

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NYAMIRA

STRATEGIC PLAN 2013 - 2017

DEPARTMENT OF WATER, SANITATION AND IRRIGATION



**NYAMIRA COUNTY
2013**

VISION AND MISSION

VISION

A county with equitable and sustainable management and use for water resources for social economic development.

Mission

To provide sustainable, reliable, efficient and cost effective water supply systems that deliver adequate quantity and quality of water to satisfy domestic, agricultural, industrial and commercial purposes for improved quality of life for all.

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ACRONYMS AND ABBREVIATIONS

ADB:	African Development Bank
AIA:	Appropriation-in Aid
AIDS:	Acquired Immune Deficiency Syndrome
ART:	Anti- Retroviral Therapy
BOQ:	Bill of Quantity
CATS	Community Action for Total Sanitation
CBO:	Community Based Organization
CDF:	Community Development Fund
CDFT:	Constituency Development Funds Committee
CLTS	Community Led Total Sanitation
CO:	Chief Officer
CSO:	Civil Society Organization
ECM:	Executive Committee Member
EMCA:	Environmental Management and Coordination Act
EU:	European Union
FAO:	Food Agricultural Organization
FBO:	Faith Based Organization
GDP:	Growth Development Produce
GIZ:	German International Cooperation
GOK:	Government of Kenya
GPS:	Geographical Positioning System
HIV:	Human Immune-Deficiency Virus
HRM:	Human Resource Management
ICT:	Information and Communication Technologies
IFAD:	International Funds for Agricultural Development
IWUA:	Irrigation Water Users Association
JICA:	Japan International Cooperation Agency
KARI:	Kenya Agricultural Research Institute
KEFRI:	Kenya Forest Research Institute
KEWI:	Kenya Water Institute
KIBHS:	Kenya Integrated Based Household Survey
KIRDI:	Kenya Industrial Research and Development Institute
KP:	Kenya Power
KPI:	Key Performance Indicator
LPO:	Local Purchase Order
LSO:	Local Service Order
LVEMP:	Lake Victoria Environmental Management Programme
M&E:	Monitoring and Evaluation
MVI:	Means of Verification
NASCOP:	National Aids and STI Coordination Programme
NCST:	National Council of Science and Technology
NEMA:	National Environment Management Authority

NGO:	Non -Governmental Organization
NIB:	National and Irrigation Board
OSHA:	Occupational Safety Health Act
OVI:	Objectively Verifiable Indicators
SCIDC:	Sub County Information and Documentation Centre
TNA:	Training Needs Assessment
UN:	United Nations
UNEP:	United Nation Environmental Programme
USAID:	United States Agency for International Development
VCT:	Voluntary Counselling and Testing
WRMA:	Water Resource Management Authority
WRUA:	Water Resource Users Association
WUA:	Water Users Association

FORWARD.

Water resources are essential for satisfying basic human needs, health and food production, energy, the restoration and maintenance of ecosystems and for social and economic development in general. According to estimations by the UN, more people die presently due to insufficient access to safe water and basic sanitation.

The growing demands for water against the limited natural endowment and its increasing scarcity could result in water conflicts and pandemics if infrastructure and management of water is not improved. Consequently, it is urged that water and sanitation must rise higher on the county agenda. Funds invested in water services will generate huge social profit and economic benefits depending on the technology and specific conditions on the ground. No access to basic sanitation means that people use water contaminated by the excreta of human and livestock. The development, management, protection and use of water so as to contribute to the eradication of poverty and the promotion of food security are an exceptionally important goal. The role of ground water, rivers, streams, springs and wetlands, forests and other vegetation and other parts of their ecosystems in the water cycle and their importance to water quality and quantity should be acknowledged and protected.

Nyamira County faces serious challenges with regard to water services (water and sanitation). Despite the efforts of investments provided in the past years by the National Government and development partners, existing water facilities have continued to deteriorate and fail to meet the demand of the increasing population. Safe water and basic sanitation must be regarded as a basic human right and should therefore be accessible and affordable to all. This is important in order to achieve the Millennium Development Goals (MDGs) and the National targets in our country's economic blueprint, the **Kenya Vision 2030**.

Irrigation is currently facing many constraint and challenges. Past irrigation development strategies and approaches are articulated in the *Sessional Paper No.4 of 1981 on National Food Policy*, *Sessional Paper No. 1 on Economic Management for Renewed Growth*, *Sessional Paper No.2 of 1994 on National Food Policy*, *the Economic Recovery Strategy (2003 - 2007)*, *Strategy for Revitalizing Agriculture (2004-2014)*, *the Water Act (2002)*, *the Irrigation Act (cap 347)* and *Vision 2030*. Past development approaches in irrigation schemes aimed to provide employment and settlement for the landless. The county's irrigation potential based on surface / sub-surface water availability and the drainage potential have not been fully developed. The current irrigation potential could be increased through Surface / Sub-surface water abstraction and supply, water harvesting, storage and exploitation of ground water resources and Improvement in water use efficiency.

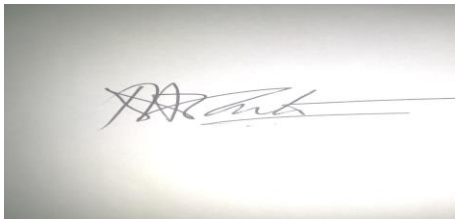
The Strategic Plan for the department of Water, Irrigation and Sanitation Services in Nyamira County has been derived from the water sector policy contained in *Sessional Paper No. 1 of 1999 on National Policy on Water Resources Management and Development* and *the National Irrigation Policy 2011*, (*Draft Sessional Paper Harmonized with the New Constitution, (April, 2011)*).

The National Irrigation policy is in line with the functions of the National Government and County Governments as detailed in the *Fourth Schedule (Part 1 and 2) of the New Constitution*

and the government's developmental agenda. The Strategic Plan will facilitate coordinated development of the sector. This will enable and encourage accelerated development of water and irrigation infrastructure, increased productivity per unit volume of water, increased water harvesting and storage, improved scheme management, enhanced stakeholder participation and improved business orientation in the sector.

This Strategic Plan underscores the urgent need for a more comprehensive approach to water resources management to meet efficiently and equitably the current water needs without compromising the ability of future generations to manage their water needs.

I wish to thank all those who have put their time and energy into this important work.

A rectangular box containing a handwritten signature in black ink. The signature is cursive and appears to read 'F. Andrew Ombati Marita'.

**Hon. F. Andrew Ombati Marita,
Executive Committee Member,
Department of Water, Sanitation & Irrigation Services.**

PREFACE AND ACKNOWLEDGEMENTS

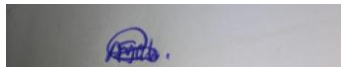
The development of this strategic plan was achieved through an elaborate and consultative process involving key departmental stakeholders, Economists from the department of Finance & Planning and Consultants. The development process coordinated by the Sub-County Irrigation Officer, Nyamira / Nyamira North, Mr. Oliver O. Ogado involved a team of core technical experts from the department's three divisions of water, sanitation and irrigation who included Eng. Peterson Orege, Mr. Lawrence Mokaya, Mr. Aloice Machuka, Mr. John Onkundi, Mr. Japheth B. Ondieki and Mr. Joseph Obaga. Their unwavering commitment and teamwork is duly acknowledged. Similarly, I also express my appreciation to all the department staff for their dedication and contributions towards the development of this plan.

Special thanks go to the Executive Committee Member (ECM) in charge of Water, Sanitation and Irrigation, Hon. Andrew Ombati for his leadership and guidance in the development of this plan. We in the department acknowledge his visionary direction in mapping out the strategic direction that he wanted the department to take in order to effectively execute its mission of providing sustainable, reliable, efficient and cost effective water supply systems that deliver adequate quantity and quality of water to satisfy domestic, agricultural, industrial and commercial purposes for improved quality of life for all in Nyamira County.

