MARSABIT WATER AND SEWERAGE COMPANY LIMITED (MARWASCO)

(Quality and Accessible Water for All)

STRATEGIC PLAN 2025 - 2030

FOREWORD

The development of the MARWASCO Strategic Plan 2025 – 2030 marks a major milestone in the history of the Company. The Plan sets a foundation for progress and prosperity when access to water and sanitation as a human right is gaining momentum coupled with demands from the customers for quality and sustainable services.

The County Government of Marsabit is tasked with the responsibility to ensure the right to water and sanitation is realized and this comes at a time when WASH governance landscape is rapidly evolving with increasing demands for sector re-organization for improved corporate governance.

The strategic plan therefore aims at providing a focused direction for MARWASCO while marshaling all stakeholders to align their efforts towards common goals and objectives to ensure the service provider meets its mandate for quality and sustainable service provision for the communities in Marsabit County.

It is therefore my hope that all the stakeholders will own the strategic plan and embrace it as our collective roadmap for MARWASCO to deliver quality and sustainable water and sanitation services for the Marsabit communities in the next five years.

The board of directors will provide leadership and support in the implementation of the Strategic Plan through appropriate and timely decision making, mobilization of resources and oversight of the process.

On behalf of the board of directors, I appeal to all stakeholders – directors, staff, Management and MARWASCO customers, development partners and County Government of Marsabit (CGM) to read the document, own it and support the company's efforts towards improved water and sanitation service provision for our people.

Finally, I wish to thank H.E HON Mohamud Ali, Marsabit County Governor, PACIDA, County Executive Committee Member (CECM) for Water, Chief Officer for Water, Environment and Natural Resources, MARWASCO Board members, Management and Staff for the support given during the development of this document.

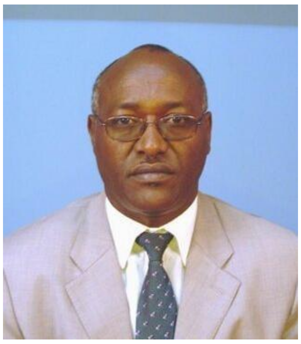
Mrs. Grace Galmo Boru

County Executive Committee Member (CECM)

Water, Environment, Climate Change and Natural Resources Management

Marsabit County

PREFACE



Access to safe water and proper sanitation is a fundamental human right, pillar of good health, economic stability, overall community well-being and a cornerstone of sustainable development recognized in Sustainable Development Goals (SDGs) and Vision 2030.

In Marsabit County, securing reliable service delivery amidst governance, infrastructural and environmental challenges require strategic action, innovative solutions, and strong partnerships.

This strategic plan offers a blueprint for improving accessibility, advancing service quality, optimizing resource management, expanding infrastructure, and ensuring long-term sustainability to meet the needs of all residents.

Leveraging the collective expertise of stakeholders, including local communities, government bodies, and development agencies, this strategy is designed to foster resilience and growth. It is shaped by principles of sustainability, equity, inclusivity, and accountability, reflecting our unwavering commitment to service excellence. This plan reflects our vision for a future where every household and institution benefits from improved services.

To actualize this dream, MARWASCO will focus on key strategic goals on improving access to safe water and sanitation, institutional and capacity development, resource mobilization, quality improvement, effective monitoring, and evaluation (M&E) systems, ICT integration, customer focus and strengthened branding.

Over the next five years, the company will achieve the following key objectives:

- Increase access to water, sanitation, and sewerage services in urban and rural areas of Marsabit County.
- Expand water and sanitation infrastructure via drilling of new boreholes, pipeline extensions and construction of sewerage infrastructure.
- Improve corporate governance and build staff capacity.
- Improve water quality as per minimum standards.
- Diversify resource mobilization portfolio.
- Build customer focused organizational brand.

Through dedication and strategic action, we aim to create lasting impact, strengthening Marsabit's water and sanitation sector for generations to come. With this framework, we reaffirm our commitment to delivering safe, high-quality water and sanitation services, embracing new technologies, and fortifying institutional capacity to create meaningful and lasting improvements for the people of Marsabit.

Joseph Guyo Halake

Chairman of the Board

Marsabit Water and Sewerage Company

ACKNOWLEDGEMENT

Water is an important enabler and catalyst for economic development that sits well with the National Government Bottom-Up Economic Transformation Agenda (BETA) approach that is aligned with the Vision 2030 and County Water Act 2018 which recognizes water for livelihoods use as one of the priorities. MARWASCO is proud of the roadmap that will enable us to contribute to the National and County goals while realizing a fundamental human right for the citizens of Marsabit County.

I extend our sincere gratitude to all stakeholders who contributed to the development of this Strategic Plan. Your insights, expertise, and commitment have been invaluable in shaping a roadmap that reflects our shared vision for sustainable water and sanitation solutions in Marsabit County.

Special appreciation goes to our leadership team, management and employees, community representatives, regulatory bodies and County Government for their unwavering support and guidance. We also recognize the invaluable input from our partners, donors, and technical experts who have helped refine our strategies to ensure impact and efficiency.

Specifically, I would like to express our gratitude to Pastoralist Community Initiative Development Assistance (PACIDA) for financially supporting and facilitating the training on strategic planning and the strategy development exercise whose output is this strategic plan.

BMZ /WHH have been instrumental, through PACIDA, in funding WASH sector improvement in Marsabit, efforts that have enlightened the stakeholders including MARWASCO to the realities of the governance challenges, some of which have awaken the urgent need to develop long term plans such as this strategic plan that defines a five-year roadmap for the company. We are very grateful to these donors for this consideration.

It is my hope that those who have held our hand in developing the strategic plan will continue to support and run with us as we actualize the aspirations expressed in our vision, mission, and objectives.

Together, we are forging a future where access to clean water and proper sanitation is not just a service but a fundamental right for all.

Stephen Sora Katelo

Managing Director

Marsabit Water and Sewerage Company

EXECUTIVE SUMMARY

The MARWASCO strategic plan 2025 – 2030 is the second after formation of the company in 2016. The first plan covered the period 2017 – 2022 and there was a gap in strategic planning between 2023 and end of 2024.

The current strategic plan was developed through a participatory process that involved MARWASCO staff, management, and representatives of the board of directors. The process started with training of MARWASCO team on strategic planning process, tools, and analysis frameworks.

With that knowledge and understanding, a five-day strategic development workshop was held with participation of management and staff of MARWASCO during which internal and external analysis of MARWASCO's operational environment was analyzed. The internal analysis yielded Strengths, Weaknesses, Opportunities and Threats (SWOT) output, while the external analysis resulted in Political, Economic, Social, Technology, Legal and Environment (PESTLE) analysis.

We also analyzed our internal capabilities considering what MARWASCO does best, practices that the company struggles with, things we should stop doing and some things we can consider venturing into doing considering their value to MARWASCO business.

In reviewing the past planning period, MARWASCO identified the major achievements, key challenges and lessons learnt that have been taken into consideration while developing the current strategic plan.

From all the analysis, MARWASCO identified strategic issues and developed its Vision, Mission and core Values that lays the foundation for the five-year roadmap. Based on these and the analysis conducted, strategic goals, objectives and key strategies were identified and forms the basis of our strategic plan.

MARWASCO's vision is to be a leading water and sanitation service provider in Kenya.

The mission is to provide high-quality, safe, reliable, and affordable water and sanitation solutions that enhance health, dignity, and resilience of communities in Marsabit County.

The vision and mission are anchored into core values of transparency and accountability; customer focus; diversity; efficiency; integrity; innovation and professionalism.

Seven strategic goals and objectives have been identified for MARWASCO to focus on in the current planning cycle as outlined below:

i. Access to Safe Water and Sanitation
ii. Institutional and capacity development
iii. Resource Mobilization
iv. Quality improvement

v. Effective M&E Systems
vi. ICT Integration
vii. Customer focus and strengthened branding.

These goals will be monitored through key results areas (KRAs) and are supported by the strategic objectives related to:

- Increase access to safe water supply and sanitation services in Marsabit County
- Enhance governance and administration of MARWASCO for efficient service delivery.
- Strengthen resource mobilization and institutional capacity for MARWASCO for effective and sustainable service delivery.
- Improve quality of water and sanitation service delivery to maintain competitive edge.
- Establish and maintain effective M&E system to generate data for quality decisions.
- ICT Integration for enhanced Water and Sanitation Services
- Establish customer centric approach with strengthened brand identity optimized with feedback mechanism and improved corporate communication.

Key strategies for improved access to water and sanitation include infrastructure development; rehabilitation of existing pipeline networks, drilling strategic boreholes; equipping the sources with solar power; extending pipelines and developing new pipeline extensions.

On governance and administration, the company will employ key strategies including Embracing strong leadership & setting Clear Vision, enhancing Transparency & accountability, and strengthening community engagement & stakeholder participation.

Strategies for improving quality are strengthening regulatory compliance, upgrading infrastructure & technology, capacity building & workforce development, community engagement & customer satisfaction, sustainable resource management.

ICT integration will see MARWASCO adopt strategies related to digital infrastructure development, mobile-based solutions, cybersecurity & data protection, stakeholder collaboration & capacity building.

The strategic plan will be implemented at corporate, management and operational levels based on the existing proposed structures and monitored quarterly and annually by the board of directors and Senior Management Team (SMT).

The overall cost for the strategy implementation over the five years is Kshs 882 million with MARWASCO projected to raise Kshs 145 million from its internal revenue collection. The gap is to be financed through direct project grants and other funding efforts from the national and county governments, donors, and other development partners.

List of Abbreviations / Acronyms

BoD	- Board of Directors
CEO	- Chief Executive Officer
CGM	- County Government of Marsabit
CIDP	- County Integrated Development Plan
COK	- Constitution of Kenya
DMAS	- Master Meters
ERP	- Enterprise Resource Planning
GIS	- Geographic Information System
HR/A	- Human Resources and Administration
ICT	- Information, Communication and Technology
KENAS	- Kenya Accreditation Service
KPIs	- Key Performance Indicators
KVA	- Kilo Volt Ampere
M&E	- Monitoring and Evaluation
M^3	- Metre Cubic
MARWASCO	- Marsabit Water and Sanitation Company
NRW	- Non-Revenue Water
PACIDA	- Pastoralist Community Initiative and Development Assistance
PH	- Public Health
PIPs	- Performance Improvement Plans
SMT	- Senior Management Team
WASPA	- Water Services Providers Association
WASREB	- Water Services Regulatory Board
WPU	- Water Police Unit
WSP	- Water Service Provider
WUAs	- Water Users Associations
WRUAs	- Water Resource Users Associations
SDGs	- Sustainable Development Goals
SWOT	- Strengths, Weaknesses, Opportunities and Threats
PESTLE	- Political, Economic, Social, Technology, Legal and Environment

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CHAPTER 1: INTRODUCTION

1.1. Imperative for Strategy Development

MARWASCO as a public water utility company must be guided by clear roadmap that informs its business growth, is aligned to County Integrated Development Plan (2023 – 2027) and beyond; sets the company into a growth trajectory aimed at realizing its core mandate while contributing to County and national development agenda.

MARWASCO has been operational since 2016 and indeed had its first strategic plan for 2017 – 2022 in place during the review period. The implementation of the first strategic plan coincided with the period when the company structures, systems and workforce were poorly established, and this created` immense challenges in the implementation of the plan.

In 2021 – 2023 period a new board of directors was constituted, additional staffs were recruited, and key trainings were conducted. However, at this point the previous strategic plan had expired and therefore the company lacked clear strategic direction. The board therefore felt the need to:

- Set clear directions to ensure everyone's work is aligned and working toward a common purpose.
- Optimize resources to improve efficiency in achieving business objectives.
- Understand market trends and competitors to enable the company to position itself effectively and gain a competitive edge.
- Improve risks management in a structured way and provide strategies to mitigate them, preventing crises and ensuring business continuity.
- Build stakeholder confidence including investors, customers, and employees for them to feel more secure knowing the company has a solid plan for growth and sustainability.
- Maximize on the evolving capacity of the company in terms of systems, structures, and technology to allow the company to track progress and adjust strategies as needed.

1.2. Strategic Planning Context

1.2.1. Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a set of 17 global goals adopted by the United Nations in 2015 as part of the 2030 Agenda for Sustainable Development. They aim to address social, economic, and environmental challenges to create a more sustainable and equitable world.

SDG Goal 6 is to achieve universal and equitable access to safe and affordable drinking water for all; 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. This goal is in line with the mandate of MARWASCO and anchors the strategy well within the Sustainable Development Goals agenda.

1.2.2. Constitution of Kenya 2010 (COK, 2010)

The Constitution of Kenya created two levels of governments comprising of 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 improvement, catchment management and county public works.

Further, the Constitution entrenches the rights to water and sanitation in the bill of rights, effectively making access to water and sanitation services a human right. These rights to water and sanitation are operationalized through the Water Act 2016 that establishes institutions with responsibilities to further their realization (Annex 2). Among these institutions is the creation of Water Service Providers to take over water and sanitation service delivery from the County Government Department of Water Services (DWS). In Marsabit County, Marsabit Water and Sewerage Company (MARWASCO) provides access to safe water and sanitation services in Marsabit County. The company is established by the County Government of Marsabit to support services provision in line with the Water Act 2016, County Water and Sanitation Services Act 2018 and County Governments Act (2012), which devolved water and Sanitation Services to the County Government.

1.2.3. Water Act 2016

The Water Act 2016 aligns the water sector with the COK 2010 by defining the roles and responsibilities in the water and sanitation services delivery. The Water Act 2016 establishes Water Service Providers (WSPs) under Section 77, which outlines the formation and responsibilities of WSPs in delivering water services.

Under the Act, county governments are expected to appoint or establish Water Service Providers to serve as licensed water operators, whose mandate is stipulated in Section 78 (1) of the Act. The WSPs shall be responsible for the provision of water services within areas designated in their licenses and develop county assets for water service provision.

The Act governs the regulation, management, and development of water resources and water services. It establishes frameworks for water resource ownership, conservation, and service provision to ensure sustainable access to clean and safe water.

The Act recognizes access to clean and safe water as a fundamental human right, therefore operationalizing Article 43(1) (d) and Article 43(1) (b) of the constitution of

Kenya 2010, which ensures that access to clean water and proper sanitation is a fundamental entitlement for all Kenyans.

The Act provides for the establishment of Water Services Providers, as licensed entities for the water distribution and provision of sanitation services under the oversight of County Governments. Within this context, County Government of Marsabit has established MARWASCO as a service provider to realize the aspirations of the Water Act 2016 and COK 2010.

1.2.4. Kenya Vision 2030

Kenya's Vision 2030 aims to transform the country into a middle-income economy with a high quality of life. Water and sanitation are key components of this development agenda, ensuring sustainable access to clean water and improved sanitation services. The roadmap envisages an expanded water infrastructure to ensure safe and sufficient water supply for all Kenyans, enhancing waste management and sanitation facilities to promote public health, encouraging collaboration between the government and private sector to improve water service delivery, and investing in dams, boreholes, and pipelines to enhance water distribution among other key areas of investment. The vision 2030 initiative aligns with Kenya's commitment to Sustainable Development Goals (SDGs), particularly SDG 6 (Clean Water & Sanitation), constitution of Kenya 2010, Water Act 2016, which establishes WSPs with mandate for water and sanitation service delivery.

1.2.5. Marsabit CIDP 2023 – 2027

The Marsabit County Integrated Development Plan (CIDP) 2023–2027 prioritizes water and sanitation as a key sector for improving livelihoods and sustainable development. County Integrated Development Plan (CIDP) recognizes that expansion of Water Infrastructure is essential to increase access to safe and clean water through the construction of boreholes, dams, and water pipelines. Other key focus areas, which are in line with MARWASCO's strategic goals and objectives, and which align with the CIDP priorities are:

- Improved Sanitation Services – Enhancing waste management systems and promoting hygiene practices to reduce waterborne diseases.
- Climate-Resilient Water Management – Implementing water conservation strategies to address drought and climate change impacts.
- Community Participation – Encouraging local engagement in water resource management and sanitation initiatives.
- Public-Private Partnerships (PPPs) – Collaborating with stakeholders to improve water service delivery and sanitation facilities.

The CIDP aims to ensure equitable access to water and sanitation aligning with Kenya's Vision 2030 and SDG 6 (Clean Water & Sanitation), which forms an important part of MARWASCO mandate.

1.2.6. Marsabit Water and Sanitation Services Act 2018

The Marsabit Water and Sanitation Services Act 2018 provide a legal framework for water management, sanitation services, and conservation efforts in Marsabit County. It aligns with national policies – Constitution of Kenya 2010 and Water Act 2016 to ensure sustainable access to clean water and improved sanitation. The Act anchors the right to water into County legislative framework, establishes county water service provider, introduces water use permits to regulate abstraction, strengthens waste management and sanitation infrastructure to improve public health; implements catchment protection, borehole drilling regulations, and pollution control strategies; encourages collaboration between the government and private sector for better service delivery, water Trucking and emergency response during droughts and crises. Overall, the Act aims at enhancing water security, improving sanitation services, and promote sustainable resource management in Marsabit County.

