org ; Lugard_Ogaro@kiwash.org
WASHFIN Kenya	barbara.senkwe@washfin.org
Embassy of the Kingdom of the Netherlands	Jaco.mebius@minbuza.nl
European Investment Bank	c.ogutu@eib.org
Senior Programme Manager Water and Humanitarian Assistance; Embassy of Sweden	elisabeth.folkunger@gov.se
Millennium Water Alliance; Kenya Programme Director	Doris.Kaberia@mwawater.org
Water Sector Trust Fund	info@waterfund.go.ke
Water Resources Authority (WRA)	wrma@wrma.or.ke

Civil Society (NGO's; CBO's; FBO's)

Name	Phone/ email
Unicef Kenya	atrevelt@unicef.org nairobi@unicef.org
Watershed programme Kenya	Patrick.Mwanzia@simavi.nl kenya@wetlands-africa.org
Oxfam Kenya	Matcousins@oxfam.org.uk JOriaga@oxfam.org.uk AKontoma@oxfam.org.uk kenyainfo@oxfam.org.uk .
SNV-Kenya	kenya@snv.org
WSUP Kenya	wsupkenya@wsup.com
CARITAS MFB	info@caritas-mfb.co.ke .
KENYA MARKET TRUST	info@kenyamarkets.org
HAKI JAMII	collins@hakijamii.com esrc@hakijamii.com
Brand Strategy Limited	biko@bsd.co.ke
SORT	ewere@sortagile.com