I also take this opportunity to thank all our partners for their invaluable contribution, either through direct or indirect support especially our sister departments for their logistical support.

Lastly but not least, I acknowledge Dr. Vincent Machuka of University of Nairobi and Economists from the department of Finance and Planning, Mr. Paul Onyango, Mr. Simon Mungai and Ms. Grace Kerubo for their facilitative role and expert services provided during the preparation of this plan.

It is my strong conviction that the successful implementation of this strategic plan will improve the performance of the department and, in particular, contribute greatly towards the achievements of our County's development agenda.



Alice Manoti, (Mrs)
Chief Officer
Department of Water, Sanitation & Irrigation Services.

EXECUTIVE SUMMARY

Background

This strategic Plan is organized around six chapters. The first chapter covers basic introductory and background issues that are considered pertinent to the implementation of this strategic plan. It also covers issues to do with sectoral development challenges, development agenda, sectoral resources and their contribution to the economy, sectoral Vision, Mission and Core values and the general organization of this strategic plan. Chapter two provides the situational analysis and in particular focuses on the current staff establishment PESTEL, SWOT and stakeholders analysis. The chapter also discusses the performance and achievement of the sector. Chapter three analyses the department's Strategic issues, objectives and strategies to be deployed in delivering the plan. The chapter also discusses the cross cutting issues and indicates the proposed organizational structure. Chapter four outlines strategies for raising revenue and their projections for the planned period, cost cutting measures, implementation matrix and a summary of the departments' activities. Chapter five is devoted to the crucial issue of Monitoring, Evaluation and Reporting indicating the guiding principles that will be employed to manage and monitor the implementation of the activities envisaged under this plan. The last chapter of this plan deals with the logical framework.

Water is a critical resource whose availability and proper use is a key factor for the County's sustainable social and economic development. Consequently it is critical for the county to ensure that the resource is available at all times and equitably distributed among the users in homes and institutions, industry, agriculture, irrigation and livestock.. Secondly, it is imperative that the water to be used and disposed of efficiently and its sources be protected and sustainably managed as one of the strategies of ensuring that the available supplies meet the county's growing demands.

Globally, few issues over the past two decades have brought with them as many challenges as that of climate change. From shifting weather patterns that threaten food production, to rising sea levels that increase the risk of catastrophic flooding, the impacts of climate change are global in scope and unprecedented in scale. While climate change is global, its negative impacts are more severely felt by poor people and poor countries. As all these negative impacts take place, the water resources (quantity and quality) are greatly affected. Without drastic action today, adapting to these impacts in the future will be more difficult and costly, undermine national development efforts and hinder progress towards the Millennium Development Goals. There is need for greater awareness about the unfolding impact of climate change on our country and communities which should include finding ways of adapting and mitigating the effects of climate change.

Nyamira County, being part of the country, region and globe, is equally faced with a number of development challenges related to the water sector and some of them are as a result of climate change, technology as well as different Conventions and Treaties that affect the way we access and utilize available water resources. Regionally, issues arising from the Shared Water Resources are paramount as they affect the way we access and utilize trans-county waters.

At the County level, the need to extend water coverage to the majority poor remains a priority as issues regarding equity, affordability and service sustainability come into play. Other challenges include inadequate skills and staff shortages, financial constraints, high unaccounted for water as well as continued degradation of the water catchment areas. The department intends to implement programmes to cover more irrigable land as well as to reclaim more waste and degraded sections of land. The irrigated and/or reclaimed lands will be fully put to economic use in efforts to help reduce poverty and therefore enhance food security for people.

County Integrated Development Plan

This strategic plan has been developed and anchored against the background of the Nyamira (2013-2017) CIDP. Through the stipulated initiatives and activities detailed in this plan, it is hoped that the department will be able to meet the challenges while ensuring the achievements of the Nyamira CIDP as well as fulfilling the aspirations of the national development blueprint, the **Kenya Vision 2030**.

Vision, Mission and Core Values

In the process of preparing this strategic plan, the department formulated its Vision, Mission and Core Values. These are;

Vision statement.

A county with equitable and sustainable management and use for water resources for social economic development.

Mission statement.

To provide sustainable, reliable, efficient and cost effective water supply systems that deliver adequate quantity and quality of water to satisfy domestic, agricultural, industrial and commercial purposes for improved quality of life for all.

Core values of the sector.

- ❖ *Integrity*: All staff shall uphold the highest standards of professional integrity.
- ❖ *Transparency and Accountability*: The department shall conduct its business in a transparent and accountable manner.
- ❖ *Innovativeness and creativity*: The department is committed to innovative and creative service delivery.
- ❖ *Equitable*: The department is committed to ensuring equitable distribution of resources.
- ❖ *Team spirit*: The department is committed to teamwork, networking and collaboration in achieving results.

- ❖ *Concern for the environmental consciousness:* The department shall promote environmental consciousness while conducting its activities.
- ❖ *Customer focused:* The department is committed to uphold customer driven and customer focused service delivery.

Strategic Direction- Strategic Issues and Objectives

The department has identified five (5) strategic issues and fifteen (15) strategic objectives. These strategic issues include the following; Organizational Resource Base, Organizational Structure, Projects and Programmes Implementation, Community participation, Partnership Establishment and Development.

Strategic objectives that have been proposed to deal with these issues include; to attain optimal staff levels, to achieve adequacy in facilities and equipment for field operations, to source for adequate financial resources for projects / programmes implementation, build and enhance skills and competences of staff at all levels, divisionalize the department for operation and administrative efficiency, build and develop Capacity in each division, ensure completion of on-going projects by 2017, undertake Design and Survey of new projects, inventorize and evaluate viability of stalled projects for possible rehabilitation, Flagship projects, Institutional strengthening of the community groups, Capacity building of the community groups, Community sensitization and Resource mobilization.

Implementation, Monitoring and Evaluation

Monitoring and Evaluation (M&E) will form a critical component for the successful implementation of this strategic plan. It is through M&E that the management will be assisted in making evidence based decisions. Monitoring and evaluation will form an integral part of this Strategic Plan. A comprehensive monitoring and evaluation plan will be prepared to track annual progress in tandem with the annual plans that will be derived from this strategic plan. The primary purpose is to track progress, identify departures, if any, in the achievement of the set targets, assessing the efficiency and effectiveness of completed projects and ensuring continual improvement. It is expected that the Sub-County and Ward Administrators will assist in monitoring the implementation of the projects under their areas of jurisdiction. It is also encouraged that the local communities also participate in the projects' monitoring to promote acceptance and ownership of developed water facilities.

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND INFORMATION

1.1 OVERVIEW OF THE DEPARTMENT OF WATER, SANITATION AND IRRIGATION

This is the first Sectoral Strategic Plan developed by the Department of Water, Irrigation and Sanitation in the County to fast track the implementation of the County Integrated Development Plan 2013-2017. This strategic plan will also form the basis of guiding the department's activities for the subsequent years as well as being reference frame for other water sectors.

The sectoral plan is part of the broader Kenya's development agenda of transforming the country into a globally competitive and prosperous nation. The department has a contribution to make towards **Vision 2030** and it is in this regard that the department is committed to facilitating sustained availability and accessibility to water for all uses, including sanitation services through appropriate laws, regulations and policies.

The 2009 Population and Housing Census indicate that about 4,403 households (3.4 %) in the county had access to piped water in 2009 through a house or yard connection. About 59 % have access to portable water. With regard to rainwater harvesting it is estimated that 2.2 % of household have made provision for roof catchment systems. Further, estimates for 2009 indicate that 72 % of the residents practiced improved sanitation standards.