1.2.7. WASH Governance Landscape in Marsabit County

WASH Governance capacity assessment for Marsabit conducted in 2023 with support from PACIDA indicated that daily water demand for Marsabit town is six million cubic meters against supply capacity by MARWASCO of 750M^3, accounting for 12.5% of the demand[1]. MARWASCO's water treatment plant can produce 1.3 million liters of treated water daily, but the company has limited storage capacity (400M^3) for this volume of water. Bakuli 4 Dam, the main source of water for Marsabit, has storage capacity of 300 million cubic meters, capable of supplying the water to Marsabit town for only 150 days of the year. Therefore, infrastructure gaps are among the major challenges faced by the company in delivering adequate water to its customers.

Other governance challenges noted are resistance by WUAs for the company to take over management of the rural water schemes, low customer connections leading to low revenue collection, hence inability to expand service coverage; high payment defaults by customers and lack of effective debt collection strategies by MARWASCO; low sensitization of the communities on water laws to create acceptance of WSP as a legal institution for water service provision and generally weak water and sanitation system of the County.

The County Government has begun review of the Marsabit Water Act 2018 to reflect current WASH governance challenges within the sector including re-assessing the scope and service coverage area for MARWASCO; consider appropriate service delivery models for urban and rural areas, anchor WUAs into law for them to professionalize their services. The review will also consider establishing accountability mechanisms for WUAs with County Government, Water Service Provider and Communities. Part of the process involves mapping of all boreholes and current management structures in

[1] PACIDA (2023): WASH Governance Capacity Assessment Report for Marsabit County

preparation for re-registration of all WUAs with the attorney General's office, to legalize the rural water management institutions.

1.3. MARWASCO Background

Marsabit Water and Sewerage Company (MARWASCO) is established under the County Government of Marsabit (CGM) Water Services Act (2018), Section 10 (1) as a Water Service Provider for Marsabit County. The company has been in operation since 2017. In the period 2017 – 2022, MARWASCO had the first strategic plan whose implementation was faced with several challenges including lack of structures and systems to support company operations, absence of critical policies in Human Resources and Administration, Finance, Procurement and ICT; role conflicts between the company and County Government department of water services and storming process among the leadership of the company; limited resources to support company expansion; resistance by Water Users Associations (WUAs) against the company takeover of the water schemes as anticipated in the first strategic plan; lack of strategic direction and focus of the company from top leadership and generally lack of conducive environment for the company to set a strong footing in the water sector.

1.4. Strategic Plan Development Methodology

For structured approach to strategy development and to maximize on the consultation process, this strategic plan has been developed through a consultative process with internal (company staff, Senior Management, BoD) and external (County Executive, Sub County Water Offices, and other stakeholders) and MARWASCO customers. We are systematically:

- Conducted thorough training of MARWASCO staff team, Senior Management, and representatives of the Board of Directors on strategic planning process, including models and frameworks for scanning internal and external environment.
- Reviewed the Strategic Plan (2017 – 2022) planning cycle to identify key lessons, challenges, and issues relevant to current planning.
- Gathered inputs on customer analysis, industry analysis, environmental analysis, and general performance of the company from stakeholders.
- Conducted situational analysis through a scan of the internal and external environment of the company including SWOT and PESTLE analysis.
- Defined the long-term aspirations of the company (vision, mission, strategic direction)
- Set strategic objectives and implementation matrix, including performance measurement matrix using balanced scorecard.
- The draft strategy was validated with the MARWASCO management, staff, and board and with external WASH stakeholders and County Government before final approval by the board of Directors of MARWASCO.

CHAPTER 2: STRATEGIC DIRECTION

2.1. Organizational Mandate

The legal and institutional mandate of the company is anchored in Water Act 2016, CGM Water Services Act 2018 and in line with County Governments Act (2012), which devolves the Water and Sanitation Services to the County Government. The Specific Mandate of MARWASCO is as outlined below (CGM, 2018):

a. Water Services provision and sanitation management in urban areas
b. Management of Village Water Units in rural areas – provided for in CGM Water Act 2018 Section 20 (1)
c. Collection of water use revenues in the County
d. Collection of water use data in the County
e. Management of water works developed by the County department of water services.
f. Management of any water use resource owned by the County.
g. Formulate and implement pro-poor policies with regards to water access
h. Maintain database related to water and sewerage services.

To deliver on this mandate, the company is incorporated under the Companies Act (2015) complete with a board of directors whose functions are to provide strategic directions for the company, ensure efficient performance, authorize budgets and annual expenditures, and guide the management of the company as they deliver on company priorities.

2.2. MARWASCO Service provision area

MARWASCO operational area is the entire Marsabit County with a total area of approx. 70,961.2Km^2. The County occupies the extreme part of Northern Kenya bordering Ethiopia to the North, Lake Turkana to the West, Samburu County to the South and Wajir and Isiolo Counties to the East. The county is administratively divided into four Sub Counties of Saku, Laisamis, Moyale and North Horr. These Sub Counties are further divided into 20 wards and administrative villages. Moyale and Marsabit are the major towns while Sololo, Loiyangalani and Laisamis are the urban centres in the county.

The population of the County is 539,101 (2025 projection)[2] with an annual growth rate of 3.4%. During the planned period, the projected population trend is as reflected in figure 1 and the growth by Sub Counties is summarized in table 1 for the planned period. According to the projected population growth, Marsabit Central, North, and South, Moyale and North Horr have the highest population growth and therefore an important area of investment in expansion of water supply and sanitation services over the planned period.

[2] Third County Integrated Development Plan 2023 – 2027. County Government of Marsabit (*content)

Figure 1: Projected population growth rate for Marsabit County (2025 – 2030)

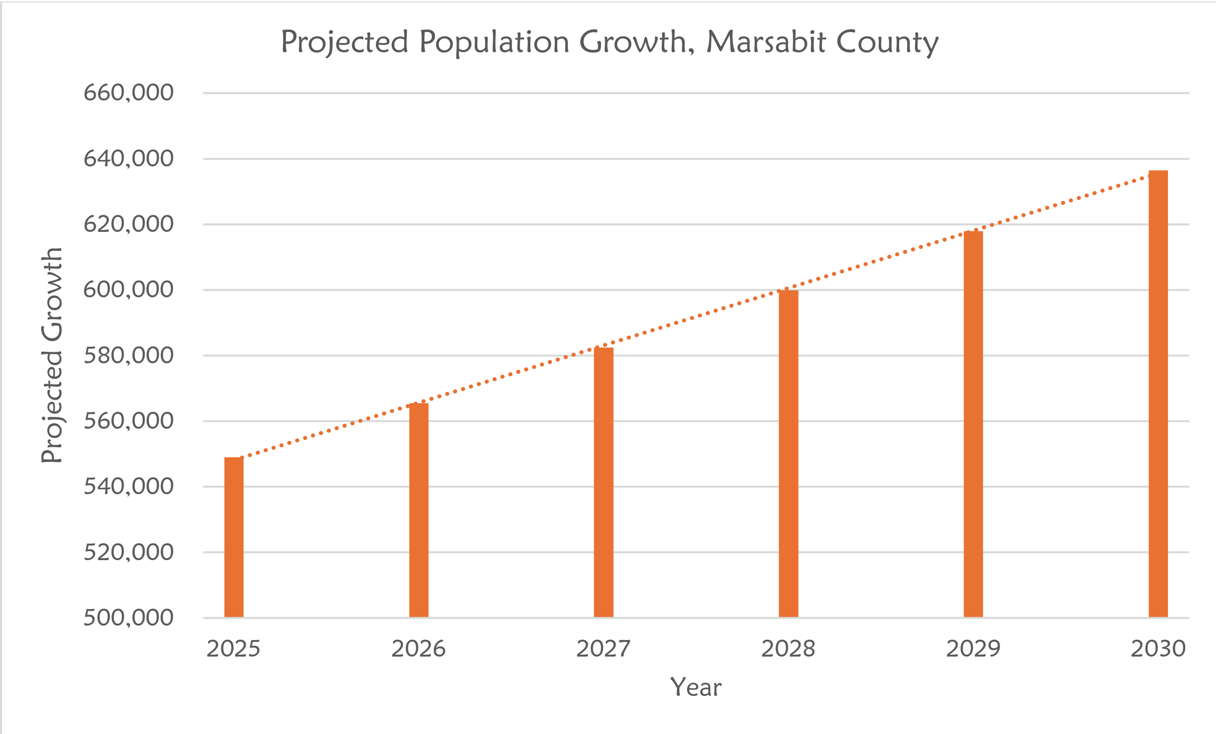

Table 1: Projected population growth by gender and Sub Counties (2025 – 2030)

	2019	2025			2026			2027			2028			2029			2030		
Sub County	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Loiyangalani	35713	21086	21554	42640	21718	22200	43919	22370	22866	45236	23041	23552	46593	23732	24259	47991	24444	24987	49431
Marsabit Central	79181	48904	45630	94533	50371	46998	97369	51882	48408	100290	53438	49861	103299	55041	51356	106398	56693	52897	109590
Marsabit North	54297	35930	28902	64832	37008	29769	66777	38118	30662	68781	39262	31582	70844	40440	32529	72969	41653	33505	75158
Marsabit South	65376	39660	38402	78062	40850	39554	80404	42076	40741	82816	43338	41963	85301	44638	43222	87860	45977	44518	90496
Moyale	108949	67392	62697	130090	69414	64578	133992	71497	66516	138012	73641	68511	142152	75851	70566	146417	78126	72683	150810
North Horr	71447	49815	35494	85309	51309	36559	87868	52848	37656	90504	54434	38786	93220	56067	39949	96016	57749	41148	98897
Sololo	44822	28022	25498	53520	28863	26263	55125	29729	27051	56779	30620	27862	58483	31539	28698	60237	32485	29559	62044
	459785			**548986**			**565455**			**582419**			**599892**			**617888**			**636425**

2.3. Vision Statement

We have set ourselves a robust, ambitious, and compelling vision for the next five years. This vision is for MARWASCO **to be a leading water and sanitation service provider in Kenya.**

2.4. Mission Statement

We exist as a service provider to provide high-quality, safe, reliable, and affordable water and sanitation solutions that enhance health, dignity, and resilience of communities in Marsabit County.

This mission statement reflects the company's intention to maintain quality standards, affordability of the services, reliability, and efforts towards community resilience to WASH related climate change impacts for sustainable service delivery. This will be actualized through key strategic goals, objectives and strategies elaborated in this strategic plan.

2.5. Strategic Goals

Seven strategic goals have been identified for the company over the next five years, including:

i. Access to Safe Water and Sanitation
ii. Institutional and capacity development
iii. Resource Mobilization
iv. Quality improvement
v. Effective M&E Systems
vi. ICT Integration
vii. Customer focus and strengthened branding.

2.6. Strategic Objectives and Strategies

MARWASCO used the Balanced Scorecard (BSC) planning tool to develop 2025 – 2030 Strategic Plan. The framework has four perspectives namely Financial, customer, internal processes, and organizational capacity. The following strategic objectives are anchored on the Balanced Scorecard. The seven core objectives that will anchor the strategic plan towards the vision and mission are:

2.6.1. Increase access to safe water supply and sanitation services in Marsabit County
2.6.2. Enhance governance and administration of MARWASCO for efficient service delivery.
2.6.3. Strengthen resource mobilization and institutional capacity for MARWASCO for effective and sustainable service delivery.
2.6.4. Improve quality of water and sanitation service delivery to maintain competitive edge.
2.6.5. Establish and maintain effective M&E system to generate data for quality decisions.
2.6.6. ICT Integration for enhanced Water and Sanitation Services

MARWASCO will leverage digital technologies and smart solutions to improve operational efficiency, customer service, and data-driven decision-making in water and sanitation service delivery in Marsabit.

2.6.7. Establish customer centric approach with strengthened brand identity optimized with feedback mechanism and improved corporate communication.

MARWASCO will establish a customer-centric approach, strengthen brand identity, optimize feedback mechanisms, and enhance corporate communication to improve service delivery and stakeholder engagement in the water and sanitation sector.

2.7. Core Values

The vision for MARWASCO would not be realized without a firm foundation of strong values. We have defined core values as the fundamental beliefs and principles that will guide our company employees, stakeholders, and customers. These values will serve as the foundation for decision-making, company behavior, and overall identity while shaping how MARWASCO family will interact with each other, set priorities, and establish a sense of purpose. Consequently, we have identified and adopted for ourselves seven core values including:

2.7.1. Transparency and accountability

We will maintain openness and willingness to be held accountable for our operations by both internal and external stakeholders.

2.7.2. Customer Focus

MARWASCO customers are a key priority, and we aim to provide the highest quality of services and respond to our customers, service providers and other stakeholders' needs and concerns in a timely and dignified manner.

2.7.3. Diversity

We recognize and aim at promoting diversity within our staff establishment while maximizing opportunities presented by such diversity.

2.7.4. Efficiency

We embrace efficient service provision, maximizing use of scarce resources in a sustainable manner.

2.7.5. Integrity

MARWASCO team will work ethically, conduct itself professionally and be creative in solving client problems.

2.7.6. Innovation

In practicing innovation core value, MARWASCO will embrace creative problem-solving, adoption of modern solutions, and embrace continuous improvement to address evolving challenges.

2.7.7. Professionalism

MARWASCO will maintain the highest standards of competence, ethics, and dedication among all employees, shareholders, and leadership team and embrace efficiency, quality service delivery, and adherence to impeccable professional and personal standards.

CHAPTER 3: SITUATIONAL AND STAKEHOLDERS ANALYSIS

3. Situational Analysis

The functional environment of MARWASCO is determined by internal and external dynamics which influences current and future water and sanitation service delivery. A critical evaluation of this environment is therefore essential to guide understanding of the strategic positioning of the company and to chart immediate and medium-term strategies for improved institutional performance. We assessed our systems, structures, and operational procedures to determine current issues and challenges the company is facing and brainstormed on how to mitigate these challenges. The outcome of this assessment is summarized in table 2.

Table 2: Review of MARWASCO's Key challenges and areas of improvement

Key Department / Area	Current challenge	Major cause	How to mitigate the Situation
Technical Services Department (TSM)	Aging water infrastructure (pipe networks, storage facilities)	▪ Old pipeline beyond design period	▪ Geo-mapping all existing pipeline networks ▪ Replacement of old pipeline (PVC) with HDPE pipes
	Depleting water sources	▪ Impact of climate change ▪ Over abstraction of water resources ▪ Unregulated borehole drilling	▪ Initiative collaborative conservation efforts on water resources (working with WRUAs) ▪ Protection of catchment areas by planting trees in partnership with communities ▪ Stricter enforcement and regulation of Water resources. This needs greater partnership with WRA.
	High Non-Revenue Water (NRW)	▪ Water theft ▪ Leakages in the distribution network ▪ Illegal connections ▪ Faulty Meters ▪ Non-compliant customers ▪ Water Corruption	▪ Implement a whistle blowing policy for communities to report water theft cases. ▪ Installation of leak detectors ▪ Training /capacity building ▪ Automation of systems ▪ Timely repair of leakages and pipe burst.

			▪ Maintain active customer engagement.
	High operation and maintenance costs	▪ High electricity bill	▪ Strategic investment in green technology ▪ Develop and utilize hybrid power supply for the water system
Commercial Department	Lack of billing system Integration	▪ Lack of compliance e.g., license from the regulator	▪ Integration of billing system with the bank
	High customer turnover and low revenue collection	▪ Disconnection due to huge debts	▪ Strengthen credit control and customer relations
	Lack of approved tariff	▪ Lack of compliance	▪ Expeditious approval of tariff by WASREB
	Failure to meet high customer water demand	▪ Low capacity of the current water treatment plant ▪ Limited water distribution network ▪ Low confidence by customers on the capacity of MARWASCO to provide the services	▪ Construction of modern water treatment plant ▪ Invest in extension of water distribution network. ▪ Build and market company brand to increase confidence of the customers
	Inability to accurately measure non-revenue water	▪ Lack of DMAS and smarter meters	▪ Installation of master meters in all DMS and Ultra Sonic meter
	Lack of accredited water quality analysis Laboratory	▪ Lack of enough laboratory equipment and re-agents ▪ Lack of laboratory infrastructure	▪ Build a laboratory infrastructure. ▪ Procure laboratory equipment and re-agents and equip the lab facility. ▪ Complete the accreditation process
Finance Department	Lack of ERP systems	▪ Limited financial resources to procure due to high initial finance investment	▪ Mobilize finances, purchase, and install ERP system. ▪ Train Key Staff on the implementation of ERP System ▪ Integrate finance, procurement, and

			commercial systems within ERP.
	MARWASCO Financial Systems are manual	▪ CR12 is outdated due to changes of Directors	▪ Update Company's annual returns. ▪ Update CR12 with registrar of companies
	Lack of approved company policies (finance and procurement policies)	▪ Lack of technical expertise to review drafts for finalization and approval by the Board. ▪ Financial constraints	▪ Engage a consultant with requisite technical expertise to support review and finalization of the draft policies. ▪ Mobilize financial resources and allocate costs in annual budgets
	Limited conducive working environment and working tools e.g. furniture, computers and accessories and technical team's field tools.	▪ Lack of financial resources due to competing needs ▪ Lack of formal staff welfare scheme, anchored in policy and with budget allocation.	▪ Mobilize financial resources and prioritize staff welfare in budget allocations. ▪ Formalize and roll out staff welfare scheme to improve morale and performance of personnel
Human Resources and Administration	Lack of sufficient funding to support all the staff salaries	▪ Limited revenue collection ▪ Dependency on County Government for operational costs	▪ Increase revenue base for the company. ▪ Enter strategic partnership for additional external funding. ▪ Develop strategies (e.g. engage external debt collectors, automate billing systems, prosecute defaulters, if necessary) for effective control and management
	Lack of working tools (computers, accessories, furniture, and stationaries)	▪ Limited financial resources to meet company operational costs. ▪ Competing needs and priorities	▪ Financial resource mobilization
	Staff welfare and medical cover	▪ Lack of financial support for the staff welfare and medical covers	Mobilize financial resources and prioritize staff welfare and medical covers

To gain deeper insight into the operational environment, we analyzed MARWASCO's Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors. The SWOT Analysis is presented in table 3 and PESTEL outputs summarized in figure 2.