1.2 SECTORAL BACKGROUND INFORMATION.

Nyamira County is endowed with natural water resources, namely, rivers, shallow wells, springs, dams, pans and boreholes. The water resources availability varies significantly between seasons as well as across regions. The resources are plenty during the rainy season and scarce during the dry periods. Most parts of the county have two rainy seasons. The long rains are typically from March to May while short rains are typically from October to November without distinct dry spell.

Communities in different parts of the county have formed groups and established vibrant water schemes in order to counter the problem of inadequate supply of clean drinking water. The schemes are funded through members' contribution and through sourcing of funds from government and donors. The water from the various sources has many uses including irrigation, domestic use by both human and animals as well as for use in industries.

The county has 1,945 shallow wells, 2,521 protected springs, 694 dams as well as over 3,301 unprotected springs and 7 permanent rivers. The distance to the nearest water point in the county is from zero to four kilometres. On average 7.8 % of the population take 1-4 minutes to fetch water, 2.4 % of the population take 5 - 14 minutes to fetch water, while 49.3 % take 15 - 29 minutes and 30.5 % take 30 - 59 minutes. Only 13.4 % take more than 60 minutes to fetch water while 4,403 households, which represent 3.4 % of the total households, are connected to piped water. Majority of the poor, in particular women and girls, spend a significant amount of time fetching water in both rural and urban areas thus denying them time to engage in other economic activities. Improving and protection of the County water sources will be highly critical in enhancing progress across other sectors. The irrigation sub-sector seeks to reduce the over-reliance on rain-fed agriculture through harnessing water and increasing land under irrigation. The County economy primarily depends on the natural resource base. Increasing access to sustainable water is a priority of the county government within the existing policy framework.

1.3. SECTORAL DEVELOPMENT CHALLENGES.

The main challenges facing improvement of access to water resources include inadequate funds, lack of local ownership for the projects, and the planting of blue gum trees at river / stream banks, water catchments and springs. These challenges lie mainly within the area of policy, technologies and management. According to FAO projections, 70% of food production in developing countries, in Africa in particular, is from small scale farmers yet it is deficient. The deficiency is as a result of inefficient production system, total dependence on unreliable weather conditions and inappropriate technologies. Producers are also resource poor due to inadequate capital to invest and adopt new technologies as well as low adoption rates. The FAO concept of food security is challenging to Kenya in the sense that malnutrition is still rampant.

The existing water supplies systems are overstretched and cannot supply enough water for the increasing population. Although the county is well endowed with water resource, supply of piped water is limited to few market centres. These sources are also threatened by the blue gum trees planted in the catchments areas. The county will put in place strategies focusing on protecting and rehabilitating the existing water sources as well as starting new ones in order to reduce the distance to the nearest water point.

The low involvement of local communities in the management of water resources through formulation of Water Resource Users Association (WRUAs) has resulted to illegal abstraction and resource catchment encroachment. The secondment of officers from the National government to the County government under the Transfer Plan has not been completed. This has created uncertainty among staff thereby hindering staff performance and effective service delivery. Inadequate baseline data and information on KPI, has led to ineffective planning including rates of access to water resources. There are also inadequate support services such as research and Irrigation extension services as well as marketing thereby limiting irrigated agricultural production due to low water storage capacity and water distribution inefficiencies as a result of high cost of investment on appropriate irrigation infrastructure.

1.4. SECTORAL DEVELOPMENT AGENDA.

The department's mission is to provide sustainable, reliable, efficient and cost effective water supply systems that deliver adequate, quantity and quality of water to satisfy domestic, agricultural, industrial and commercial purposes for improved quality of life for all. This will be achieved through improved physical infrastructure and good management and supervision services, collaborative efforts with other stakeholders, harnessing unexploited irrigation and drainage potential, comprehensive capacity building of the community, adoption of modern technologies in water, irrigation and waste management.

This will also be achieved through policy interventions and measures that safe guards the environment such as protection and management of water catchment areas and putting in place a strict and effective regulatory framework and enforcement regime. Other key intervention will include targeted poverty reduction measures, improved funding of irrigation activities, encouraging use of renewable sources of energy and general change of attitude by the community.

In the course of this financial year, the Department of Water, Sanitation and Irrigation Services plans to conduct a thorough baseline survey in the whole County to establish the current coverage on access to safe water, sanitation services, types of water sources and their potential for exploitation for domestic, agricultural, industrial and commercial purposes.

The report that will emanate from the exercise will, among other aspects, recommend the types of appropriate technologies that will be adopted in order to effectively and efficiently exploit the water resources. The report will also recommend areas that the Department will prioritize under its goals and objectives of improving water supply and sanitation services to the communities in the rural and urban settings within the County.

1.5. SECTORAL RESOURCES AND THEIR CONTRIBUTION TO THE ECONOMY.

Nyamira County is endowed with several natural resources and favourable climatic conditions for socio economic development. The permanent rivers and streams found in the county (Sondu, Eyaka, Kijauri, Kemera, Charachani, Gucha (Kuja), Bisembe, Mogonga, Chirichiro, Ramacha and Egesagane) drain their water into Lake Victoria. River Eyaka is of importance to Nyamira town as it is the main water source. On the other hand river Sondu - Miriu has a lot of potential for irrigation development and hydro-electric power generation which if harnessed can greatly contribute towards the county's economic development and poverty reduction efforts. The levels of these rivers have been declining over years due to environmental degradation especially improper farming methods and planting of blue gum trees in the riparian areas. The department of water, irrigation and sanitation therefore intends to exploit these opportunities to attain its vision and mission by harnessing, supplying, distributing, conserving and effectively managing the water resources and their catchments for sustainability.

The demand for clean, safe, piped water for both commercial and domestic use in the three major towns (Nyamira, Keroka, Nyansiongo) is relatively high and outstrips the current supply. However, if the current supply is improved, properly harnessed and prudently managed, it will attract and retain more investors, business people and the general populace for socio-economic

development through increased income from house rents, levies, rates and provision of ready market for locally produced goods and services.

1.6. SECTORAL VISION, MISSION AND CORE VALUES.

1.6.1. Vision statement.

A county with equitable and sustainable management and use for water resources for social economic development.

1.6.2. Sectoral mission.

To provide sustainable, reliable, efficient and cost effective water supply systems that deliver adequate quantity and quality of water to satisfy domestic, agricultural, industrial and commercial purposes for improved quality of life for all.

1.6.3. Core values of the sector.

- ❖ *Integrity*: All staff shall uphold the highest standards of professional integrity.
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- ❖ *Concern for the environmental consciousness*: The department shall promote environmental consciousness while conducting its activities.
- ❖ *Customer focused*: The department is committed to uphold customer driven and customer focused service delivery.

While the clarion, ‘**Water for All**’ remains relevant and important as it was several years as a slogan for promoting, improving and sustaining access to water services to all, the Department has found it necessary to incorporate the other aspect that captures the role of rights holders to play a role to help realize this right – hence the motto:

‘All for Water – Water for All’

1.7. THE ORGANIZATION OF THIS STRATEGIC PLAN

This Sectoral Plan is organized in six chapters.

Chapter One covers basic introductory and background issues that are pertinent to the Sectoral Plan ,the departments' vision, mission and core values.

Chapter Two provides the situational analysis with particular focus on the current staff establishment, PESTEL, SWOT and stakeholders' analysis. It also discusses the performance and achievement of the sector.

Chapter Three analyses the department's Strategic issues, objectives and strategies to be deployed in delivering the plan. It also discusses the cross cutting issues and indicates the proposed organizational structure.

Chapter Four outlines strategies for raising revenue and their projections for the planned period. The cost cutting measures, implementation plan and a summary of the departments' activities.

Chapter Five is devoted to the crucial issue of Monitoring, Evaluation and Reporting indicating the guiding principles that will be employed to manage and monitor the implementation of the activities envisaged under this plan.

Chapter Six of deals with the logical framework.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1 INTRODUCTION

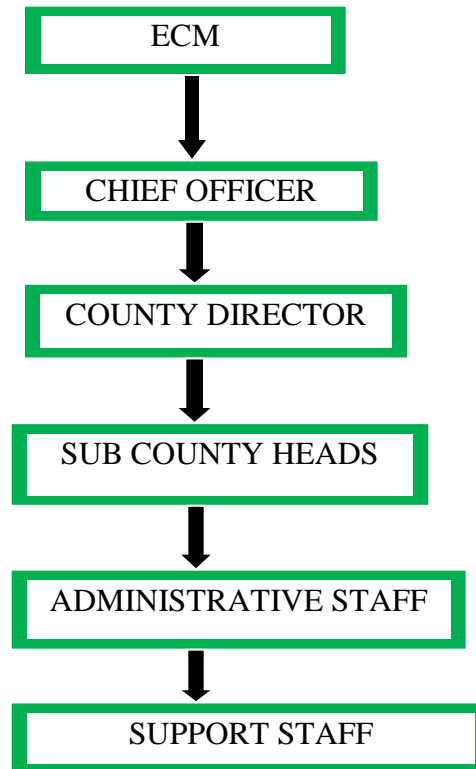
This chapter describes the current situation of the department both internally and externally. In particular it focuses on the organization of the department and its current staff establishment. The chapter identifies the key stakeholders in the department and the complimentary roles that they play in assisting the department achieve its objectives. The chapter also looks at the PESTEL and SWOT analysis of the department and identifies some of the major challenges in carrying out its functions. The performance and achievements of the department are also discussed in this chapter. It concludes by highlighting the on-going and proposed projects and programmes.

Nyamira County has an estimated irrigation potential of over 5,000Ha along the major rivers / streams and a drainage potential of approximately 2,425 Ha¹ of Agricultural wetlands of varying soil characteristics. This is about 1.2% irrigable land and 0.6% drainage land respectively of total arable land (411000 Ha), of this 7.2Ha under surface irrigation technology and 0.72Ha under micro – irrigation (Greenhouse drip system), 1610 Ha drainage land has been developed haphazardly by local farmers. There is so much pressure on land due to the high population densities hence production can be achieved through controlled Drainage and / or Irrigation development.

Drainage development has mostly been in the high rainfall and hence high potential and densely populated parts of the district which are in the highlands, hence high pressure on land. This has forced people into these poorly drained and waterlogged swamps.

There is need for technical intervention for the rehabilitation, conservation and agricultural use of the poorly laid drainage infrastructure to avoid negative bio-diversity effect of oxidized peat soil and widely eroded gullies. For comprehensive irrigation and drainage development / water resources, farmer mobilization, scheme investigations, engineering surveys and designs, IWUA formation, civil works implementation, operation and maintenance must be fully done to detail.

2.2 SECTORAL ORGANISATION



2.3 SECTORAL CURRENT STAFF ESTABLISHMENT

Staff Situation	Number
Technical = All cadres	29
Administrative	
➤ Clerical	2
➤ Drivers	3
➤ SS	20
➤ Secretary	1

2.4. PESTEL ANALYSIS

Political Aspects	<ul style="list-style-type: none"> • politicians interference and competing interest • Sabotage of projects, • political prioritization of projects, • Constrained relationships between national / county and county/county – scramble for trans-boundary resources and assets ownership • Fairly good relationship with national government with regards to project implementation support
Economic	<ul style="list-style-type: none"> • The GDP is projected to grow at a rate of rate 6.3% implying increased budgetary allocation to development projects. • Relatively high poverty levels making affordability of water services out of reach to many. • High taxation rates for both National & County governments implying low disposable income and hence reduced purchasing power. • Inflation affecting cost of project and materials for the infrastructure e.g. fluctuating global oil prices.
Socio Cultural –	<ul style="list-style-type: none"> • High incidences of crime targeting vandalism of infrastructure • Over expectation / over reliance from the government • Poor farmers/ community participation in project implementation • HIV/Aids pandemic • Low literacy level implying less participation in community initiated projects. • High Apathy levels from the community • Land Tenure / Ownership • Poor utilisation and management of water resources leading to their pollution. • Encroachment of water sources for economic gains.
Technological	<ul style="list-style-type: none"> • low adoption rates of the modern and appropriate technology, • limited technological knowhow on the farmers part, • limited exposure to irrigated agriculture, • high investment cost of the developments in irrigation and water technology e.g. micro-irrigation and water pumping technology - (Sources of energy) • Inadequate technology in sewerage disposal • Lack of waste water recycling technology • lack of commitment to invest in modern technology,
Ecological	<ul style="list-style-type: none"> • Hilly terrain leading to high investment cost of infrastructure. • Unfavourable climatic conditions leading to delays and difficulties during project implementation. • Erratic weather conditions especially the rainfall pattern influences the seasonality of shallow wells, springs, streams and rivers.
Legal	<ul style="list-style-type: none"> • Rules and regulation safeguarding water use are controlled by various Acts e.g. - EMCA (1999), OSHA (Occupational Safety and Health Act) (2007), Water ACT (2002 Draft 2012) ,NIB ACT, acquisition of water permits,

2.5 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS.

<p>STRENGTHS:</p> <ul style="list-style-type: none"> ➤ Qualified Technical Staff ➤ Reinforcement of water by-laws ➤ Reliable Irrigation and Drainage data base ➤ Good Management and Supervision services ➤ Transparency and Accountability ➤ Good service delivery and resource management ➤ Improved funding of irrigation activities as per budget work-plan ➤ Existence of organizational structure ➤ Committed staff of high integrity ➤ Article 47 of the constitution on rights of people to water 	<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> ➤ Appropriate legal and regulatory framework ➤ Collaborative Efforts with other stakeholders.- CBO,CSO ➤ Unexploited Irrigation and drainage potential ➤ Comprehensive Farmers Technical Training ➤ Adoption of water saving technologies – water harvesting ➤ Potential for ICT in waste management ➤ Use of most advanced technology in irrigation ,drainage and water storage ➤ Gender mainstreaming in leadership for better management of irrigation and water projects. ➤ Improved physical infrastructure ➤ Promotion of adaptive on-farm research on irrigation and drainage ➤ Increased Fish-farming in wetlands to reduce over reliance on cereals production thereby enhancing water conservation and purification ➤ The projected GDP of 6.3% will increase the per capita income and hence the free more money for development projects. ➤ Readily available cheap labour: semi skilled and unskilled ➤ Presence of technology that can be exploited for water bill payments e.g. M-pesa ➤ Presence of perennial water sources ➤ Opportunity to use solar, wind and hydam power for pumping ➤ High demand for water services ➤ Presence of devolved funds
<p>WEAKNESSES:</p> <ul style="list-style-type: none"> ➤ Departments dependence on grants from donors for infrastructure development, operation and maintenance ➤ Inadequate resources 	<p>THREATS:</p> <ul style="list-style-type: none"> ➤ Competing Political interests which lead to interference ➤ Socio-Cultural Beliefs – over dependence on rain fed agriculture, over dependence on

<ul style="list-style-type: none"> ➤ Poor access to water resources ➤ Low adoption rates of irrigation & drainage technology ➤ Inadequate Engineering Equipment ➤ Inadequate resources both human and non- human 	<p>the government for support/funding, land tenure system (resistance to development), Individualistic Nature of the community members</p> <ul style="list-style-type: none"> ➤ Organizational and Operational problems in schemes and WUAs (Water Users Association) ➤ Negative group dynamics within irrigation projects ➤ Limited financial resources for capital investment ➤ Lack of co-ordination and Integration by other agencies on swamp activities, utilization and conservation ➤ Ignorance of farmers on technical aspects of irrigation & drainage ➤ Environmental Issues of stream yield affected by swamps ➤ Group formation with hidden agenda ➤ Loss of Bio-diversity and aquatic life ➤ HIV/AIDS pandemic ➤ Poor management and destruction of water resources by the community members. ➤ Limited credit facilities for irrigation and water resources development ➤ Population pressure on land leading to encroachment on the valley bottoms, hill tops and forests ➤ High cost of water treatment chemicals, energy(pumping) ➤ lack of public land for sewerage and dams construction
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2.6 STAKEHOLDERS ANALYSIS.