3.1. External Analysis

To understand the macro-environment within which MARWASCO operates, an analysis of key external factors was conducted using PESTLE analysis framework. PESTLE analysis is a strategic tool used to evaluate external factors that can impact an organization and examines six key areas related to political, economic, social, technological, and legal and environmental factors. The analysis helps businesses and organizations anticipate risks, identify opportunities, and make informed strategic decisions. MARWASCO's PESTLE analysis outcomes are summarized in table 3.

PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis for strategy planning is important to help evaluate external factors that could impact MARWASCO business positively (opportunities) or negatively (threats).

Table 3: Outcome of MARWASCO's PESTLE Analysis

Segment	Key factor (s)	Opportunity	Threat
Political	Change in National or County leadership. Resource Management	▪ Political goodwill and support to the company ▪ Financial and infrastructural support (enables growth of major infrastructure) ▪ Creation of urban towns ▪ Supportive policies	▪ In case of lack of political goodwill the Leadership or Management of the Company will be interfered with, removed, or transferred. ▪ Reduced or irregular financial support ▪ Irregular resource allocation (funds, staff, equipment) ▪ Diversions of project priority areas ▪ Pressure on existing infrastructure. ▪ Stalled projects due to changes in County funding ▪ "Capture by cartels"
Economic	▪ Increased inflation / poverty	▪ Increased demand for water supply hence higher revenue for the company	▪ Reduced demand for services leads to lower revenue. ▪ Increased debts

	▪ Loss of income by the consumers ▪ Weakening economy ▪ Taxes ▪ Foreign policy ▪ Famine ▪ Revenue collection culture	▪ Leads to company growth and diversification. ▪ Employment opportunities (more staff for the company) ▪ Investment in infrastructure development.	▪ Low investment in infrastructure and increased operational costs. ▪ Reduction in funding from development partners. ▪ Negative social behaviors including vandalisms of water infrastructure and water thefts. ▪ Retrenchment of staff
Social / Cultural	▪ Community empowerment like water point (Kiosks) management Partnership ▪ Improved water quality status ▪ Security situations include tribal animosities, civil unrest. ▪ Cultural norms and GBV ▪ Population increases. ▪ Land use. ▪ Gender Community participation ▪ Education awareness	▪ Creates positive company image and a feeling of ownership hence increased revenue. ▪ Clean and safer water quality increases demand, hence higher revenue. ▪ Impartial access to water lessens and creates public goodwill.	▪ Insecurities affect public free movement and social gatherings (kiosks water points), interrupts supply schedules hence low revenue to the company. ▪ In case the public distrusts the treated water and prefers traditional sources like wells, rivers and dams it will affect demand. ▪ Cultural norms can restrict women's free participation in water sector activities. ▪ Gender inequality in employment ▪ Land disputes, which may affect conveyance of water infrastructure.
Technological	▪ Technological advancement and modernization ▪ Water treatment technologies ▪ Cyber security ▪ Communication ▪ Digital Literacy ▪ Innovation ▪ Energy efficiency	▪ Enhanced data integration and efficiency in reporting ▪ Positive impact on water quality and cost of service delivery ▪ Adoption of smart meters, sensors and automation of systems can	▪ High costs of technology acquisition and training. ▪ Cyber-attacks may lead to infrastructural vulnerability and supply disruptions or compromise sensitive data. ▪ Dependence on third parties like in billing software provider can

		improve efficiency such as leak detection and billing accuracy. ▪ Enhanced communication, improved transparency, and accountability. ▪ Improved efficiency and customer relations and satisfaction. ▪ Reduction in NRW ▪ Effective planning through e.g., integration of ERP	cause risks in case the vendors leak important data or abruptly cease operations in future. ▪ Potential for redundancy and unemployment. ▪ Resistance to change and misuse of technology leading to low productivity.
Legal	▪ Changes in water Laws (e.g. County Water Act 2018)	▪ Creation of the Water Company and legal framework for managing water resources. ▪ Clarity of the roles of the County and WSP reduces tensions and conflicts in operations. ▪ Standardized service delivery ▪ Positive laws help the company growth by creating opportunities, facilitate obtaining licenses and clarify operational mandate / service coverage,	▪ Change in water law/Act can create challenges such delays in project implementation, difficulty in obtaining licenses or increased operational cost. ▪ May also create additional WSPs leading to competition for service delivery and reduced scope of MARWASCO operations
Environment	▪ Good/sufficient rainfall ▪ Environmental degradation ▪ Pollution ▪ Floods ▪ Deforestation	▪ Better recharge, leading to increased water supply. ▪ Adoption of alternative sources of power e.g., solar system	▪ Contamination of water sources and increased costs for water treatment ▪ Low revenue due to limited water demands. ▪ Heavy rain can cause infrastructure damage,

	▪ Public Health and Hygiene	▪ Modest maintenance costs season	increasing operational costs and scarcity of water for customers.
	▪ Drought	▪ Increased demand for water supply	▪ Water scarcity leads to reduced revenue. ▪ Increased operational costs may threaten long-term sustainability.

3.2. Internal Analysis

We reflected on our internal capabilities by considering specific things or practices the company is excelling in, areas of struggle, practices to stop and those to initiate because of their value towards company success. A summary of non - exhaustive practices is presented in table 4.

Table 4: Review of internal capabilities – practices of excellence, areas of struggle, practices needing to stop and new areas to venture.

Things MARWASCO does very well 1. Corporate Communication 2. Water Treatment 3. Water Production, which is constant. 4. Quick response to emergencies particularly pipeline bursts/Leakages, and power interruption follow ups. 5. Ensured clean and safe water supply- Constant monitoring and treating water to health and safety standards. 6. Facilitation of pump/Bakuli attendants and security teams to enhance continuous water supply.	**Things MARWASCO is struggling with.** 1. Last Mile Connectivity 2. Mapping of the Customers and Linking the Database To GIS 3. Managing Water Storage (Matching Production with Storage Capacity) 4. Pipeline extension and connection of new customers (Last Mile connectivity) 5. NRW-Due to Illegal connections, Old/dilapidated pipeline infrastructure 6. Develop constant rationing schedules and zonal line patrols (Lack of proper coordination between Technical and Commercial departments, limited storage, Constant bursts/leakages)
Things MARWASCO needs to stop doing. 1. Dependence On County 2. Commercial Loss 3. Misuse Of Company Resources 4. Working / implementing activities without a proper plan 5. Unprocedural new connections (Payments for connections before proper assessment, Authorization/Approvals) 6. Dependence on county Governments support especially for staff salaries.	**Things the company is not doing but it is important to start doing.** 1. Continuous Capacity Building and Benchmarking 2. Mapping Of Infrastructure e.g. pipeline networks 3. Staff Welfare e.g. medical cover 4. Formulate effective credit control strategy and teams per zone. 5. Introduction of leak detector machines and Zonal smart water Master to minimize water loss. 6. Formulation of a structured need assessment and staff capacity development initiatives

This was complemented with an in-depth analysis of company strengths, weaknesses, opportunities, and threats (SWOT) Analysis. SWOT analysis is a strategic planning tool used to evaluate an organization's Strengths, Weaknesses, Opportunities, and Threats. It helps businesses and individuals assess their internal capabilities and external environment to make informed decisions. The analysis provided a structured framework for evaluating our business strategies and ensuring data-driven decisions, which will enable MARWASCO to enhance its competitive advantage and position itself effectively in the market by leveraging strengths and minimizing weaknesses. Consequently, MARWASCO has been able to align its strategies with market conditions, optimize resources, and eventually improve long-term sustainability. The outcome of internal analysis of MARWASCO is summarized in table 5:

Table 5: MARWASCO SWOT Analysis outcomes

STRENGTHS	How to enhance or maintain
Availability of competent, reliable, and cohesive workforce with positive team culture	✓ Continuous training and development of the staff ✓ Staff performance management and appraisals ✓ Proper staff placement/restructuring ✓ Staff motivation – salaries, promotions, recognition, medical schemes, and regular teambuilding
Effective leadership and management	✓ Set clear strategic direction, goals, and objectives. ✓ Strengthen regular coordination. ✓ Recognize and reward achievement. ✓ Have mentorship programme for junior and middle level personnel
Robust organizational structure	✓ Operationalize organogramme. ✓ Clarify roles and responsibilities for each personnel. ✓ Promote inter-departmental collaboration and coordination. ✓ Periodically update the organogramme to reflect changes in staff establishment.
Young and vibrant workforce	✓ Clear performance benchmarks ✓ Operational policies to guide personnel in their daily work. ✓ Effective supervision with regular feedback ✓ Mentoring and coaching for effective performance ✓ Exposure to periodical learning forums
Good working environment with gender balance	✓ Provide necessary working space and tools. ✓ Implement Occupational Health and Safety (OHS) procedures. ✓ Reflect diversity in the recruitment and deployment of personnel.
Goodwill from Management	✓ Continuous engagement ✓ Maintain excellent performance. ✓ Team building exercises

Good internal and corporate communication and public relations.	✓ Strengthen the corporate communication unit with equipment and personnel. ✓ Maximize engagement of the customers via offline and online digital media.
Established water infrastructures.	✓ Document and create an updated water asset inventory with status of each of the infrastructure.
Availability of water resource	✓ Maximize connection of new customers with the existing water infrastructure. ✓ Expand access to services using SPAs arrangements with the peri-urban and rural water scheme owners (WUAs)
Established customer base (commercial, individual, and institutional clients)	✓ Intensify campaigns for enrolment of new customers to MARWASCO water distribution networks. ✓ Develop and implement clear marketing strategy for MARWASCO, building on the increasing brand recognition.
Modern ICT Infrastructure	✓ Digitize and integrate systems to support company operations. ✓ Train personnel use ICT technology, systems, and tools to maximize productivity.
Compliance with the PFM Act 2012, Public Procurement and Disposal Act 2015 and other relevant policies	✓ Align MARWASCO Finance Policy with the relevant Laws. ✓ Approve and implement MARWASCO specific Finance Policy and guidelines manual. ✓ Train personnel on the relevant policy and monitor compliance in the application of the policy.
Ample/spacious working spaces	✓ Maintain performance targets aligned to the strategic plan, operational and performance improvement plans.
High investor confidence / partner support	✓ Leverage on this to raise additional resources to support MARWASCO's strategic objectives. ✓ Intensify coordination with key partners and maintain effective accountability systems
Monopoly WSP	✓ Develop service charter with defined quality standards for service delivery. ✓ Capitalize on monopoly into expand services to urban, peri-urban, and rural areas
Support from development partners e.g. Kenya RAPIDs and FH for GIS mapping	✓ Maintain accountable operations to continue boosting donor confidence. ✓ Have clear strategic and business plans with defined targets and results and share with the partners.
MARWASCO's desire to adopt new technologies and innovations.	✓ Promote ICT integration for improved efficiency. ✓ Implement smart technologies for water monitoring. ✓ Train staff in new technologies and innovations and allow room to do business differently (business re-engineering)

WEAKNESSES	How to minimize or eliminate
Aging workforce - risk of gaps in skilled personnel if experienced personnel retire	✓ Have clear succession planning for the personnel. ✓ Introduce mentoring programme across the various levels of management.
Over dependency on the County Government on operational costs	✓ Have in place an approved and operational strategic plan. ✓ Implement a robust resource mobilization strategy
Poor communication between MARWASCO and Department of Water Services (slow problem solving)	✓ Clear communication strategy with all stakeholders ✓ Continuous engagement of the DWS by the Core Management Team (CMT) ✓ Structured MARWASCO – DWS coordination for resolution of technical, commercial, financial and administration issues.
Lack of staff welfare	✓ Approving and implementing HR Policy ✓ Prioritize OHS for teams in operations with inevitable occupational hazards (chemical dosants, plumbers) ✓ Maintain compliance with DOSH requirements for Workplace safety.
Aging infrastructure	✓ Assess their viability for rehabilitation or replacement. ✓ Replace or rehabilitate to improve efficiency. ✓ Develop strategic infrastructure to replace aging ones.
Manual process and reliance's on outdated tools	✓ Prioritize working tools and process in the financial planning. ✓ Modernize working tools across departments. ✓ Keep an updated inventory of all working tools
Manual Accounting system	✓ Acquire, install, and operationalize ERP system.
Draft Finance and Procurement Policies	✓ Finalize the draft policies and have them approved by the board of directors. ✓ Train all relevant staff on the policies ✓ Implement and monitor application of the policies.
Lack of a strategic plan to guide operational direction.	✓ Develop a five-year strategic plan to set the direction and focus of the company. ✓ Have the strategy approved by the board and implement with oversight from the board and CMT.
Low revenue generation affecting operational needs/activities.	✓ Set revenue collection targets that are understood by all staff. ✓ Develop and implement appropriate debt control/management strategies to minimize default on payments. ✓ Improve customer care, accuracy in meter reading and billing, diversify payments options and send timely payment reminders to the customers.

Ineffective Debt management system	✓ Develop and implement appropriate debt control/management strategies to minimize default in payments.
Lack departmental independence/decision making.	✓ Finalize for approval and roll out Finance Policy ✓ Clarify departmental mandates and set clear roles and responsibilities
High NRW	✓ Install leak detectors, replace aging distribution network, and implement strategies to eliminate illegal connections.
Inadequate water infrastructure	✓ Lobby the County government to allocate resources to expand infrastructure – storage facilities and pipeline extensions.
Limited capacity to address climate change effects	✓ Work with other partners (NDMA, NGOs, and County Departments) to develop and implement climate resilient programmes.
Last mile connectivity	✓ Strategic investment in last mile connectivity with focus on high growth areas. ✓ Lobby for financial resources from the Development partners to reach the targets.
Inability to meet water demands	✓ Diversify means to meet the water demands of the customers (pipeline extensions, water kiosks and SPAs with WUAs)
Lack of innovation and technology.	✓ Carefully plan for and introduce smart technologies e.g. smart meters, leak detectors and tokens to improve monitoring of water supplied.
Poor internal communication	✓ Have clear organogram with defined communication lines. ✓ Establish interdepartmental coordination forums – may be enhanced through ICT support e.g. online meetings.
Weak market strategy caused by low visibility and engagement with customers.	✓ Develop clear market strategy for continuous engagement of the customer. ✓ Popularize MARWASCO brand through offline and online platforms. ✓ Strengthen customer care units for effective interactions with consumers.
Lack of approved tariffs	✓ Ensure compliance with all regulatory requirements for speedy approval of the proposed tariffs.
Billing outage	✓ Establish beneficiary accountability mechanism with inbuilt complaints procedure for prompt response to billing complaints.
OPPORTUNITIES	**How to Achieve or exploit**
Goodwill from development partners	✓ Have clear strategic direction for MARWASCO (Strategic Plan) ✓ Leverage on goodwill to raise funds for capital investment.

	✓ Establish clear accountability mechanisms for donor funded projects. ✓ Timely reporting
Population Growth	✓ Expansion of services to underserved areas. ✓ Build strong brand to attract new customers and retain existing ones. ✓ Intensify stakeholder engagement and awareness campaigns.
Positive working relationship with the Department of Water Services (DWS)	✓ Effective delivery service ✓ Accountable operations ✓ Compliance with regulatory requirements ✓ Leverage additional resources for capital investment
Vast service area	✓ Develop clear service expansion strategy. ✓ Enter strategic partnerships with WUAs to expand in rural areas. ✓ Strategize and optimize logistical support to enhance expansion efforts.
Review of County Legislation on Water and Sanitation Services	✓ Participating in key coordination meetings (WESCOORD, CSR) ✓ Provide inputs to the review process with focus on governance challenges faced by the company in the sector. ✓ Clarity on the organizational mandate and service coverage area.
Water quality improvement	✓ Mobilize resources for the completion and equipping a water quality laboratory. ✓ Work with KENAS towards accreditation of the laboratory facility. ✓ Create awareness to all stakeholders on the availability of water quality laboratory services. ✓ Train core team for water quality analysis and monitoring.
Sole WSP	✓ Provide high quality and sustainable services to attract and retain customers. ✓ In collaboration with County Department, we will define and implement appropriate service delivery models for rural and urban areas. ✓ Enhance regulation of unregulated service providers such as WUAs, Water Bowsers and private boreholes owners selling water.
Sustainable practices	✓ Adopt and implement green technology and water saving innovations
Adoption of smart meters, leak detectors.	✓ Maximize reduction of NRW, commercial and financial losses
Professional development investing in certification	✓ Strengthen staff capacity for efficient delivery of water and sanitation services.

workshops and knowledge sharing	✓ Improve personnel welfare to retain highly skilled and experienced personnel. ✓ Establish structured organizational learning forums to enhance knowledge sharing across departments and.
Partnership or collaboration	✓ Strengthening strategic partnerships with key stakeholders
Digital engagement	✓ Capitalize on presence of ICT unit and infrastructure to intensify customer engagement through online billing, customer portal and mobile apps.
Customer care / feedback	✓ Leverage on improved customer care to seek feedback and input for service improvements, while strengthening customer relationships.
Higher Investor confidence/partner support	✓ Leverage on the rising investor confidence to raise funds for capital investment. ✓ Improve organizational systems and structures for enhanced accountability of donor funds.
Good Public trust/customer confidence	✓ Increase customer base through positive referrals. ✓ Develop and implement a strong marketing strategy building on the rising consumer confidence. ✓ Carry out annual customer satisfaction surveys for informed decisions.
Supportive institutional and legislative framework (National laws/policies in place (WASREB).	✓ Work with the regulator to ensure MARWASCO consistently meets regulatory compliance.
Increasing customer demand for services	✓ Mobilize additional resources to expand into new areas and maintain quality services among existing customers.
THREATS	**How to mitigate or avoid**
Unregulated competition (private borehole owners, water bowsers)	✓ Support the review of County legislation to ensure these services providers are licensed by MARWASCO. ✓ Coordinate with County Government to enforce compliance with the license requirements.
Politically instigated water resource management conflict in some areas /Cartel capture.	✓ Maintain impartiality in service provision across all sections of society. ✓ Engage with the relevant stakeholders to ensure the services are not interrupted.
Climate change (droughts / floods) impacting water source reliability.	✓ Integrate climate resilient strategies in the strategic plan. ✓ Work with other stakeholders (WRUAs, WUAs, Government and NGOs) to address climate impacts on water resources.
Political interference in terms of funding and appointment of personnel	✓ Maintain professional relationships with the County Government and Department of Water Services.

	✓ Board and management of MARWASCO to work towards gaining funding autonomy from the County government. ✓ Keep the CECM water and sanitation abreast of all company development challenges and implore CECM to be an advocate of the company to the County leadership.
High cost of electricity and other subscriptions	✓ Move towards green technology (solar power) for the Bakuli Dam and strategic boreholes as anticipated in the strategic plan.
Supply chain issues cause delays in acquisition of materials and equipment.	✓ Implement MARWASCO procurement Policy and equip procurement unit with systems, structures, and personnel to take charge of procurement of goods and services for MARWASCO.
Illegal connections and water theft	✓ Develop and implement whistle blowing policy for community to anonymously report on illegal connections and water theft cases. ✓ Establish system and procedures for the prosecution of repeat offenders. ✓ Strengthen customer care. ✓ Strengthening customer care relationships as a preventive measure against water theft and illegal connections.
Insecurity	✓ Address the situation with relevant authorities as per need. ✓ Activate Water Police Unit for the protection of the critical water infrastructure as the existing national and County Legislation.

3.3. Stakeholders Analysis

MARWASCO interacts with a wide range of stakeholders in delivering its mandate. These stakeholders have key roles in the success of the company, nurture expectations on MARWASCO and the mutual interactions present both challenges and opportunities. Therefore, a stakeholder's analysis is essential to understand the roles, expectations of and from MARWASCO over the planned period. We systematically gathered and analyzed qualitative information to determine whose interests should be considered when developing and/ or implementing MARWASCO's Strategic Plan. Several stakeholders were identified, and an analysis was undertaken to determine the interests of the stakeholder, their expectations of MARWASCO and strategies to either drive support from the stakeholder or mitigate any negative effects from the stakeholder. The outcome of this analysis is presented in table 6.

Through this process, key stakeholders, their interests, and influence on MARWASCO operations were identified and categorized based on their level of interests and influence. Strategies have been developed to prioritize engagement efforts, manage the stakeholders' expectations and concerns; foster collaboration and minimize potential conflicts.

Table 6: MARWASCO's Stakeholders analysis

Stakeholder	*Key Role(s)*	*Stakeholder Expectations of MARWASCO*	*MARWASCO expectations of the Stakeholder*
County Government	Creating legislative framework for regulating service delivery Provides oversight into MARWASCO's operations. Provides policy direction. Financial support for infrastructure development	Efficient and sustainable water and sanitation service delivery Reliable water supply, Enhanced water infrastructure Effective community engagement Compliance to sector regulatory requirement	Timely financial support Budgetary allocations as per company estimates Capacity building of existing staff
National Government	Regulate water use, quality, and environmental compliance. Issue permits and monitor water resource usage. Coordinate with County Government for water assets development for the company	Compliance with water use permits and environmental standards. Transparent reporting on water abstraction and disposal.	Technical support and training. Timely approval of permits and licenses. Collaboration on sustainable water resource management
Development Partners	Fund infrastructure projects to enhance capacity of the company to expand services. Financially support capacity building efforts of the company. Support platforms for knowledge sharing, technical assistance, and exchange of innovative ideas	Proper implementation of funded projects Accountability of donor-funded projects. Measurable impact Effective community participation	Continued funding and support for underserved areas. Collaboration on innovation and sustainability projects. Data sharing and policy support
Community and Public representatives	Represent user interests in governance and feedback. Advocate for equitable service delivery	Affordable, reliable, and clean water supply. Timely response to complaints and concerns.	Willingness to pay for services rendered. Community cooperation in infrastructure maintenance.

		Inclusive consultation in planning and decision-making.	Active engagement in water conservation practices
Regulatory and Oversight Bodies (e.g., WASREB, WRA)	Set performance benchmarks and standards for service delivery. Monitor and evaluate MARWASCO's performance against key performance indicators	Regular performance reporting. Adherence to KPIs and quality benchmarks. Customer protection mechanisms.	Fair and supportive regulation. Timely dissemination of sector reports and tools. Feedback on performance improvements.

3.4. Past Performance

We reflected on the performance of the company since its formation to date to identify key achievements, challenges and lessons learnt as a basis for planning for the next strategy. We noted that first strategic period 2017 – 2022 was characterized by lack of stable senior company leadership, regular conflicts between the management, the board, and County Government administration. Consequently, the company lacked strategic direction, leadership, and focus. The company personnel were left to navigate their routine duties without clear focus, targets, and adequate guidance.

Towards the end of year 2022 and during the 2023 financial year, a new Managing Director and Board of Directors were appointed for MARWASCO to steer the company forward. Since there was no strategic plan to guide the leadership of the company, the new team prioritized re-orientation of by establishing structures, systems, and initiating development of key organizational policies for effective running of the company. Within the last two years (2023 – 2025), the company made appreciable progress as reflected in the achievements section of this strategic plan. Key challenges and lessons learnt have been noted and taken into consideration in the development of the strategic plan 2025 – 2030.

3.4.1. MARWASCO Achievements

3.4.1.1. Service Delivery

1. 180% increase in Water Kiosks in Urban areas from 5 in 2023 to 9 in 2025. These are managed through Service Provision Agreement (SPA) between MARWASCO and Water Users Associations (WUAs).
2. Water production capacity has increased from 320M^3 to 800M^3 due to additional investment in water production.
3. Expansion of water distribution network within Marsabit town by 35 kilometers, 14.3% of which was funded with MARWASCO own funds.
4. The storage capacity has been improved from 400M^3 to 2000M^3 to maximize production and distribution capacity.
5. The expansion of water kiosks, improved infrastructure, increased water production, storage capacity and expansion of distribution network has increased customer base to 500 contributing to revenue growth from Kshs two million to Kshs 15 million in Financial Year 2023/2024.
6. Compliance with regulator has significantly improved. Annual reports are submitted to WASREB, company has qualified for license renewal and is now included in WASREB annual impact Reports that ranks the performance of WSPs in Kenya.
7. Water Quality Laboratory has been identified and equipped and currently the company is pursuing accreditation process by KENAS. Selected staff have been trained by KENAS on the accreditation process and requirements.
8. Improved pumping capacity from 18M^3 to 60M^3 and 135KVA standby Generator installed at Bakuli 4 Dam to complement KPLC mains power supply.
9. Water Police Unit has been established and deployed at Bakuli 4 Dam for the protection of Water Infrastructure, which is critical for effective service delivery.

3.4.1.2. Governance and Leadership

1. A diverse and competent board of directors is fully constituted and has been trained on corporate governance to equip them with necessary skills to provide critical strategic leadership for the company.
2. The company leadership has conducted benchmarking learning exchanges with other WSPs to gain practical experience for managing technical, financial, and strategic challenges of the company.
3. MARWASCO is now a member of the Water Service Providers Association of Kenya (WASPA) and has participated in WASPA conferences for interaction and learning from other WSPs.
4. In 2025, MARWASCO participated in high level consultative governance forum in Moyale hosted by the County Government and supported by PACIDA. The forum discussed Governance landscape in Marsabit, service delivery models for the County and highlights of the proposed water and sanitation policy review for Marsabit, which directly impacts the operations of MARWASCO.
5. Perceptions by community and MARWASCO customers about the company image and reputation continue to improve phenomenally.
6. The company has also signed a major financing agreement with Horn of Africa ground water resilience programme that will see massive improvement in water infrastructure within the County.
7. The communication unit has been established to help the company build the image portfolio of the company, relay critical information to the public and allow a platform to engage with the consumers.

3.4.1.3. Structures and Systems

Within the last two years (2023 – 2025) the company has established important units to support effective delivery of key services including setting up an NRW unit and equipping the unit with staff; establishment of ICT unit to ensure company services are strategically digitalized and communication department to manage corporate communication and customer engagement for feedback to improve quality of services. The current strategic plan will continue to strengthen these units for their effective functioning.

3.4.1.4. Commercial and Financial Services

Customer friendly billing software has been acquired and installed by MARWASCO with inbuilt capability for electronic billing of customers.

Reduction of Non-Revenue Water (NRW) from 58% in Financial Year 2023 to 48% in 2025. This resulted from acquisition and installation of water master meters ensuring NRW is now measurable. Further investment and efforts are required to reduce NRW to below 35%, in compliance with WASREB requirements for the Water utility companies.

Credit control measures, including dedicated credit control team, automated reminders, timely invoicing, and deposit requirements will be instituted to ensure the company revenue loses through bad debts is eliminated.

3.4.1.5. Human Resources & Administration

During the previous strategic plan period, MARWASCO endeavored to establish policies and procedures to support company operations. Key draft policy documents on HR/Administration, Finance and Procurement were developed, though they are yet to be finalized and approved by the Board of Directors.

The policies are currently under review and finalization for presentation to the Board in 2025 for approval and roll out.

The existence of approved and operational company policies will be critical to support effective implementation of the 2025 – 2030 Strategic Plan. HR / Admin Department will require adequate strengthening with necessary structures, systems, and skilled staff for effective roll out and implementation of the policies.

3.4.2. Key Challenges

3.4.2.1. Governance Challenges

The company experienced several governance challenges that slowed down the progress of implementation in the period under review. The main challenges included:

a) Poor sensitization of the proposed roles and takeover of water and sanitation service delivery after the formation of the WSP

b) Resistance by the communities and WUAs on the proposed takeover of the management of water schemes by the WSP c) Lack of role clarity and separation between the Department of Water Services and MARWASCO leading to tensions and conflicts

d) Inadequate supervision and support for WSP by the County Government

e) Lack of clear strategic direction for MARWASCO during the first five years of its formation

f) Unresolved tensions between the Senior Management Team, MD, and the Board (extending storming period)

3.4.2.2. Financial Challenges

The company has faced several financial challenges that include:

- Manual accounting system that is not integrated with ERP since acquisition of ERP system has high initial capital investment.
- Finance and Procurement Policies and procedures are in draft form and require external technical support to review and finalize them for approval by the MARWASCO Board.
- Insufficient essential working tools, equipment, and furniture for the personnel to effectively execute their tasks.
- Huge debts from defaulting customers due to lack of mechanism for external debt collection or prosecution procedures for recoveries of the debts.

- Lack of clear and strategic resource mobilization strategy for MARWASCO to increase internal revenue collection and attract external funding sources.

3.4.2.3. Technical Challenges

High Non-Revenue Water (NRW) – 48% caused by water theft, leakages in distribution network, illegal connections, non - compliant customers, faulty meters, and water corruption.

Depleting water sources because of over abstraction and unmitigated impacts of climate change.

Aging water infrastructure, particularly storage and distribution network, is a challenge to plan for remedy due to lack of complete and updated assets inventory records.

High operation and maintenance costs due to rising cost of electricity and delays in transitioning from diesel and electric powered pumping systems to green technology such as solar power.

3.4.2.4 Financial and Commercial challenges

Lack of integration of billing system with ERP due to failure to meet WASREB compliance requirements (renewal of licenses)

High Customer turnover and low revenue collection caused by water disconnection due to huge outstanding customers' bills; limited company capacity to effectively implement debt collection measures against defaulting customers.

Slow progress in obtaining new tariff structure for the company because of pending compliance issues.

Inability to accurately measure NRW since the company lacks DMAS and Smart meters.

Failure to meet High customer water demand since the current water treatment plant has limited capacity.

Inability to monitor water quality countywide due to lack of accredited laboratory for water quality analysis (infrastructure, equipment, reagents, and accreditation).

3.4.2.5. Human resource and administration challenges

- HR/Admin policy which is critical for effective human resources management and execution of administrative functions of the company has not been finalized and rolled out.
- Organizational structures and systems are at infant stage of development, hence challenges with clarifying roles and responsibilities within the departments and the organization.
- Critical other policies including finance and procurement and ICT are in different stages of development and therefore are currently not in use to guide key departmental decisions.
- In the absence of key policies, it is difficult to conduct competitive and structured recruitment, systematically identify and prioritize capacity development needs for staff, and

institute performance management system and rationally consider staff welfare improvement initiatives.

- Poor internal communication and lack of clear staff roles leading to difficulties in enforcing company policies and procedures, including instituting performance management and appraisals.

3.4.3. Lessons Learnt

- ✓ It is critical for the water utility company to have clear and functional governance and administrative structures and systems for its effective functioning.
- ✓ Lack of role clarity between the WSP and the County Government and Department of Water Services is a fertile ground for misunderstanding, conflicts, and strained relationships, which are detrimental to company success.
- ✓ There is greater need to create awareness among key stakeholders (partners, communities, and County Government itself) on the legal mandate of the Company and transitional arrangements for WSP taking over as a service provider, based on the current legal and institutional framework. This will minimize resistance, promote transparency, and create an enabling environment for WSP to establish strong presence and expand to new areas, particularly in rural areas where WUAs dominate service delivery.
- ✓ Prioritization of initial capital investment to enable the company to be present and operational across its geographical area of coverage is critical for the success of a startup company, like MARWASCO.
- ✓ The company can easily lose strategic direction and focus, hence immense opportunities, if it does not have a clear and operational strategic plan to guide its operations.
- ✓ The water utility company is a going concern beyond any cycle of county government leadership and therefore, long-term plans for capital investment, capacity development of staff and establishment of structures and systems for company operations need to be in place in perpetuity.

CHAPTER 4 - STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.1.Strategic Issues

From the situational and stakeholder analysis, MARWASCO identified key strategic issues by department for the company to focus on the next five years. These sets out the priorities MARWASCO will focus on during the implementation of this strategic plan. The strategic issues identified as per the core departments in MARWASCO are summarized in table 7.