Name of stakeholder	Role	Expectation	Competitive Advantage
National government bodies - Environment, Water and natural resources, LVEMP, NETFUND, CDTF, water boards, WRMA, National Water and Pipeline Corporation)	Provision of technical support and policy guidelines, Financial resources, Sector service provision (water services, irrigation), Capacity Building	Improved service delivery Financial support Policy Framework	Quality service provision Technical Capacity Policy regulations
County government	Provision of technical support and policy guidelines, Financial resources, Sector service provision (water services, irrigation), Capacity Building	Improved service delivery Financial support Policy Framework	Quality service provision Technical Capacity Policy regulations
County assembly	Legislate for County government Provide oversight	Implementation & Compliance of the laws	Legislation capacity and oversight
National Assembly	Legislate for National government Provide oversight	Implementation & Compliance of the laws	Legislation capacity and oversight
The Senate	Legislate for County Government Provide Oversight Links National to County	Implementation & Compliance of the laws	Legislation capacity and oversight
Development Partners (UNEP, UN Habitat, JICA, KFW. GIZ, IFAD, World Bank, EU,ADB,USAID)	Financing schemes , Technical support, Policy guiding's and Capacity building	Efficient utilization of project funds Participatory M & E Provide Consultancy on Policy Framework Enhanced & sustainable service delivery	Increased Irrigation and water resources development Effective M & E Enhanced Policy Framework Partnership for sustainable development

Private sector	Provision of credit through financial and non-financial institutions, Supply of inputs Partnership and investment.	Funding of Projects Participatory M & E Provide Consultancy on Policy Framework	Increased Irrigation and water resources development Effective M & E Enhanced Policy Framework
Devolved funds management committees – CDF, Uwezo Fund, Youth Fund, Women Enterprise Development Fund	Funding construction of water and irrigation infrastructure, environmental conservation.	Improved service delivery Financial support	Quality service provision Technical Capacity
Research institutions(e.g. KIRDI, KEFRI, KARI, NCST, UNIVERSITIES, KEWI)	Development and promotion of new technologies and research	Competent personnel Irrigation enterprises Research findings & dissemination Increased output	Increased outputs from irrigation schemes Technology Transfer Improved technology
CSOs - (NGOs, FBOs, CBOs)	Advocacy, Capacity building, Resource provision and Promotion of appropriate technologies	Strong cohesive Irrigation and water groups, Efficient use of resources,	Increased production in irrigation schemes and water points
Community Members	Actual participation in project activities : – planning, implementation, monitoring and Resource provision. Consumer of services at a fee.	Value for money	Customer satisfaction
Employees	Service provision	Remuneration	Quality services

2.7. PERFORMANCE AND ACHIEVEMENTS OF THE SECTOR.

Although the department is relatively young, it has made strides in the following areas: budget preparation, increased water coverage

2.8 ON-GOING AND PROPOSED PROJECTS AND PROGRAMMES.

2.8.1 On-going projects and programmes

<p><i>Nyamira South</i></p> <ul style="list-style-type: none"> ❖ Kebirigio water project ❖ Nyamira water project ❖ Nyamira sewerage System ❖ Nyansabakwa water project <p><i>Nyamira North</i></p> <ul style="list-style-type: none"> ❖ Nyansiongo water project ❖ Maji Mazuri water project ❖ Ikonge water project <p><i>Manga</i></p> <ul style="list-style-type: none"> ❖ Nyambaria water supply ❖ Kemera gravity water supply project <p><i>Masaba North</i></p> <ul style="list-style-type: none"> ❖ Miriri borehole ❖ Keroka Water Supply and Sewerage System ❖ Bonyunyu Dam (Water Supply Project) [LVSWSB Project] <p><i>Borabu :</i></p> <ul style="list-style-type: none"> ❖ Mekenene water project <p>Countywide :</p> <ul style="list-style-type: none"> ❖ Baseline survey on water supply and sanitation in the County. ❖ Water and Sanitation (Sewerage Infrastructure) 	<p><i>Nyamira South</i></p> <ul style="list-style-type: none"> ❖ Nyabomite Irrigation and Drainage project ❖ Nyamage Irrigation and Drainage project <p><i>Nyamira North</i></p> <ul style="list-style-type: none"> ❖ Kea Irrigation and Drainage project ❖ Ekerubo-Gietai Micro -Irrigation and Drainage project <p><i>Manga</i></p> <ul style="list-style-type: none"> ❖ Nyabioto-Tombe Irrigation and Drainage project ❖ Ekerubo-Kemera Micro -Irrigation and Drainage project <p><i>Masaba North</i></p> <ul style="list-style-type: none"> ❖ Karantini Irrigation and Drainage ❖ Nyamakoroto Irrigation and Drainage project ❖ Mochenwa Irrigation and Drainage project <p><i>Borabu</i></p> <ul style="list-style-type: none"> ❖ Kahawa Dam Water Harvesting and Storage for Irrigation purposes ❖ Micro – Irrigation projects countywide
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2.8.2. Proposed projects and programmes

2.8.2.1 Water and Sewerage Development / Services Programmes:

Rural Water Supply Schemes (Mainly springs and dams):

Nyamira South Sub County:

Water projects: *(Project Cost estimate per water project = Ksh 25m)*

1.Rirami-Nyageita, 2.Bonyamatuta, 3. Mosobeti, 4.Kionyamo, 5. Mwongorisi,

Protection and Development of Springs: Protection of springs Sub County-wide.

Boreholes (stalled, partly completed or new projects):

(Project Cost estimate per Borehole project = Ksh 10m)

1.Nyasore, 2.Nyangena, 3.Bosiango, 4.Bundo, 5. Igena -Itambe 6.Engoto ,7. Ikurucha,8.Marindi, 9.Nyangena, 10.Bosiango, 11. Enchoro, 12 Bomorito 13. Geseneno,14 Nyairicha,15 Nyangoso,16. Gesore,17.Etono,18.Otanyore pri.

constructed: 1.Kianungu, 2.Tente, Bomondo Water Line

Nyamira North Sub County:

Water projects: 1.Nyamusi, 2.Kiomara, 3.Gesigoro, 4.Engoto, 5.Omobiwo, 6.Bomwagamo, 7.Gekonge, 8.Ikonge, 9.Ekerenyo, 10.Obwari, 11. Bonyunyu, 12.Matongo

Protection and Development of Springs: Protection of springs Sub County-wide.

Boreholes (stalled partly completed or new projects):

1.Magwagwa borehole gravity water to magwagwa health center 2. Kiomachingi, 3.Mageri,4 Kiabiraa, 5.Ntana, 6.Nyabweri, 7.Ekinda, 8.Omokirondo,9. Bonyunyu, 10.Ikonge Boys sec, 11.Nyamusi market borehole, 12.Isinta borehole to distribute water to – Nyosio;Omokoracho;nyamaaro;isinta, 13.Orwaki, 14.Matongo Polytechnic,15. Misambi, 16.Nyakenyomisia,17.Riasoya,18.Ikamu sec ,19.Ekemunchugu

Manga Sub County:

Water projects :1.Tombe Water Project 2.Itetema, 3. Amaiga Dispensary water tank, 4.Kemera, 5.Ogango, 6.. Biticha,7.Nyambaria,8.Nyaboina,9. Mkorogoinwa

Protection and Development of Springs: Protection of springs Sub County-wide.