Table 7: Strategic issues by department

S/N	STRATEGIC HR/ADMIN ISSUE	OBJECTIVE	HOW TO SOLVE
1.	HR and Admin Policy	To have draft HR and Admin Policy reviewed, updated, and approved by the Board for roll out by 2025	Have draft HR & Admin Policy reviewed, approved by the board, and implemented
2.	Staffing	To have adequate staff to carry out duties	Recruit more gender-balanced staff.
3.	HR Leadership	To have substantive HR Manager/Admin that is based at MARWASCO for effective team support.	Strategize on relieving the current HR of other external duties so that the position can focus solely on MARWASCO business.
4.	Organogram	Finalize MARWASCO Organogram and match it with current and future staffing realities	Review organizational structure as per current staff establishment and align it with strategic plan requirements.
5.	Staff welfare and motivation	Establish a staff welfare scheme linked to performance to motivate personnel	- Implement staff welfare scheme. - Enroll staff into a group medical cover
6.	Maintenance of company assets e.g., Motor vehicles	Timely and regular maintenance of company assets to enhance operational efficiency	Keep track of company assets with an updated asset inventory Take timely action for repairs and maintenance when necessary.
7.	Safety of company documentation.	Proper handling of documents i.e. customer account creation forms, board files, employee files among others.	Establish framework for documents life cycle management. (Creation, storage, retrieval and sharing)
S/N	**STRATEGIC ICT ISSUE**	**OBJECTIVE**	**HOW TO SOLVE**

1.	ICT Policy and procedures	Have an operational ICT policy in place	Have ICT policy approved by board and implemented
2.	Compliance	Compliance to ICT standards e.g. security protocols and data protection	Adherence to national laws, MARWASCO ICT Policy and standards
3.	Staff establishment	To have adequate staff matched with current and future departmental needs to carry out duties.	Recruit additional gender balanced staff complement.
4.	Digitization and adoption of modern ICT standards	Adoption of new technologies and innovations to enhance efficiency e.g., ERP system and smart meters among others	Acquisition of systems and devices that support digitalization.
5.	Insufficient working tools and equipment	To have all necessary operational requirements in place e.g. furniture, computers, maintenance tools among others	Equipping ICT officers with required tools and equipment
6.	Ample working space	Working space/office to accommodate ICT officers	Allocation of a bigger office space to accommodate additional staff.
7.	Capacity building of the departmental staff	Enhance capacity of existing and new staff through induction, training, exposure workshops and benchmarking.	Conduct annual staff training needs, develop and implement structured capacity building plan.
8.	Workflows and process modeling	Modelling of company's workflows and processes to suit ideal operating environment.	Review of company's processes and modelling potential and recommend effective workflows.
SNO	**STRATEGIC FINANCE ISSUE**	**OBJECTIVE**	**HOW TO SOLVE**
1.	Limited Customer base	To increase customer base from current 500 to 2,000 connections	▪ Increase last mile connectivity by 20km kilometers. ▪ Rehabilitate pipeline Infrastructure rehabilitation. ▪ Build strategic partnerships with NGOs/Donors to raise additional capital for last mile connectivity and infrastructure development. ▪ Train staff on customers' relationship management

			(CRM) to improve customer care.
2.	High Non-Revenue Water	Reducing Non-Revenue Water (NRW) to 35 % as per WASREB recommendation	▪ Install smart and Zonal meters. ▪ Replace the dilapidated PVC pipes with the HDPEs. ▪ Install Leak detector machines in distribution networks. ▪ Formulate effective line patrol schedules to detect overflows, leakages/bursts, and water thefts
3.	High outstanding water bills	To establish and implement an effective debt control mechanism	▪ Formulate an effective Credit Control strategy and a staffed and equipped section. ▪ Develop and implement structured disconnection/reconnection schedules. ▪ Engage services of relevant external debt collection agencies ▪ Collaborate with the County Attorney's office to prosecute repeat defaulters.
4.	Integration and automation of Financial System	To install an ERP system that is well integrated with ICT, Commercial and Technical Services.	▪ Procure appropriate ERP system. ▪ Identify and integrate workflows that need integration with other departments' works. ▪ Train staff on operations and maintenance of ERP System
5.	Relevant Policies and Procedures manuals	To have in place approved and operational departmental policies and procedures manuals	▪ Review, update, and finalize Finance and Procurement Policies for approval by the Board of Directors. ▪ Department to lead the induction and training of staff on the approved policies.

			▪ Finance Manager to operate the use and compliance of the policies by all MARWASCO staff
S/N	**Strategic Technical Issue**	**Objective**	**How to Solve**
1.	High NRW	To reduce NRW by 35 % as per WASREB recommendation	▪ Prompt response to burst and leakages. ▪ Replacement of PVC with HDPE pipes ▪ Rehabilitate water infrastructure. ▪ From NRW unit equipped with staff, tools, and logistics to deal with NRW issues
2.	Water scarcity	To increase access to water in urban and peri-urban areas	▪ Drill 3 strategic boreholes in Milima Mitatu, Marsabit Boys and Mata Arba locations to support the existing water sources
3.	Lack of sufficient water storage capacity	To increase the water storage capacity matched with treatment plant production capacity	Construct 1500M^3 of a storage water tank
4.	Lack of functional accredited water quality analysis laboratory within the County	To have an accredited water quality monitoring laboratory for Marsabit County	▪ Construct and equip an ultra-modern water quality laboratory to support monitoring across the County. ▪ Work with KENAS to complete accreditation process. ▪ Procure and stock yearly water treatment chemicals. ▪ Train staff on water quality analysis and monitoring
5.	Inadequate Human resources	To expand service coverage area in urban, peri-urban, and rural areas.	▪ Recruit technical staff to match planned expansion. ▪ Absorb Sub County water teams to expand services to rural water schemes. ▪ Engage WUAs with necessary capacity through SPAs with revenue sharing arrangement.

6.	Occupational Health and Safety (OHS) Compliance	To improve staff safety during operation, minimize workplace hazards and increase compliance with DOSH requirements	▪ Procure staff protective ware (chemical dosing, electrical – mechanical). ▪ Improve staff welfare including providing group medical insurance cover and Work Injury Benefits Authority (WIBA) cover for workplace injuries.
7.	Staff offices / quarters / stores	To improve working conditions of the staff and efficiency in service delivery	Construction of the offices/quarters/stores at water treatment plant and at source.
8.	Desilting of the Bakuli 4 dam	To improve water quality, increase efficiency of water treatment and reduce costs of treatment chemicals.	Conduct annual desilting of the dam
9.	Shift towards green technology	To reduce monthly electricity bill that is contributing to significant operational costs	Consider installation of solar panels at source and water supply

4.2. Strategic Goals

Goal 1: Access to Safe Water and Sanitation

Goal 2: Institutional and capacity development

Goal 3: Resource Mobilization

Goal 4: Quality improvement

Goal 5: Effective M&E Systems

Goal 6: ICT Integration

Goal 7: Customer focus and strengthened branding.

4.3. Key Results Areas (KRAs)

MARWASCO has identified seven key result areas that will form the basis for company investment in the next five years. These are:

1. Governance and administration

Strengthening governance in MARWASCO is crucial for efficiency, sustainability and building trust with its stakeholders. During this planning period, the board aims at establishing clear governance structure with defined roles for the board, management, and staff. The roles, expectations, and nature of relations with key stakeholders such as County Government, Department of Water Services, Department of Public Health and Sanitation and regulatory partners will be reviewed and clarified where there are concerns.

To improve transparency and accountability within the governance structure, the board will ensure key organizational policies are approved and implemented for competitive staff recruitment, induction, supervision and performance management, financial reporting, auditing, and regular communication across the organization. We shall establish mechanisms to obtain feedback from our customers, employees, government, and other relevant agencies in decision-making to build trust.

2. Service Delivery

In this key results area, MARWASCO will aim at increasing efficiency in water and sanitation service delivery through a combination of operational improvements, technology adoption and strategic management. This will involve optimizing water distribution to reduce leaks, enhance pipeline maintenance, and use smart metering to track consumption and prevent wastage, adopting digital solutions such as use of Geographic Information Systems (GIS), automation, and smart sensors for real-time monitoring and improved service delivery, strengthen workforce capacity through training personnel on new technologies, maintenance strategies, and customer service excellence and enhancing customer engagement by providing efficient billing systems, digital payment options, and transparent communication channels.

MARWASCO's commitment to delivering its key results area for delivery will be reflected in the Service Charter to be developed for the organization and by each department. A service charter is a powerful tool that will define how MARWASCO commits to serving its customers, stakeholders, and internal teams during the implementation period for the strategy and beyond. The Service Charter will play a vital role in ensuring transparency, accountability, and quality service delivery. This will be monitored through conducting periodical customer satisfaction surveys, targeting key service domains.

3. Resource Mobilization

Resource mobilization is essential for the sustainability and growth of MARWASCO. Therefore, strengthening this area will help secure additional funding, improve service delivery, and expand operations. The company will focus on diversification of funding / income sources, enhancing revenue collection, leveraging on community engagement, developing strategic partnerships, optimizing internal resource use, exploring environmental and climate funding opportunities (green technology funds) and improving data and reporting.

The organization will strengthen its human resource capacity to fundraise by identifying specific personnel and assigning them duties on resource mobilization, engaging external expertise where this resource is required and prioritizing Managing Director's time to also focus on leading resource mobilization efforts.

4. Quality improvement

Quality improvement is essential for ensuring reliable, safe, and efficient water and sanitation services. For MARWASCO, focus on quality is expected to lead to customer satisfaction, regulatory compliance, and operational excellence. The key result area will target strengthening water treatment processes, upgrading infrastructure and maintenance, enhancing customer service and responsiveness, adopting technology for monitoring, training, and empowering employees, promoting environmental sustainability, ensuring regulatory compliance, and encouraging community participation.

5. Evidenced Based Decision Making

Evidence-based decision-making is critical for improving efficiency, sustainability, and service delivery in a water and sanitation company. By leveraging data and insights, management will be able to make informed choices that enhance operations and customer satisfaction. The focus of MARWASCO within this key result area will be on strengthening data collection and analysis, establishing key performance indicators to measure efficiency, quality and financial sustainability and making comparisons with industry standards; using GIS for planning distribution networks, identifying vulnerable areas and optimizing resource allocation; analyzing revenue streams, cost recovery models, and investment opportunities to enhance long-term sustainability and Adopt Continuous Improvement Frameworks including conducting regular audits, impact assessments, and feedback loops to refine processes based on factual insights.

6. ICT Integration

Information and Communication Technology (ICT) play a transformative role in modernizing water and sanitation services. MARWASCO aim is to capitalize on ICT capacities to improve efficiency, transparency, and sustainability in service delivery, as a Key Result Area, we will endeavor to implement digital metering, sensor-based leak detection, and automated billing systems to optimize resource utilization and reduce wastage; utilize Geographic Information Systems (GIS) for mapping water networks, monitoring environmental impacts, and improving infrastructure planning. MARWASCO will also invest in creating platforms for Digital Customer Engagement including mobile applications, online platforms, and SMS alerts for service requests, billing inquiries, and water consumption tracking; embracing e-governance and compliance particularly in streamlining regulatory reporting, stakeholder communication, and documentation through digital platforms to enhance accountability. The company will also strengthen its capacity for Cloud-Based Asset Management with focus on ensuring seamless coordination of infrastructure maintenance, equipment tracking, and workforce management through cloud solutions.

7. Company Branding and corporate communications

Branding and corporate communication are crucial in shaping public perception, fostering trust, and driving service excellence to ensure that the company maintains a strong identity, engages stakeholders effectively, and clearly communicates its mission and impact. We aim at building brand identity and positioning, intensifying public awareness campaigns, strengthening stakeholder engagement, having strategies for clear public communication during crises such as service disruptions or infrastructural emergencies, maximizing online customer interactions through digital and social media presence to capture customer experience and feedback. Effective branding and corporate communication will drive public confidence, improve stakeholder collaboration, and lead to customer satisfaction, ultimately reinforcing the company's reputation as champion of water and sanitation services in Marsabit County.

5. CHAPTER 5 - STRATEGIC OBJECTIVES AND STRATEGIES

5.1. Strategic Objectives

a. Increase access to safe water supply and sanitation services in Marsabit County
b. Enhance governance and administration of MARWASCO for efficient service delivery.
c. Strengthen resource mobilization and institutional capacity for MARWASCO for effective and sustainable service delivery.
d. Improve quality of water and sanitation service delivery to maintain competitive edge.
e. Establish and maintain effective M&E system to generate data for quality decisions.
f. ICT Integration for enhanced Water and Sanitation Services
g. Establish customer centric approach with strengthened brand identity optimized with feedback mechanism and improved corporate communication.

5.2. Key Strategies

5.2.1. Infrastructure development

MARWASCO will drill and equip 5 strategic boreholes in Jirime, Marsabit Stadium, Dakabaricha, Marsabit Boys and Mataarba locations with >15M3 / hr. pumping capacity to increase the production of water by an additional 600M^3 per day by year 3. The company will also enter into a Service Provision Agreement Arrangements (SPA) with 15 rural water schemes currently managed by WUAs. The WUAs will operate the schemes and MARWASCO will support monitoring revenue collection and provide maintenance support for the scheme at an agreed revenue sharing ratio between the WUA and MARWASCO.

The water storage capacity within the urban areas will be increased from current 400M^3 to 1900M^3 through construction of additional storage facilities with capacity of 1500M^3.

The distribution network will be extended by 20 kms in urban and peri-urban areas reaching additional 15,000 metered customers.

5.2.2. Governance and administration

Achieving good governance and administration requires a combination of transparency, efficiency, and community engagement to ensure reliable service delivery and sustainable resource management. The company will adopt specific strategies to achieve this, including:

Embracing strong leadership & setting Clear Vision

MARWASCO has defined through this strategic plan a long-term strategic vision that aligns with sustainable water management goals. The board will establish a transparent governance structure with clear roles and responsibilities and encourage ethical leadership and integrity among board members, senior management team and all staff.

Enhancing Transparency & Accountability

The board will oversee the implementation of robust financial management practices to prevent mismanagement and corruption. Operationalization of Internal Audit unit is the first step to ensure regular audits are conducted and reports are publicly available to stakeholders. To strengthen accountability further, the company will adopt digital systems to track and monitor water usage, billing, revenue collection and operational efficiency.

Strengthening Community Engagement & Stakeholder Participation

Involvement of local communities in decision-making processes and service improvement initiatives is key part of improving administration and customer relationship management (CRM). MARWASCO will empower customers by providing accessible customer service platforms for addressing complaints and concerns and embark on intensified community awareness campaigns on water access, sanitation improvement, water resources protection and conservation and responsible consumption.

Ensuring Efficient Resource Management

The company will invest in modern infrastructure and smart technology for water distribution and sanitation improvement; reduce wastage by implementing leak detection systems and regular maintenance schedules and promote sustainable practices, including large scale rainwater water harvesting and wastewater recycling.

Prioritizing Compliance & Policy Adherence

MARWASCO will strictly adhere to regulatory compliance (WASREB Guidelines) for water service provision; work closely with government agencies to align policies with national water management strategies and develop clear policies on tariffs, service delivery, and emergency response plans.

Investing in Capacity Building & Workforce Development

The company aims at providing continuous training for employees on best practices in water management and sanitation; foster innovation by supporting research initiatives in the sector and establish strong partnerships with universities and organizations to enhance technical expertise.

Technology, Innovation, and ICT Integration

We will endeavor to maximize use of technology to improve efficiency including implementing digital billing and payment systems to enhance efficiency while exploring smart metering solutions to improve water distribution and tracking.

5.2.3. Quality Improvement

MARWASCO will adopt a strategic approach to quality improvement to enhance service delivery, efficiency, and sustainability. This will be achieved through implementation of key strategies targeted at:

Strengthening Regulatory Compliance

MARWASCO strategy aligns the company operations with Kenya's Water Act 2016, Marsabit Water and Sewerage Services Act 2018 and WASREB guidelines. Compliance with the regulatory framework ensures the company meets key performance indicators for quality service delivery. This will be checked through regular audits to maintain compliance and service quality.

Upgrading Infrastructure & Technology

MARWASCO aims to invest in modern water treatment plants to improve water quality and implement smart metering and automated billing systems for efficiency. The company is gradually shifting towards greater utilization of GIS mapping for real-time monitoring of water distribution, and this effort will be intensified in the planned period.

Capacity Building & Workforce Development

Investment will be made to train employees in the best practices in water management and foster a culture of continuous learning and innovation. The company will develop strategic partnership with academia and research institutions for technical expertise.

Community Engagement & Customer Satisfaction

MARWASCO will establish feedback mechanisms to address consumer concerns and embark on educating the communities on water conservation and sanitation best practices. The engagement will also aim at improving customer service platforms for efficient complaint resolution.

Sustainable Resource Management

To maximize resource use, the company will implement leak detection systems to reduce water losses and develop climate-resilient strategies in partnership with communities and Water Resources Users Associations (WRUAs) to ensure long-term sustainability.

5.2.4. ICT Integration

ICT Integration can significantly enhance efficiency, transparency, and service delivery by improving resource management and ensuring long-term sustainability. MARWASCO will adopt key strategies to ensure successful ICT integration, including:

Digital Infrastructure Development

We will invest in smart metering and automated billing systems to improve revenue collection, implement GIS mapping for real-time monitoring of water distribution networks and create and upgrade data management to cloud-based for secure and scalable storage.

Mobile-Based Solutions

Over the planned period, the company will aim at developing mobile apps for customer service, complaints management, and bill payments. This includes utilization of SMS notifications for service updates and emergency alerts. The mobile based solutions will also enable mobile meter reading to reduce manual errors and improve efficiency.

Cybersecurity & Data Protection

Shift towards an ICT compliant system requires strong data protection capabilities to reduce cyber related vulnerabilities. MARWASCO will therefore establish strong cybersecurity protocols to protect customer and operational data, in compliance with data protection regulations to maintain trust, transparency and confidence of key stakeholders. The robustness of our ICT systems will be ensured through conducting regular audits to identify vulnerabilities and enhance security measures.

Stakeholder Collaboration & Capacity Building

To keep up with the pace of water related technology evolution, MARWASCO will train employees on ICT tools and digital literacy to maximize technology adoption. We will also aim at partnering with relevant tech firms (such as M-WATER) and research institutions for continuous innovation. The company will also keep an active engagement with government agencies to align ICT strategies with national water and ICT policies.

5.2.5. Customer centered and brand management.

Effective corporate communication is essential for transparency, stakeholder engagement, and service delivery. To enhance effective, timely and impactful communication across all stakeholders, MARWASCO will endeavor to have:

Clear Communication Framework

Internally, the board will ensure the company has elaborate organizational structure with clear lines of communication. We will also develop and implement a corporate communication strategy aligned with the company's mission and objectives. This will be linked with established internal and external communication protocols for consistency. Crisis communication plans for emergencies will be integrated in our communication framework.

Stakeholder Engagement & Public Relations

To maximize stakeholder engagement at corporate levels, MARWASCO will maintain open channels with government agencies, investors, and community groups. Public awareness campaigns will be used as forums to educate communities on water and sanitation issues, while fostering media partnerships to enhance visibility and credibility.

Digital & Social Media Integration

Considering that majority of Marsabit population is youthful, MARWASCO will take advantage of the increasing use of social media platforms to utilize these social media platforms for real-time updates and customer engagement. Our online presence will be enhanced by implementing an interactive website with self-service portals for billing and inquiries. For corporate clients, we will leverage on email newsletters to keep stakeholders informed.

Employee Communication & Capacity Building

As a company whose bulk of work is building effective customer care and client relationships for continued business, regular training of our staff on effective communication and customer service is essential. This will be linked with internal communication platforms for seamless information flow and encourage feedback mechanisms to improve workplace communication, teamwork, and optimal productivity.

Transparency & Accountability

As part of putting into practice our core values of transparency and accountability, MARWASCO will publish annual reports detailing financial, projects, and impact assessments. The company will implement open data policy for non-confidential data for public access to service performance metrics. Locally, we will aim at conducting town hall meetings to address customer concerns and provide updates.

Customer-Centric Communication

To remain customer focused, we will develop multi-channel customer support (hotlines, chatbots, email) and optimize use of SMS alerts for service disruptions, billing reminders, and emergency notifications. To objectively assess the level of satisfaction of our customers, MARWASCO will implement customer satisfaction surveys to improve service delivery, incorporate customer feedback and keep the customer engaged.

Branding & Reputation Management

MARWASCO is increasingly being recognized as a brand in water and sanitation service provision. During planned period, we will maintain a consistent brand identity across all communication materials, address public concerns proactively to build trust and credibility and engage in corporate social responsibility (CSR) initiatives to strengthen community relations.

5.2.6. Strengthened Corporate Brand

MARWASCO will strategically enhance its branding as a water and sanitation service provider within the County, to build trust, improve visibility, and customer engagement. This effort will be guided by strategies outlined below:

Establish a Strong Brand Identity

The company has developed a clear mission and vision that reflects sustainability and service excellence and will review and create a memorable logo, color scheme, and tagline that resonate with its customers. All communication channels will reflect consistent branding to convey focused message.

Customer-Centric Branding

We will offer transparent billing and service policies to build trust and aim at developing customer loyalty programs to encourage long-term engagement. This will be complemented through provision of excellent customer service through multiple communication channels.

Innovative Marketing Strategies including storytelling and testimonials to highlight impacts of MARWASCO services and where applicable leverage on influencer partnerships to promote brand awareness, complimented with interactive campaigns. The company will endeavor to engage stakeholder's audio visually, e.g. through educational videos.

Strategic Partnerships & Collaborations

MARWASCO will consider developing strategic partnerships with government agencies and NGOs to enhance credibility; technology firms to improve service efficiency and engage with research institutions to drive innovation in water and sanitation management.

5.2.7. Resource Mobilization

Resource mobilization for MARWASCO is key in securing financial, technical, and human resources to enhance service delivery and sustainability.

In implementing this strategic objective, the company will focus on key strategies that include entering Public-Private Partnerships (PPPs) to fund infrastructure projects and improve efficiency and leverage national and County Government funding. We will also seek financial support from Global Water and Sanitation organizations and development partners (e.g. World Bank) and develop Innovative Financing Models such as tariff adjustments, effective debt management and increased use of Service Provision Agreements (SPAs) with rural schemes.

Other strategies include Corporate Social Responsibility (CSR) Initiatives where MARWASCO will seek to Partner with businesses that support water and sanitation projects as part of their

CSR programs and investing in smart water management systems to reduce costs and optimize resource utilization.

6. CHAPTER 6 - IMPLEMENTATION AND COORDINATION

6.1. MARWASCO Corporate Governance

MARWASCO is governed by a Board of Directors comprising of 7 members including the Chairman, the utility's Managing Director and representatives of various stakeholders. The daily operations of MARWASCO are managed by Senior Management Team (SMT) headed by the Managing Director under the supervision of the Board of Directors. The role of the Board of Directors (BOD) is to provide policy guidelines in the management of the Company.

The Board is guided in its mandate by 3 Board Committees to enable it to discharge its role effectively, including:

- Technical Committee.
- Finance and Administration Committee
- Audit Committee.

6.2. MARWASCO Corporate Management

Managing Director's Office

The Managing Director (MD) of the company ensures proper and efficient management of the day-to-day operations of MARWASCO under the policy guideline of the Board of Directors. The responsibilities of the MD are to:

- Ensure that water, sanitation, and sewerage services are provided efficiently and effectively.
- Interpret and implement the decisions of the Board.
- Ensure that MARWASCO adheres to the Service Provision Agreement (SPA).
- Oversee the formulation and implementation of appropriate policies and procedures within the Company.
- Ensure regular and accurate preparation of financial and other reports to various stakeholders.
- Provide organizational leadership and supervision of all departments to achieve the Company's mandate and spearhead various company initiatives.

MARWASCO Departments

To achieve the goals identified in this strategic plan, various functional departments have been identified to focus on specific core activities. The main functional groups are:

- Technical Services Department
- Commercial Department
- Finance Department
- Human Resource and Administration Department
- ICT Department
- Supply Chain Management Department
- Internal Audit section

MARWASCO Human Resources Requirements

To effectively deliver the aspirations of the current strategic plan, MARWASCO will need to implement the desired human resource structure by employing essential key personnel. The implementation of the organization's structure will be phased in the strategic plan implementation period depending on efficiency levels achieved. As noted earlier, MARWASCO has had challenges with human resource capacities that affect efficiencies and effectiveness in service delivery. To address this, a staff rationalization process will be undertaken in the next two years to identify the optimal level of employees, considering a balance between MARWASCO contracted personnel and those seconded from the County Government, and the need to gradually wean off secondments from the County Government.

At the conclusion of the staff re-organization exercise, a final approved organizational structure will be implemented to support implementation of the strategic plan. The proposed organizational structure to support the strategic objectives identified in this strategic plan is presented in Annex 1.

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6.3. Implementation Plan

Table 8: Implementation Matrix

					Targets per Year					Budget Per Year					Responsibility	
Key activity	**Output**	**Indicator**	**Baseline**	**5 Year Target**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**	**Support**
1. Human Resources & Administration																
Develop HR and Admin Policy	HR/Admin Policy in place	HR/Admin policy approved and implemented	0	1	1	0	0	0	0	150,000	0	0	0	0	HR	MD
Improve HR records management	Operational staff registry	Digital and physical staff registry established	0	1	1					80,000	80,000	80,000	80,000	80,000	Admin	HR
Enhance and operationalize staff welfare scheme	Comprehensive staff medical scheme procured	Staff medical scheme in place and operational	0	1	1	0	0	0	0	1,200 000	1,200 000	1,200 000	1,200 000	1,200 000	Admin	Procurement
Institutionalize performance management system	Appraisal Tools and KPI's developed and implemented	Operational Appraisal System	0	2	0	1				100,000	100,000	100,000	100,000	100,000	HR	MD
Automate HR operations	Procure and install internal payroll software	Functional payroll system	0	0	0	1				300,000	100,000	100,000	100,000	100,000	HR/ADMIN	ICT
Promote workplace safety	Conduct OHS risk assessment	OHS risk report	0	0	0	1				60,000	60,000	60,000	60,000	60,000	HR	ADMIN
Enhance access control	Install Biometric Fingerprint access system	Biometric system installed	0	0	0	1				250,000	80000	80000	80000	80000	Admin	ICT
Build staff capacity	conduct training needs Assessment	Training needs assessment reports and training plan	0	0	0	0	1			400000	400000	400000	400000	400000	HR	ADMIN
Ensure effective staff appraisal system	Implement full annual performance review cycle	Annual review reports	0	0	0	0	1			100,000	100,000	100,000	100,000	100,000	HR	HR
Promote continuous learning	Conduct refresher training	Training reports	0	0	0	0	0	1		100,000	100,000	100,000	100,000	100,000	HR	Finance

Secure staff information	Digitalize and backup staff records	Digital archive of records	0	0	0	0	0	0	1	80,000	80,00 0	80,000	80,00 0	80,000	Admin	ICT
Evaluate HR systems	Evaluate HR system and tools	System Evaluation report	0	0	0	0	0	0	1	50,000	50,00 0	50,000	50,00 0	50,000	HR/AD MIN	HR
2. Commercial Department																
Key activity	**Output**	**Indicator**	**Baseline**	**5 Year Target**	**Yea 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**	**Support**
Develop Commercial Business Plan	Approved Business Plan	Business Plan in use	0	1	1	–	–	Revie w	Update	**1,000,0 00**	0	0	250,0 00	500,000	CM	MD
Develop Debt Management Policy	Debt management Policy in place	Approved Policy	0	1	1	–	–	–	Review	**1,000,0 00**					FM	ICT
Develop Pro-Poor Policy	Pro-Poor Strategy adopted	Approved Policy	0	1	1	–	–	–	Review	**750,00 0**					CM	MD
Add New Water Connections	19,000 connections	No. of new connections	500	19,000	2,000	3,000	4,000	5,000	5,000	**95,000, 000**					CM	Technical
Procure Office Equipment (computers, printers, routers)	Equipped Commercial Office	Equipment in use	Partial	Full	80%	100%	Upgrad e	Mainta in	Maintai n	**5,000,0 00**					CM	ICT
Procure Stationery & Consumables	Smooth operations	Stationery available	Ad hoc	Annual	✓	✓	✓	✓	✓	**2,000,0 00**					CM	Procurem ent
Customer Identification & Mapping	All customers identified & tagged	% of identified customers	0%	100%	30%	60%	90%	100%	Audit	**4,000,0 00**					CM	ICT
Conduct Customer Satisfaction Surveys	Reports & action plans	% Satisfaction Index	0	5 surveys	1	1	1	1	1	**3,000,0 00**					CM	QA
Smart Metering, GIS, Master Meters	Smart metering & reduced NRW	% NRW reduced	5%	35%	Pilot	5,000	7,000	10 zones	Rollout	**60,000, 000**					ICT	FM
Customer Data Clean-Up	Clean, digitalize customer database	% verified	20%	100%	40%	70%	90%	100%	Maintai n	**5,000,0 00**					CM	ICT
Community Sensitization Campaigns	Increased awareness	No. of campaigns	0	25	5	5	5	5	5	**12,500, 000**					CM	PR
Debt Recovery Program	Increased collections	% arrears recovered	0%	20%	3%	5%	4%	4%	4%	**3,000,0 00**					FM	Legal

Customer Portal (Self-Service)	Portal for self-service in place	Portal uptime	0	1	Design	Build	Launch	Improve	Maintain	**6,000,000**					ICT	CM
Staff Training & Capacity Building	Trained commercial staff	% staff trained	20%	100%	40%	60%	80%	90%	100%	**7,500,000**					HR	CM
Tariff Forums & Awareness Sessions	Informed customers	No. of forums held	0	20	4	4	4	4	4	**5,000,000**					CM	PR
Develop Commercial Procedures Manual	Manual in place	Approved SOPs	0	1	1	–	–	–	Review	**1,000,000**					CM	QA
Customer Loyalty Program	Increased timely payments	% timely payers	60%	85%	Plan	Launch	Run	Run	Evaluate	**2,500,000**					CM	FM
Bulk Consumer Engagement Program	Improved large account management	% key clients engaged	0	100%	25%	50%	75%	100%	Monitor	**3,000,000**					CM	MD
Install Customer Feedback System (IVR, SMS)	Automated response system	System uptime	0	1	Plan	Procure	Install	Operate	Expand	**4,000,000**					ICT	CM
Consumer clinic (Quarterly)	Improved customer engagement	No. of clinics held	0	20	4	4	4	4	4	**80,000**	80,000	80,000	80,000	80,000	CM	CM
Staff branded uniform	Staff in full uniform	% of staff in uniform	Partial	All field/customer-facing staff						**300,000**					CM	HR
Replacement and installation of 500 meters	Accurate billing for metered customers	No. of meters installed		125 per quarter						**2,500,000**					CM	TM
Publicity and advertisement (brochures, calendars)	Enhanced visibility of company services	Materials distributed	Minimal	1000 brochures, 500 calendars						**200,000**					CM	ADMIN
Stakeholders' entertainment	Strengthened stakeholder relations	No. of events held	Ad hoc	At least 2 events per year						**250,000**					CM	ADMIN
Customer service branding	Visually consistent customer touchpoints	No. of branded service points	None	All customer						**150,000**					CM	ADMIN

				service desks												
Staff field allowances	Motivated and supported field staff	% of eligible staff paid	Limited	All eligible field staff						**500,000**					CM	FM
Disconnection tools (jembes, shovels, spanners)	Efficient enforcement of credit policies	No. of tools procured	Old tools	Minimum 10 sets						**100,000**					CM	TM
RTK GNSS Surveying Equipment	Improved accuracy in surveying & mapping	No. of RTK GNSS sets acquired	None	1 set						**950,000**					CM	TM
Portable GPS Navigator	Accurate field location tracking	No. of GPS units procured	none	2 units						**60,000**					CM	TM
3. Technical Services Department																
Key activity	**Output**	**Indicator**	**Baseline**	**5 Year Target**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**	**Support**
Integrate ERP with Financial Management System	ERP Software procured and available	ERP software linked to FMS and other departments	0	1	1	0	0	0	0	12M	1M	1M	1M	1M	FM	ICT/MD
Construct ultra-modern water treatment plant with capacity for 5,000M^3/ day	Water Treatment Plant constructed and functional	Water Quality Supplies available to customers	1	1	0	0	1	0	0	0	0	100M	100M	100M	TSM	MD
Supply of water treatment chemicals	Chemicals supplied	Improved water quality	0	5						1.2M	1.2M	1.2M	1.2M	1.2M	TSM	Procurement
Drill and equip 5 No. boreholes at strategic locations to supplement water production	Functional Boreholes	Water Production increased from 800 M^3 to 1500 M^3 by 5th Year	0	10	2	2	2	2	2	40M	40M	40M	40M	40M	TSM	Procurement / MD
Replace filter media every two years	Filter replaced	Improved water quality	0	2		5				1M						
Procurement of BUTT fusion Machine	Technical team equipped to deal with bursts	Improved maintenance efficiency	0	3	1	0	0	0	0	500K	0	500K	0	500K	TSM	Procurement

Accreditation of Water Quality Laboratory	Functional accredited laboratory supporting water quality monitoring	Consistent Water Quality Monitoring	0	1	0	0	0	0	0	15M	15M	1M	1M	1M	TSM	MD/ Procurement
Conduct GIS mapping of existing water facilities and consumer connections.	Updated and functional Geo-linked water asset inventory	Effective operational and maintenance planning with Real time data.	0	5 Zones	2	3	0	0		10M	15M	0	0	0	TSM	ICT/CM/ MD
Rehabilitate 30km of the water distribution lines	Repair the distribution line in bank quarters, Ajatisa, Town Kiosk, Manyata Chille, Marsabit Boys, Manyata ote, D.O Central, Old town.	Reduction in NRW, consistent water supply to customers and increased efficiency in service delivery.	1	1	10	10	10	0	0	10M	10M	10M	0	0	TSM	PROCUREMENT/MD/COMMUNICATION
Increase sewerage coverage by 10% and sanitation coverage to 100%	Construct 20 km of sewerage system in urban and peri-urban areas	Functional sewerage infrastructure in place	0	20KM	10KM	10K	0	0	0	5M	5M	0	0	0	TSM	PROCUREMENT /MD/ICT
Increase water coverage by 25 % within the service areas of the company.	Increase in water distribution in Marsabit Town, North Horr, Laisamis, Moyale, Sololo Town	20 kms of distribution line improved 12 Rural Water schemes brought under company management in rural and peri-urban areas.	0	2	2	2	2	2	2	2M	2M	2M	2M	2M	TSM	MD/ICT/COMMUNICATION /COMMERCIAL
Procure and install Leak detectors	Increased capacity to detect and respond to leakages	Reduction in NRW from current 58 % to 42 % within 2 years.	0	1	1	0	0	0	0	5M	0	0	0	0	TSM	PROCUREMENT /ICT
Train staff on the use of leak detectors	Increased capacity to manage leakages	Increased water distribution efficiency	0	1	1					+1M						

4. Commercial Department																
Key activity	Output	Indicator	Baseline	5 Year Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Install Zonal meters in all the schemes (5 zones)	No. of zonal master meters installed	Reduction in NRW from 58 % to 42 % by end of 2 year.	0	30	15	15	0	0	0	1.125M	1.125 M	0	0	0	TSM	FIN/PROC/COMM
Install pressure releasing valves	Pressure releasing valves installed	reduce bursts and leakages	2	30	14	14	0	0	0	140K	140K	0	0	0	TSM	FIN/COMM/PROC
Enhance line inspection and patrols	Prompt response to bursts and leakages	Reduction in NRW from 58 % to 42 % by end of 2 year	5	30	25	25	25	25	25	500	500	500	500	500	TSM	Fin/HR/Admin
Design and install solar power generation plant at the intake	Solar system installed	Reduction of monthly electricity from Kshs 1000000 / month to Kshs 500K Monthly	0	1	0	0	0	0	0	10M	10M	10M	0	0	TSM	MD/PROC/FIN/HR/ADMIN
Ensure adequate supply of diesel to the already installed 90 KVA generators	diesel purchased	Improved efficiency	1	1	36K	36K	36K	36K	36K	6.5M	6.5M	6.5M	6.5M	6.5M	TSM	MD/FIN/PROC/HR/ADMIN
Office Space for water supply and operation officers at the treatment plant	Equipped office to support field operations	Improved Staff performance	0	1	1	0	0	0	0	5M	0	0	0	0	TSM	FIN/PROC /ICT/HR/ADMIN
Recycle and reuse ($90M^3$) wastewater generated at water treatment plant	Design and operationalize a system to recycle and reuse wastewater at the treatment plant.	Optimized use of resources	0					3								
5. Finance Department																
Key activity	Output	Indicator	Baseline	5 Year Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Develop Finance and Procurement Policy	Finance/Procurement Policy in Place	Finance/Procurement Policy Approved and Implemented	0	1	1					1M	2M				FM	MD/BOD