Boreholes (stalled, partly completed or new projects):

1.Nyaisa, 2.Kenyamware, 3.Bogwendo, 4. Nyaguku,5.Nyagechenche,6.Kiabiraa,7.Bigogo, 8.Nyakegogi,9.Mokwerero,10.Motembe,

Masaba North Sub County:

Water projects: 1.Machuririati Water project, 2.Nyanthonori-Keroka hope well, 3.Miriri, 4.Nyatieno, 5. Nyamakoroto, 6. Biticha

Water Pans: 1. Nyagechenche 2. Nyangena 3. Kerongeta 4. Riakabwori

(Project Cost estimate per Water pan = Ksh 15m)

Protection and Development of Springs: Protection of springs Sub County-wide.

Boreholes (stalled, partly completed or new projects):

1.Rigoma, 2.Bocharia, 3.Mong’oni, 4.Nyariacho, 5.Nyabogoye, 6.Mochenwa,7. Mokomoni, 8.Kerongeta, 9. Rikenye,10 Nyabiemba,11. Nyariacho,12.Nyakongo sec,

Borabu Sub County:

Water projects: 1.RiOndoro-Chebilat-Mogusi, 2.Kitaru-Emboye, 3.Nyandoche-Ibere, 4. Manga-Ensoko farmers, 5.Tinderet, 6.Nyamiranga, 7.Egentubi, 8.Nyageita, 9.Biego-Nyaramba, ,

Water Pans: 1.Endemu dam, 2.Magombo dam, 3.Raitigo dam, 4.Kahawa dam reservoir

Protection and Development of Springs: Protection of springs Sub County-wide.

Boreholes (stalled partly completed or new projects):

1. Getare, 2.Nyabikomu, 3. Nyankongo - Getare, 4. Kerende 5. Nyagware, 6.Amakura, 7. Eturungi, 8.Kegogi Market borehole (Proposed), 9.Manga girls’ 10.Itumbe primary, 11. Biego,, 12 Kerema. 13. Kiabonyoru, 14. Ibara-Isicha 15. Nyamiranga Sec, 16. St Pauls Omonayo Sec, 17. Riensune, 18.Tinderet, 19.Eronge, 20.Mongorisi, 21.Nyaronge, 22.Kiong’ongi,23. Matunwa, 24.Endeba, 25.Nyaramba, 26.Isoge, 27.Itumbe

Undesignated projects:

Water Projects:

1.Riamechana Gravity Scheme 2. Riobiero 3. Monsore 4 Riamongare. 5.Riamarisera dam reservoir for development,6.Mlimani.7.Nyanguru., 8 Riamechana gravity

Boreholes:

1. Mlimani 2. Chitangi 3. Riogoro 4 Riamachana 5. Nyairwa 6. Eturubo

Irrigation projects: 1. Charachani 150 Ha, 2.Nyabomite 237 Ha ,3.Kemera 80 Ha, in ,Manga , 4.Bombo -Bokimori , 150 Ha , 5.Magwagwa clustergroups17.6Ha

2.8.2.2 Rainwater Harvesting technologies for Schools and Health Facilities

The aim is to promote rainwater harvesting for schools, health facilities and household to enhance clean, safe water availability for domestic use. This will be achieved by households / schools / health facilities embracing rainwater harvesting technology through the installation of rainwater harvesting structures / infrastructures. The schools / households / health facilities technical knowhow and skills will be developed through capacity building.

2.8.2.3 Sanitation and Hygienic Initiatives (infrastructure) for Schools and Health Facilities.

The aim is to promote s sanitation and hygienic conditions within and around schools, health facilities and household to ensure a clean, safe disease free environment. This will be achieved by households / schools / health facilities embracing WASH facilities initiatives through the installation WASH structures / infrastructures. The schools / households / health facilities

technical knowhow and skills will be developed through capacity building in WASH Knowledge and skills.

2.8.2.4. Groundwater Exploitation and Development

The aim is to develop groundwater resources for improved water supply to enhance clean, safe water availability for domestic / irrigation / commercial use. This will be achieved through the drilling of boreholes, installation of submersible pumps and accessories, pipe works and construction of water kiosks structures / infrastructures. The community technical knowhow and skills will be developed through capacity building.

2.8.2.5. Surface Water Harnessing and Development

The aim is to develop surface water resources and harness water for improved water supply to enhance clean, safe water availability for domestic / irrigation / commercial use. This will be achieved through the harnessing of the rivers / streams and high yielding springs to develop gravity water supply schemes, pipe works and construction of water kiosks structures / infrastructures. The community technical knowhow and skills will be developed through capacity building

2.8.3 Irrigation, Drainage and Water Harvesting and Storage Programme.

Irrigation Development and Services.

The aim is to develop surface water resources and harness water for improved water supply to surface closed irrigation projects and micro – irrigation projects. This will be achieved through the harnessing of the rivers / streams and high yielding springs to develop gravity water supply schemes, pipe works and construction of irrigation structures / infrastructures. The community technical knowhow and skills will be developed through capacity building

2.8.3.1 Drainage Development and Rehabilitation.

Drainage development and rehabilitation will be through surface water resources harnessing (high yielding springs at the valley bottom slope interface, surface runoff into the areas and *in-situ* rain) for enhanced and controlled water evacuation from the waterlogged areas especially the valley bottoms which have been invaded by the farmers for crop production and haphazardly developed by them leading to poorly drained areas with rampant water stagnation due to lack of drain canals. The ‘Controlled’ Agricultural drainage will improve the water regime and open up more land for agricultural production, enhance water purification and reduce soil oxidation associated with blue-gum tree menace and poor soil management and use

2.8.3.2. Water Harvesting and Storage.

The aim is to promote water harvesting and storage for community, groups and individuals to improve water storage for irrigation groups. This will be achieved by community, groups and individuals embracing water harvesting and storage technology and developing the water harvesting and storage structures / infrastructures.

CHAPTER THREE

3.0 STRATEGIC MODEL

3.1. INTRODUCTION.

This chapter discusses the key strategic issues that the department has identified and which it needs to address in order to effectively achieve its mission while also providing the leadership required to implement the County Integrated Development Plan. The strategic objectives and the strategies to be pursued in addressing the issues are also presented.

3.2. SUMMARY OF STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES.

Strategic Issue	Strategic Objectives	Strategies
Organizational Resource Base	To attain optimal staff levels	<ul style="list-style-type: none"> • Undertake Staff establishment analysis • Determine optimal staff levels • Undertake job analysis - job description, specification and standard of performance. • Carry out staff recruitment. • Job placement.
	To achieve adequacy in facilities and equipment for field operations	<ul style="list-style-type: none"> • Undertake Assets inventory • Determine optimal levels • Procure facilities and equipment • Allocate resources for use
	To source for adequate financial resources for projects / programmes implementation	Mobilize financial resources through: <ul style="list-style-type: none"> • Proposal development for funding • Lobbying for financial resources • Public Private Partnership • Levies, tariffs
	Build and enhance skills and competences of staff at all levels	<ul style="list-style-type: none"> • Undertake Training Needs Assessment • Develop Training master plan • Undertake Staff Training - Skills improvement for staff of all cadres
Organizational Structure	Divisionalize the department for operation and administrative efficiency	<ul style="list-style-type: none"> • Create division from the departments • Operationalize the divisions
	Build and develop Capacity in each division	<ul style="list-style-type: none"> • Develop Training Master Plan • Undertake Staff Training - Skills improvement for staff of all cadres
Projects and Programmes	Ensure Completion of On-going projects by 2017	<ul style="list-style-type: none"> • Resources mobilization for completion of the projects