Integrated ERP with Financial Management System	A Complete ERP Software Procured and Available	ERP Software Linked to FMs and Departments	0	1		1					11M				FM	MD
Formulate Effective Debt Control Mechanism	Outstanding Bill Reduced/Managed, Increased Revenue Collection	Effective Debt Control Section in Place	0	1		1					2M				CM	MD/FM/TSM
Finance Department Office Portioning	A Separate Office Spaces for The Finance Manager, Accountant, Finance Officer, And Procurement Officers Created	A Conducive Working Environment for The Departmental Staff Availed	0	1	1					3M					FM	MD/HOAGW4RP COORD.
Develop Finance and Procurement Policy	Finance/Procurement Policy in Place	Finance/Procurement Policy Approved and Implemented	0	1	1					1M	2M				FM	MD/BOD
Integrated ERP with Financial Management System	A Complete ERP Software Procured and Available	ERP Software Linked to FMs and Departments	0	1		1					11M				FM	MD
Formulate Effective Debt Control Mechanism	Outstanding Bill Reduced/Managed, Increased Revenue Collection	Effective Debt Control Section in Place	0	1		1					2M				CM	MD/FM/TSM
6. Information, Communication & Technology (ICT)																
Key activity	Output	Indicator	Baseline	5 Year Target	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support

Establish a Robust ICT Policy Framework	Comprehensive and up-to-date ICT Policy published and accessible to all staff	% of required ICT policies/guidelines and manuals developed and approved. % of staff trained on ICT policies. Frequency of policy reviews and updates conducted. % reduction in Policy violations (e.g., misuse of assets, security breaches due to non-compliance).	0	5	1	1	1	1	1	100,0000	500,000	500,000	500,000	100,0000	ICT MANAGER	ICT STAFF, OTHER DEPARTMENTS
Optimize ICT Staffing and Structure	Approved ICT Department organogram Updated job descriptions for all ICT roles. All critical ICT positions filled with qualified personnel.	Staff-to-supported user ratio (benchmarked appropriately). Time to fill vacant ICT positions. ICT staff turnover rate. Employee satisfaction scores within the ICT department. % of ICT staff with documented performance reviews and personal development plans (PDPs).	1	5	1	1	1	1	1	1000,000	500,000	500,000	500,000	1,000,000	ICT MANAGER	ICT STAFF, OTHER DEPARTMENTS
Implement effective Data access and management Practices	Approved Data Governance Policy. Centralized data repository/w	Data Quality Index (e.g., % accuracy, completeness, timeliness). Time to retrieve critical data for	0	5	1	1	1	1	1	1,000,000	500,000	500,000	500,000	1,000,000	ICT MANAGER	ICT STAFF, OTHER DEPARTMENTS

	arehouse operational. Improved data accuracy and completeness. Standardized data backup and recovery processes. Accessible data for reporting and decision-making. Trained staff capable of effective data management.	reporting reduced by xxx%. % of key data sources integrated into the central data repository. Successful data backup and restoration tests conducted regularly. User satisfaction with data accessibility and usability														
Organization-wide process and Workflow Mapping	Comprehensive repository of mapped "as-is" and "to-be" business processes. Identification of key areas for automation and efficiency improvement Implementation plan for process automation initiatives. Improved understanding of inter-	% of critical business processes mapped. Number of identified opportunities for automation. Projected cost savings or efficiency gains from process optimization. % of redesigned processes implemented. Reduction in process cycle times for key workflows.	0	5	1	1	1	1	1	1,000,000	500,000	500,000	500,000	1,000,000	ICT MANAGER	ICT STAFF, OTHER DEPARTMENTS

	departmental workflows.															
Modernize and Integrate ICT Systems	Documented enterprise architecture blueprint. Successful pilot projects for innovative technologies. Integrated key operational and business systems. Improved data sharing and reduced manual data entry between systems. Adoption of relevant new technologies.	Number of innovative ideas piloted and/or implemented. % of critical systems integrated. Reduction in data silos and manual data reconciliation efforts. Improved efficiency metrics in areas with integrated systems (e.g., faster response to leaks due to SCADA-Asset Management integration). Return on Investment (ROI) for new technology deployments.	2	5	1	1	1	1	1	1,000,000	500,000	500,000	500,000	1,000,000	ICT MANAGER	ICT STAFF, OTHER DEPARTMENTS
Develop ICT Capacity and Skills	Annual ICT Training Plan. Increased staff proficiency in using ICT tools and systems. Enhanced cybersecurity awareness among all staff.	% of staff completing basic ICT literacy training. % of staff trained on key business applications. Average training hours per employee per year. Post-training competency assessment scores.	1	5	1	1	1	1	1	1,000,000	500,000	500,000	500,000	1,000,000	ICT MANAGER	ICT STAFF, OTHER DEPARTMENTS

	A more skilled and certified ICT team. Improved utilization of implemented ICT solutions.	Number of ICT staff with new relevant certifications.															
Cybersecurity	Comprehensive Cybersecurity Policy and Incident Response Plan. Strengthened network and system security. Reduced vulnerabilities and cyber incidents. Increased staff awareness of cybersecurity threats. Protected critical infrastructure and customer data. Effective incident detection and response capabilities.	Frequency of cybersecurity risk assessments and penetration tests. Number of identified vulnerabilities remediated within a defined timeframe. Mean Time to Detect (MTTD) and Mean Time to Respond (MTTR) to security incidents. % of staff completing cybersecurity awareness training. Number of critical security incidents. Compliance with relevant cybersecurity standards (e.g., NIST CSF, ISO 27001).	0	5	1	1	1	1	1	1,000,000	500,000	500,000	500,000	1,000,000	ICT MANAGER	ICT STAFF, OTHER DEPARTMENTS

Conducive Working Environment (Space, Furniture, Equipment)	Improved and standardized ICT workspaces. A secure and environmentally controlled server room. Ergonomic workstations for staff. Adequate and up-to-date ICT equipment for all relevant staff. A dedicated ICT training facility.	Staff satisfaction survey scores related to the work environment and equipment. Server room uptime and environmental metrics (temperature, humidity). % of ICT staff with ergonomic workstations and appropriate equipment. Reduction in hardware-related downtime. Availability of a functional ICT training room.	0	5	1	1	1	1	1	1,000,000	500,000	500,000	500,000	1,000,000	ICT MANAGER	ICT STAFF, OTHER DEPARTMENTS
Compliance Monitoring and Evaluation	A comprehensive list of ICT compliance obligations. Approved ICT Compliance Monitoring Plan. Effective software license management. Regular compliance audit reports.	% of identified compliance requirements met. Number of non-compliance incidents identified and resolved. Frequency of internal and external compliance audits. Software license compliance rate (e.g., % of software legally licensed).	0	5	1	1	1	1	1	1,000,000	500,000	500,000	500,000	1,000,000	ICT MANAGER	ICT STAFF, OTHER DEPARTMENTS

	Documented remediation of non-compliance issues. Reduced risk of penalties due to non-compliance.	Timeliness of addressing changes in regulatory requirements.														

6.4. Coordination Framework

A well-structured coordination framework is essential for the successful implementation of a strategic plan. It ensures alignment among stakeholders, efficient resource utilization, and continuous monitoring of progress. Internally, MARWASCO will consider establishing:

- **A Steering Committee**—with responsibility for overseeing strategy implementation, providing high-level guidance, and ensuring accountability. This steering committee may be made up of selected members of the board and the managing director.
- **Executive Management Team**—This team will be tasked with managing strategy execution, resource allocation, and operational oversight. The team is headed by the MD and may comprise heads of various departments to maximize the available expertise.
- **Technical Advisory Group**—Comprising experts in water and sanitation management and ICT integration to support informed decision-making. This group may be comprised of key resources within the company and from the Department of Water and Sanitation Services within the county.

Externally, MARWASCO is a stakeholder in key coordination fora that will be essential for coordination, information sharing, and platforms for resource mobilization, advocacy, and learning. Among the coordination forums are:

a) **WESCOORD Meetings:** This is a water and sanitation coordination forum held quarterly with participation of the sector's stakeholders, where information on progress, issues, and challenges is shared. Opportunities in the sector are also shared with stakeholders' action. MARWASCO will aim to consistently participate in this forum and share relevant information on strategic and operational progress.

b) **County Steering Committee Meeting:** Hosted by County leadership and bringing together sector partners and County departments, the forum is held quarterly to share progress of planned activities across various sectors/departments within the County and promote interactions with County leadership. MARWASCO participation in this forum will aim at sharing its progress on strategy implementation, operational context, issues, and challenges affecting the operation of the company and use the platform as part of seeking necessary support from the County leadership.

c) **Development Partners sponsored forums: These** are occasional learning, coordination, and information-sharing forums sponsored by specific development partners such as NGOs and Civil society organizations in the sector. MARWASCO will play an active role in such forums to strengthen coordination with relevant development partners as a strategy to leverage resource mobilization, enhance organizational learning, and build strategic partnerships.

d) **WASPA Annual Conferences:** The Water Services Providers Association is a forum hosted by the association of water services providers annually. The aim of this forum is strengthening interaction among WSPs, building partnerships, promoting learning among the stakeholders, and building a shared vision for service delivery in the sector. MARWASCO will continue to participate and coordinate with other actors in this forum to keep abreast of sector updates and share its own success and progress.

6.5. Risk Management

MARWASCO has developed an ambitious plan with a promising future that requires sufficient resource input. The current and projected resources are scarce to fulfil the entire strategic plan, business activities, and results. However, there is confidence that with well-managed risk, optimal resource use, and effective monitoring, the company can deliver its promises amidst changing circumstances and be able to provide assurance to stakeholders that the management and board are protecting and enhancing services amid changing risk profiles.

7. CHAPTER 7 - RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGY

7.1. Financial requirements

Successful implementation of the strategic plan is dependent on availability of funds. MARWASCO will strengthen its internal revenue collection by increasing customer base, improving customer care, managing NRW and developing new strategic water points to supplement production, implement effective debt control and management strategies and embrace ICT integration to increase efficiency of revenue collection.

The company will build on the existing goodwill with National and County governments to secure financial support for its activities and develop strategic partnership with development partners to raise additional resources for capital investment in the strategic objectives identified in this strategic plan.

Table 8 summarizes the projected sources of funding over the planned period and gaps against the costs for fully implementing the strategic plan 2025 – 2030.

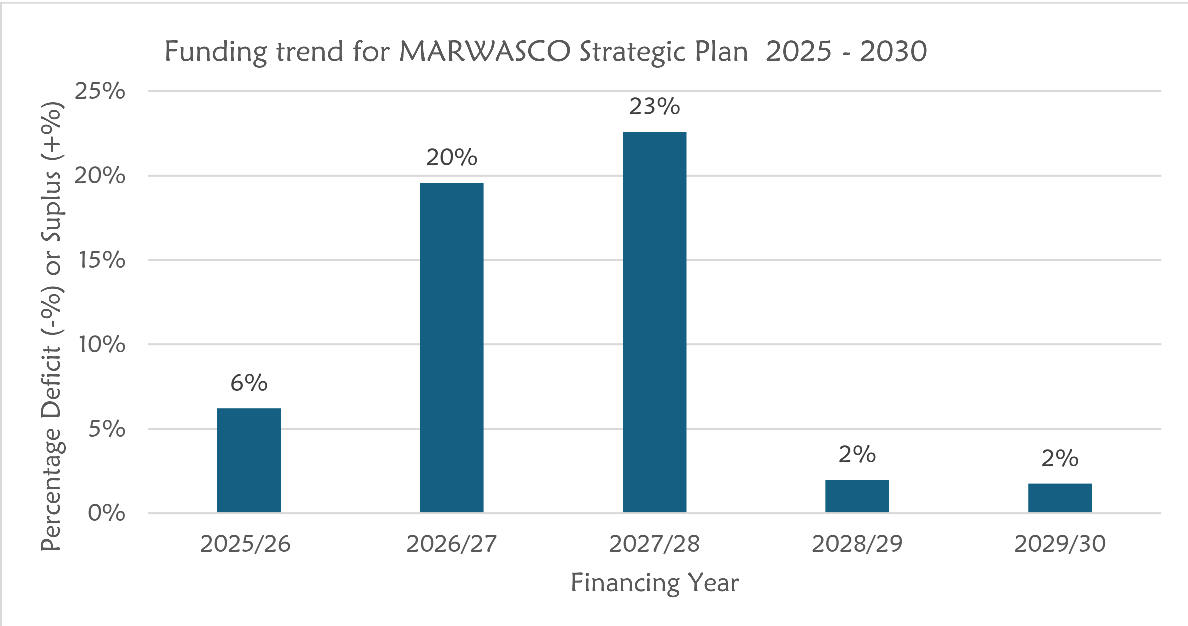
Table 8: Proposed Sources of Funding (Kshs millions)

Costs for Implementing MARWASCO Strategic Plan 2025 - 2030 (Kshs, Millions)						
Projected Expenditure Category by Year	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**Total**
Projected Operational Annual Expenditure (Less Admin & Staff Costs)	**366**	**127**	**79**	**59**	**62**	**693**
Projected Staff Costs Per Year	**29**	**32**	**35**	**40**	**50.3**	**186.3**
Equipment and Tools for Works for staff	**1.90**	**0**	**0**	**0**	**0.8**	**2.7**
Total Projected Yearly Expenditure (Operational +Staff)	**396.9**	**159**	**114**	**99**	**113.1**	**882**
Potential Source of Funds & Projected Revenue by Source	2025/26	2026/27	2027/28	2028/29	2029/30	Total
County Government of Marsabit (CGM)	**30**	**30**	**30**	**30**	**30**	**150**
Government of Kenya (GoK)	50	50	50	50	50	**250**
MWI / WSTF	400	400	400	0	0	**1200**
Partner NGOs / CSOs	15	15	15	15	15	**75**
MARWASCO Internal Revenue Collection)	15	20	30	40	50	**155**
Total Yearly Incomes	510	515	525	135	145	1830
Less Year Projected Expenditure	396.9	159	114	99	113.1	882
Funding Deficit (-) / Surplus (+)	**113.1**	**356**	**411**	**36**	**31.9**	**948**
	2025/26	2026/27	2027/28	2028/29	2029/30	

When we consider all potential sources of funding against planned targets, it is projected that the company will be able to raise a total of Kshs 1.83 billion against projected expenditure of Kshs 882 million. The trend of the projected revenue against estimated annual costs is represented in figure 2. Overall, if the revenue projected is received as planned, and expenditure remains as estimated with no major external events such as disasters (droughts or floods), there will be a surplus of Kshs 948 Million. It is noteworthy that majority of the revenue projected in this budget is linked to specific direct project expenses. The key assumption is that the revenue will be received as projected and direct project expenses will not attract administration costs, as direct revenue to MARWASCO.

For the Projects, whose grants are administered by MARWASCO, the organization will negotiate with the respective donors to charge reasonable percentage as administration costs to cater for the costs of managing the grant. The Board of Directors will determine and approve reasonable administration costs for such grants.

Figure 2: Projected revenue vs expenditure trend for the MARWASCO Strategic Plan 2025 – 2030.



7.2. Resource Mobilization Strategies

MARWASCO will aim progressively to address the resource gaps. Innovative resource mobilization strategies will need to be adopted to maximize revenue collection, optimize resource use, and attract externally available funding. Among the key strategies envisaged are:

a. MARWASCO will implement affordable and sustainable tariff structures to ensure full cost recovery while maintaining accessibility.
b. Progressively invest in smart water management systems such as solar-powered pumping to enhance efficiency and attract funding from impact investors and sustainability-focused organizations.

c. Gradually adopt digital payment solutions to improve revenue collection and financial sustainability.
d. Implement strict debt management strategies to recover defaulted payments and minimize default payment in future. This will include engaging services of external debt collectors, institute prosecutions and introducing loyalty programmes for non-defaulters.
e. Strengthening our collaboration with government agencies, NGOs, and private investors to help secure funding for infrastructure projects. MARWASCO will explore Public - Private Partnerships (PPPs) for joint investments in water supply systems, sanitation facilities, and climate adaptation measures.
f. Marketing tools such as company Business Plan and Resource mobilization strategy will be developed and implemented as part of operationalizing the strategic plan. The Managing Director will lead in the resource mobilization for the strategy and may utilize internal human resources, specifically assigned resource mobilization duties to achieve the objective of effective resourcing for the company.
g. The MD may also engage external expertise to compliment internal capacity for resource mobilization. Externally sourced expertise will be engaged on agreed commission rates and basis for each successful fundraising initiative. The overall aim of these efforts is to strengthen MARWASCO's capacity to raise revenue to finance its ambitious five-year plan.
h. Liaise with the County Government for legislation to allow for expansion into rural areas through county approved service models, particularly targeting high yield rural schemes.

7.3. Resource Management

MARWASCO is the process of developing financial management policies to guide financial management. Once these policies are approved and rolled out, they will be reviewed from time to time and to ensure they remain relevant to company business. Compliance on the application of the policy will be monitored by Management and guaranteed through auditing by an internal Audit unit to be operationalized during the

planned period and annual external audits as per existing laws.

The board will ensure that allocation of resources will be based on MARWASCO's priorities which are guided by importance, impact, and risks. The activities shall be sequenced to achieve maximum efficiency (service delivery impact) within the available resources. This process shall be undertaken systematically ensuring essential planning tools are in place i.e. development of annual budgets, procurement and implementation that are aligned to strategic goals and objectives. MARWASCO will enhance cost control measures and debt recovery strategies to optimize utilization of allocated resources. We will also entrench prudent cash management to avoid cases of cash shortfalls.

8. CHAPTER 8 - MONITORING, EVALUATION AND REPORTING FRAMEWORK

The Monitoring and Evaluation (M&E) framework for Marsabit Water and Sewerage Company (MARWASCO) is designed to track performance, ensure accountability, and improve service delivery in water and sanitation service delivery and management. This framework aligns with national water policies and global best practices to enhance efficiency, sustainability, and customer satisfaction. The objectives of the M&E framework are to monitor operational efficiency and service delivery; evaluate the impact of water and sanitation programs; ensure accountability in resource utilization; improve decision-making through data-driven insights and enhance stakeholder engagement and transparency.

8.1. Monitoring Framework

MARWASCO is a growing company and aims to learn from its experiences for continuous performance improvement. To achieve this, a monitoring and evaluation framework has been integrated into the strategic plan. MARWASCO will leverage on ERP system to monitor performance on all the key performance indicators by linking the quarterly and annual work plan targets to specific managers and officers' Performance Improvement Plans (PIPs) that are reviewed quarterly and annually. This will enable the company to conduct real-time performance monitoring.

To achieve this level of monitoring and evaluation of strategy implementation, MARWASCO will aim to conduct monitoring at corporate, management and operational levels.

a. Corporate level

The board will conduct annual strategic review meetings to assess performance of MARWASCO against strategic goals and objectives, identify key challenges, financing gaps and make recommendations for next year.

Each quarter the Management and the board will review the progress of the implementation of the strategic plan, analyzing strategic, management and operational challenges and providing direction on measures to address the key issues and challenges. This will be cascaded by the management team to the departments, who are the custodians of monthly, quarterly, and annual plans that are linked to individual Performance Improvement Plans.

b. Management level

The Managing Director will conduct bi-monthly meetings with the senior management team to monitor the implementation of operational plans against the Strategic Plan. Each departmental head will prepare a report on the progress on the implementation of the strategic objectives and activities related to their department, key issues that require management interventions, challenges, and proposed recommendations to address the issues and challenges.

c. Operational level

Departments will hold monthly meetings to monitor the implementation of the departmental plans. Individual officers within the department will have agreed performance targets linked to operational plans, which are derived from strategic plans.

The performance targets are part of the performance improvement plans (PIPs) which are linked to institutional performance appraisal system and contracts. The review meetings will assess progress in the implementation of operational plans for the department and individual PIPs and will contribute towards yearly performance appraisal.

8.2. Key Performance Indicators (KPIs)

MARWASCO has established Key Performance Indicators across five domains for effective tracking of progress towards strategic objectives across different operational areas, as outlined below:

- Water Supply and Distribution
- Sewerage and Sanitation Services
- Financial and Operational Efficiency
- Environmental and Social Impact
- Human resources and institutional strengthening

The standardized WASREB Key Performance Indicators for WSPs align very well with the operational areas and indicators identified in this strategic plan. Progress on the indicators in the strategic plan will also contribute to regulatory and licensing requirements by WASREB.

8.3. Evaluation Framework

MARWASCO recognizes that a structured system used to track, assess, and improve the performance of water supply and sanitation services is critical for effective implementation of the strategic plan. The M&E Framework will help ensure that the water and sanitation services are efficient, sustainable, and meet the needs of communities. For reliable feedback and to inform critical decision making, MARWASCO will track the progress on strategic objectives on quarterly and annual basis against set quarterly and annual targets. The company will report on the level and extent of the achievements of the objectives.

8.3.1. Mid Term Evaluation

A mid-term evaluation of the strategic plan will be conducted in December 2027, to determine the level of achievement of the strategic objectives in the past two and half years against planned targets. This evaluation will create a platform to assess the effectiveness of the strategies adopted for the strategic plan and areas of review, where necessary. A stock taking of the changes in the operating environment will be conducted. This process will be guided by the Kenya Evaluation Guidelines 2020 and The Kenya Norms and Standards for Monitoring and Evaluation.

8.3.2. End Term Evaluation

At the end of the five years, MARWASCO plans to undertake an end-term evaluation to establish the level of achievement of the strategic objectives against targets, determine changes in the operating environment, challenges encountered as well as lessons learnt. The outcome of this evaluation will inform the next strategic planning cycle for MARWASCO. A Comprehensive review will be conducted to determine the overall impact and outcomes against set key result areas. The evaluation results will be used in the development of the next Strategic Plan. The evaluation process will be guided by the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for Monitoring and Evaluation.

8.4. Reporting

8.5. Framework and Feedback Mechanism

The Senior Management Team and CEO on behalf of the Board will be responsible for monitoring and evaluation reporting on the implementation of the strategic plan. The heads of departments and sections will be expected to prepare quarterly, annual, and midterm reports on activities and key performance indicators being implemented and monitored in real time through Performance Improvement Plans (PIPs) for everyone.

The SMT will consolidate all reports and present the summary report to the Board. The SMT will share the feedback from the Board with the Heads of Departments through appropriate fora.

8.6. M&E Roles Within MARWASCO

The roles and responsibilities for monitoring and evaluation of the strategic plan will be shared across the different levels of the organization as summarized in table 9.

Table 9: Shared M&E roles and responsibilities within MARWASCO

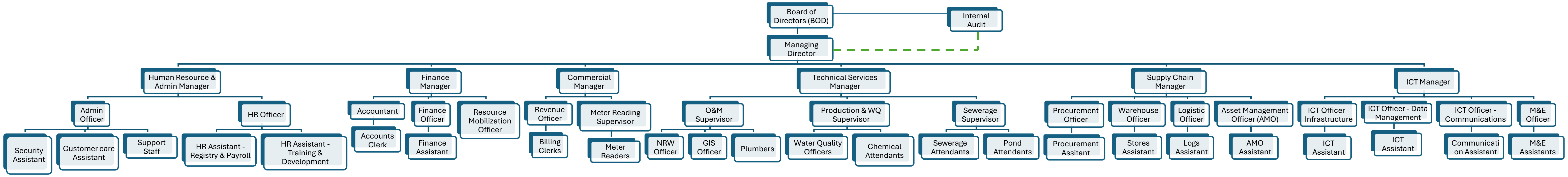
Internal Stakeholder	Roles and Responsibilities
The Board	✓ Sign Annual Performance Contract with CEO ✓ Monitor execution and implementation of the strategic plan. ✓ Receive Monthly, Quarterly, Biannual, Annual, Midterm and End term reports on the progress on company performance and progress on the implementation of the strategic plan. ✓ Provide feedback to the CEO on the reported performance of MARWASCO and Progress on Strategic Plan implementation.
Chief Executive Officer (CEO)	✓ Provide executive leadership. ✓ Cascade Performance Improvement Plans (PIPs) for Senior Management Team Members ✓ Provide supportive supervision to SMT members through approval of key decisions and final outputs. ✓ Empower SMT to make critical strategic decisions in line with the strategic plan and provide feedback on the progress made.
Senior Management Team (SMT)	✓ Cascade performance targets for other employees. ✓ Guide strategic plan implementation efforts. ✓ Ensure efficient departmental coordination. ✓ Take ownership of risks and management ✓ Make decisions as required and empowered. ✓ Provide status update on the implementation of the strategic plan to the CEO.

Managers & Heads of Departments/Units/Sections	✓ Providing timely reports on strategic plan implementation ✓ Identifying potential challenges and implementing corrective measures to keep the company on track. ✓ Training staff in M&E best practices to enhance efficiency and effectiveness in tracking strategic goals. ✓ Regularly assessing departmental activities against strategic objectives and making necessary adjustments ✓ Establishing clear indicators, data collection methods, and reporting mechanisms to track progress. ✓ Collecting, analyzing, and interpreting data to inform decision-making and improve service delivery
All Employees	✓ Execution of tasks and activities assigned as per PIPs. ✓ Reporting performance against PIPs to their supervisors

9. Annexes

Annex 1: MARWASCO Approved Organogramme 2025 – 2030

MARWASCO Organogram 2025 – 2030 (Board Approved)



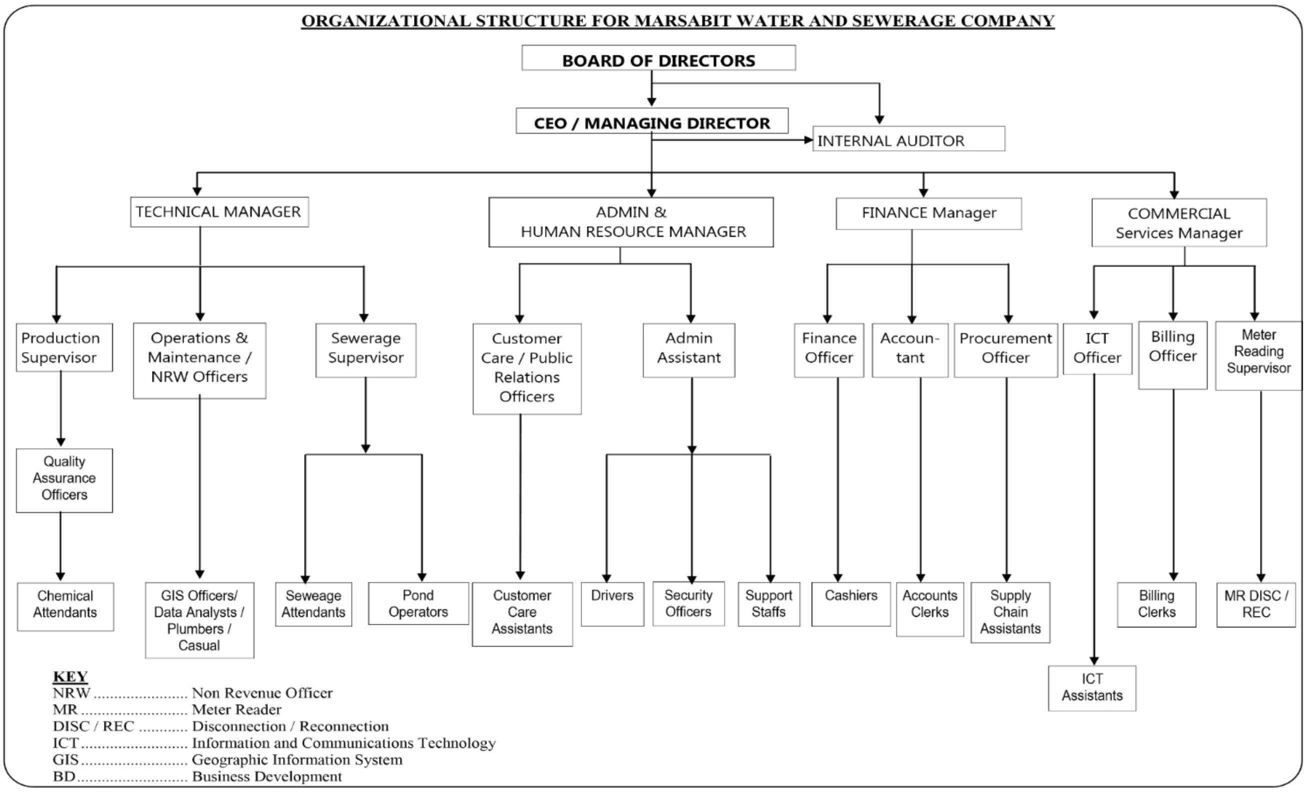
Annex 2: Roles and Responsibilities of water sector institutions

Summary of Envisaged Roles and Responsibilities of Institutions under the Water Act 2016		
Institution		**New Roles and Responsibilities**
National Institutions		
1.	MWI	• Development of legislation, policy and strategy formulation, sector coordination and guidance, and monitoring and evaluation.
2.	National Water Harvesting & Storage Authority	• Develop, maintain, & manage national public water works for water resources and flood control. • Strategic water emergency interventions (drought)
3.	Water Resources Authority (WRA)	• Management, utilization, protection, development and conservation of water resources Management, utilization, protection, development, and conservation of water resources • National monitoring and information system (GIS)
4.	WASREB (Water Services Regulatory Board)	• Regulation and monitoring of service provision by counties and WSPs • Issuance of licenses • Setting standards for provision of water services. • Developing guidelines for water services (water tariffs etc.)
5.	WSTF[3]	• Financing provision of water and sanitation services to the underserved areas of Kenya
6.	Water Tribunal (WT)	• Arbitration of water related disputes and conflicts
Regional Institutions		
7.	Basin Water Resources Committee (BWRC)	• Decentralization of decision making on water resources management to catchment levels

[3] Water Sector Trust Fund (note predecessor Water Services Trust Fund)

Summary of Envisaged Roles and Responsibilities of Institutions under the Water Act 2016		
Institution		**New Roles and Responsibilities**
8.	Department of Water Services at County Level	• Plan, develop, and manage water supply and sanitation infrastructure within the county. • Translate national water policies into county-specific strategies and programs. • Monitor water service providers (WSPs) and ensure compliance with standards. • Facilitate public participation in water planning and decision-making. • Budget for water projects and seek partnerships or donor support. • Address droughts, floods, and water-related crises in coordination with other agencies. • Collaborate on inter-county or national-scale infrastructure (e.g., dams, pipelines). • Receive technical support and training from national institutions. • Work with the Water Services Regulatory Board (WASREB) to uphold service standards.
9.	Water Works Development Agency (WWDA)	• Developing, maintenance and management of national public water work. • Operate water works/transfer to county government/joint committee/authority of county governments after loans and debt obligations are cleared. • Capacity building and technical services to county governments/joint committee/authority of county government.
Service Delivery Institutions		
10.	WSPs	• Provision of water and sewerage/sanitation services *(as agents of County Governments/WWDA?)*
11.	Water Resources Users Associations (WRUAs)	• Involving communities to participate in the development and management of water resources. • Conflict resolution; cooperative management of the water resources

Annex 3: MARWASCO Current Organogram



Annex 4: Interim Capacity Development Needs for MARWASCO *(Derived from WASH Capacity Assessment for Marsabit County, 2023 by PACIDA*

Key skills Gap	Target beneficiaries	Recommended Training	Mode of delivery	Expected outcome
Governance as per WASREB Guidelines	Board of Directors	▪ Training and Orientation on the Water Policies (Water Acts, WASREB Guidelines, WARMA) and MARWASCO Company Policies ▪ Governance and Diplomacy Course for all directors ▪ Organizational leadership (including team building, group dynamics) ▪ Benchmarking among equal companies ▪ Planning and Strategy Development	Training Workshop Training Workshop Benchmarking visits to successful similar companies	▪ Increased understanding of the Water Sector Policy Environment. ▪ Compliance with Company Policies ▪ Support for development of systems and structures to support company operations. ▪ Less political distractions and cohesive working relationship among the board members. ▪ Business Development Plans in place to guide company business
Leadership and Management	Core Management Team (CMT)	▪ Senior Leadership and Management Course ▪ Training and Orientation on Water Policies and MARWASCO Company Policies ▪ Benchmarking among equal companies	Training Workshop	▪ Improved Supportive supervision for Heads of Department ▪ Increased compliance with Water and Company Policies and procedures ▪ Improved company performance

		▪ People Management Skills		▪ Well-motivated staff with increased outputs
Supervision, Management, Staff Welfare, compliance with company policies	Heads of Departments (HODs)	▪ Staff welfare Management ▪ Performance Management ▪ Induction into Company policies ▪ Monitoring and Evaluation Skills ▪ Data management and records keeping	Facilitated Training Workshops	▪ Well-motivated departmental staff ▪ Increased staff performance with higher percentage of targets are met. ▪ Objective assessment of personnel performance ▪ Accurate and up to date departmental records with systematic record keeping.
Supportive supervision, mentoring, performance management, monitoring, and reporting	Area Managers	▪ Technical Maintenance (Basic O&M) skills ▪ Effective revenue collection strategies ▪ Technical Skills on Water Supply ▪ Basic skills on connection and customer disconnection ▪ Customer Care Skills ▪ Conflict resolution and Management skills ▪ Setting reasonable revenue collection targets ▪ Performance Management	Training Workshop On the site training and Mentoring	▪ Reduction in repair downtime ▪ Increased efficiency in revenue collection ▪ Reduction in Non-Revenue Water (NRW) ▪ Improved customer relations and increased customer base ▪ Greater cohesion between the company and its customers.

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