Implementation		<ul style="list-style-type: none"> • Community mobilization & participation
	Undertake Design and Survey of new projects	<ul style="list-style-type: none"> • Undertake Engineering investigation, survey and design of projects • Provision of equipment for survey and designs • Provision of software's for survey and design • Implementation of the designed project
	Inventorize and evaluate viability of Stalled projects for possible rehabilitation	<ul style="list-style-type: none"> • Undertake feasibility studies • Revive the projects
	Flagship projects	<ul style="list-style-type: none"> • Prioritization of the projects
Community participation	Institutional strengthening of the community groups	<ul style="list-style-type: none"> • Training of the groups: group dynamics, Leadership and management trainings
	Capacity building of the community groups	<ul style="list-style-type: none"> • Technical training on irrigation / drainage / water harvesting / PHAST, Community – Led Total Sanitation (CLTS) and Community Action for Total Sanitation (CATS) initiatives as well as school sanitation and hygiene etc.
	Community sensitization	<ul style="list-style-type: none"> • Conduct group meetings and exchange visits / tours
Partnership Establishment and Development	Resource Mobilization	<ul style="list-style-type: none"> • Develop capacity for negotiation and cooperation • Improve human resource development

3.3 CROSS CUTTING ISSUES.

3.3.1. Poverty

The poor persons or households are described as those with inability to access basic needs such as food, shelter, clothing, health, water and education due to geographical, economic and social factors. According to the KIBHS 2005/2006, the county was estimated to have 46.3% of its population living below the poverty line. About 21.8% were food poor and 1.9% was hardcore poor meaning that they could not meet the basic minimum food requirements even after spending all their income on food alone. The major causes of poverty in the county include:-poor roads network, limited electricity connection, small land sizes, poor crop and animal husbandry practices, inadequate safe and clean drinking water, low educational standards and high prevalence of human diseases.

Urban poverty in the county stands at 13% while rural poverty stands at 46.3% same as the county poverty. This is because the county is predominantly rural, thus majority of the population live in the rural area. Poverty in the urban areas is mainly caused by rural -urban migration. There is need for proper planning of these towns as well as developing appropriate programmes in the rural areas to reduce pressure on land which has led to subdivision of land into small uneconomical units. The focus should be on intensive farming, value addition, improvement of infrastructure-electricity and maintenance of roads as well as cottage industries for processing agriculture produce for value addition. There is also need for development of market structures and Jua Kali sheds to address urban poverty.

3.3.2. HIV/AIDS

HIV/AIDS continues to pose a major challenge to all sectors of the economy and is affecting the development programmes in the county. HIV/AIDS prevalence rate in Nyamira County is 6.9% (NASCOP, County HIV Profiles 2012). The main cause of the spread of HIV/AIDS in the county is unsafe sexual behaviour and transmission of mother to child (PMCT). There are approximately 900 new infections annually. Adult ART coverage is 84% as at 2011 and child ART coverage is 21% (NASCOP, HIV County Profiles 2012). Low uptake of HTC services, infrastructure inadequacies, stigma, human resource and commodities constraints remain as key challenges in the fight against HIV/AIDS in the county. According to NASCOP reports, in 2011 estimated 17, 028 people of whom 15% are children live with HIV/AIDS in Nyamira County. The county is expected to face various socio-economic impacts of HIV/AIDS if interventions are not enhanced. Household expenditure on health care will increase, reducing savings and investments. Pressure on health services will increase, reducing the quality of service offered; households will spend more time in caring for the sick, further affecting productive activities at the household and community levels. An increase in orphans is expected to raise dependency ratios at the household levels. There is need therefore to upscale interventions to mitigate the socio-economic impacts of the pandemic in the county development agenda.

3.3.3. Gender Inequality.

Women constitute to 52 percent of the county's population. Although the majority, they are generally left out of development decision making processes owing to inadequate or lack of representation. Policies, plans and strategies rarely take into consideration gender roles and responsibilities. Considering that in 2009 only 41,539 out of the 131,039 households (37%) in Nyamira county were female headed, they were certainly more disadvantaged and more likely to be poor compared to other households if this trend continues.

Factors exacerbating gender disparities in the county are rooted in socio-cultural practices such as ownership of production resources (land, capital); participation in decision making and early / child marriages. Other factors include consequences of poor health which are greater in women

than in men due to their role in child bearing and lack of skills due to low education standards. Thus, gender equality has to be exercised in ownership of assets and decision making, with full exercise of affirmative action.

3.3.4. Youth Issues.

The youth population in the county stood at 178,918 in 2012 representing 28% of the total population. Some of the challenges facing the youths include: lack of representation in various development forums, risk of engaging in anti-social behaviour such as engagement in premarital sex, drug and substance abuse as well as inadequate representation in decision making process.

Representation of the youth in some development committees in the county have been attempted with encouraging results. Other interventions include disbursement of the Youth Enterprise and Kazi- Kwa -Vijana (KKV) Funds. The Funds have had an impact in the county with 3,318 groups having benefited.

3.3.5. Information and Communication Technology (ICT)

The county's mobile phone services coverage is 92%. Internet services for the public in the county are offered by 45 cyber cafes concentrated only in the three major towns, i.e. Nyamira, Keroka and Nyansiongo. There are also very few bureaus offering computer services to the public. This makes communication in the county difficult thus hindering development. Digital villages and cyber cafes would be ideal investment opportunities in the county.

Radio transmission is accessible to all areas in the county. However, for television transmission only few broadcasters are available while others can only be accessed through satellite dishes that are expensive and therefore beyond the reach of the population.

Courier services are offered by private firms, Telkom Kenya post offices and public service vehicles.

The county does not have a well-developed information technology, equipment's and machinery. Apart from the SCIDCs, the county does not have a public library. The SCIDCs are not equipped with, fax, computer and internet

3.3.6. Disaster Risk Management:

The disasters/calamities in the county are mainly caused by lightning and thunderstorms mainly during the rainy season. However, their impact has gone down as a result of installation of lightning arrestors in most learning and health institutions, government buildings and community awareness. Others include road accidents affecting the busy roads like Kisii-Sotik and Kisii-Ngoina including potential industrial areas. The causes of disaster and factors that exacerbate them include climatic conditions, poor environmental management; road accidents; fires and

epidemics due to poor sanitation and hygiene practices. The county is generally unprepared to handle and manage most of these disasters due to limited information and preparedness. The county now needs to develop strategies that will reduce the vulnerability of her populace and the magnitude of the effect of such emergencies.

3.3.7. Environmental and climate change.

As the population continues to increase, more pressure will be exerted on the natural resources leading to deterioration in the ecosystem balance. Topography, climatic conditions, combined with human activities will determine the kind of adverse effects on the environment and the corrective actions required. For instance, where the industries are located and commercial areas, adverse impact will include air and dust pollution, surface water and underground water contamination and litter pollution. This will have a negative effect on the human health as well as economic assets.

Water catchments areas have been encroached and wetlands destroyed. Water levels in most permanent rivers in the county have been steadily reducing - a situation which, if not controlled, may lead to deficiency in water supply in the county.

Pollution of water resources resulting from construction of homesteads in water catchments, tea and coffee factories draining effluents into the rivers and streams, lack of proper disposal sites in Nyamira Town and other markets and the use of fungicides and other farm chemicals, among others, have worsened the situation. There is need therefore for concerted efforts in environmental conservation and management NEMA should enforce the environmental laws to safeguard the declining water resources and pollution of the environment. The community should also be incorporated in the management and conservation efforts through environmental education and awareness creation among others.

3.3.8. The Physically Challenged:

The physically challenged in the county are estimated to be 10,104 which is 1.6% of the total population. Although this proportion of the population is discriminated against and seen as dependants, they have a lot of potential and indeed a role to play towards contributing to various aspects of development. The county faces a number of challenges towards integrating the physically challenged in the development agenda - among them being the lack of rehabilitation centres, as well as discrimination by other community members. With the available data for the physically challenged, there is need for proper planning for the disabled to be mainstreamed in the development programmes, providing windows of opportunities through avenues such as devolved funds-CDF, Women Enterprise Fund, Youth Development Fund among others as well as sensitizing the communities about the challenges facing these group.

3.3.9. National Diversity:

As already alluded to, the Gusii Community predominantly occupies the county, however, the northern parts as well as the major towns have a significant number of other ethnic communities. Most of these communities are engaged in farming or business activities. High in-migration has been noted especially in the three major towns' centres due to those searching for employment opportunities. The cultural diversity of the various communities has seen a significant degree of intermarriages between the different groups that has led to very peaceful co-existence.

3.4. PROPOSED ORGANIZATION STRUCTURE

Mandates

The Department's mandates and functions are specified as below:

- i. Management of water resources,
- ii. Provision of water services
- iii. Provision of irrigation, drainage, and water storage services
- iv. Land reclamation services.
- v. Capacity building for the water institutions

Functions include:

1. Water Resources Management Policy
2. Water and Sewerage Services Policy
3. Water Quality and Pollution Control
4. Dam Construction Schemes
5. Flood Control and Land Reclamation
6. Waste Water Treatment and Disposal Policy
7. Water Services Boards
8. Public Water Schemes and Community Water Projects

Analysis of the functions of the department give an insight into the creation of the directorates to help in effective execution of the Departments' functions at the county level.

The proposed structure would fall into two directorates namely:

- Directorate of Infrastructure Development
- Directorate of Governance and Services

The directorate of Infrastructure development would fall into three divisions namely:

- Division of Irrigation, Drainage and Water Storage
- Division of Water Services and Development
- Division of Sanitation Services

The directorate of Governance and Services would fall into four divisions namely:

- Division of Governance and Services Management
- Division of Irrigation Water Management and Capacity Strengthening
- Division of Water Services and Management
- Division of Sanitation and Hygiene Management

The different functions of the department will be carried out fewer than three directorates namely Administration and Support Services, Infrastructure Development and Governance & Services.

Directorates Functions

Directorate	Functions
Administration and Support Services	<ul style="list-style-type: none"> • Provision of support and other cross cutting services in Administration; Planning; Finance, Procurement; Accounts; Internal Audit, Human Resources Management and Development; Information and Communication, ICT, Risk management
Infrastructure Development:	<p>Water and Sewerage Development / Services:</p> <ul style="list-style-type: none"> • Coordination and guidance of the water services division • Monitoring and evaluation of water activities • Maintaining a centre for water and sewerage technical information, data and documentation • Mobilising of resources for water and sewerage development • Quality assurance and safety of hydraulic structures in water and sewerage infrastructure development • Monitoring and supervision of water services boards. <p>Water Resources will ensure that water resources are conserved, preserved, protected and availed in such quality and quantity to sustain the various national demands.</p> <ul style="list-style-type: none"> • To ensure Rational and equitable allocation of water resources • Enforcement of Water Act 2002 and Water Resources Management Rules • Policy formulation and giving Policy direction from time to time • Mapping and publishing of key water catchment areas, groundwater resources and flood prone areas • Mitigation against natural disasters floods and droughts • Water quality testing and Surveillance to ensure compliance with drinking water standards • Resource mobilization for the management, preservation, conservation, protection and allocation • Harmonization of sectoral laws that touches on the use and development of the water resources • Water Resources Database Organization and dissemination <p>Groundwater recharge</p> <ul style="list-style-type: none"> • Water quality monitoring, testing and surveillance to ensure compliance with drinking water standards and other standards for various water uses and effluent discharges in to public sewers and the environment. <p>Land Reclamation:</p> <ul style="list-style-type: none"> • Development of appropriate policies, guidelines and legislation. • Promotion of rain water harvesting, water storage and environmental conservation in the waste lands. • Development of appropriate tools for the effective management and utilization of degraded lands, wastelands, wetlands and fragile ecosystems

	<ul style="list-style-type: none"> • Resource mobilization, coordination and supervision in order to achieve this mandate.
	<p>Irrigation, Drainage and Water Storage</p> <ul style="list-style-type: none"> • Development of Irrigation, Drainage, Water harvesting and Storage Infrastructure, • Regulation of agriculture water management and • Irrigation technology transfer. <hr/> <p>Sanitation Services</p> <ul style="list-style-type: none"> • Coordination and guidance of the sanitation services division • Monitoring and evaluation of sanitation activities • Sanitation and Hygiene promotion • Resource mobilization. coordination and supervision in order to achieve this mandate • Development of appropriate tools for the effective management and utilization of sanitation facilities and fragile ecosystems • Monitoring and supervision of sanitation services
<p>Governance and Services</p>	<p>Governance and Services:</p> <ul style="list-style-type: none"> • Coordination and guidance of the governance and services division • Monitoring and evaluation of governance and services activities • Governance and Service's promotion • Resource mobilization. coordination and supervision in order to achieve this mandate <p>Development of appropriate tools for the effective management of the governance and services division</p> <p>Monitoring and supervision of the governance and services division</p>

3.4.1 Function and Organization of the Directorate of Irrigation, Drainage and Sater storage

The proposed Division of Irrigation, Drainage and Water Storage will fall under the Department of Water, Sanitation and Irrigation.

The branch units of the irrigation, drainage and water storage division will include:

- Irrigation and Drainage Engineering
- Irrigation Water Management and Capacity Building
- Water Harvesting and storage

The section units of the irrigation and drainage engineering branch will include:

- Survey
- Planning and Design
- Infrastructure Development Planning (Construction ; Operation and Maintenance)

The section units of the irrigation water management and capacity branch will include

- Institutional Strengthening of IWUAs
- Capacity Building of IWUAs
- Operation and Maintenance

3.4.1.1 Mandate of the Directorate

Vision: - Efficient, sustainable and manageable irrigation schemes for prosperity, wealth creation and food security in Kenya.

Mission: - To guide and facilitate the development and management of irrigation in Nyamira

Goal: - To sustainably contribute to food security, wealth and employment creation, and poverty reduction through accelerated development and improvement of the performance of irrigation.

3.4.1.2 Core Functions of the Directorate

- 1) Formulation and review of irrigation policy to establish appropriate, legal, institutional and regulatory framework for the sector.
- 2) Oversight to irrigation sector public agencies and private stakeholders through coordination and regulation to ensure alignment of the irrigation sector with the sustainable development goals of Nyamira and Kenya.
- 3) Formulation of sector regulations, standards, guidelines, principles, code of practice, quality assurance and procedures in the irrigation sector.
- 4) Establishment and maintenance of the Irrigation, Drainage Management Information System (IDMIS) and management of related databases.
- 5) Development and review of Irrigation master plan, investment and strategic plans for resource mobilization and financing to exploit the irrigation potential and production to secure and sustain the national and county food security targets and requirements.

- 6) Development of community-based / Smallholder irrigation projects by preparing work plans and budgets for the County.
- 7) Formulate irrigation water harvesting and storage strategic plans and to mobilize resources to enhance adaptation and mitigation to climate change and improvement of irrigation water use efficiency.
- 8) Facilitate formation, registration and coordination of Irrigation Water Users' Associations (IWUAs) for sustainable participatory development, operation and management of irrigation and drainage schemes.
- 9) Develop and coordinate County irrigation extension programme to promote adoption of innovations through capacity building, research and technology transfer on sustainable irrigation water management for integrated irrigation development.
- 10) Implementation of County / National Strategies, Standards and Dam Safety guidelines
- 11) Storm water management systems in built-up areas
- 12) Advise the Government at the National and County levels on all matters pertaining to irrigation development, research and training.
- 13) Monitoring, evaluation and assessment of irrigation sector performance to improve the service delivery.

3.5 WATER SERVICES AND DEVELOPMENT

The Water Act of 2002 provided a legal framework that guided the creation of institutions to manage water resources and provide water services. The Act limits the Ministry's role to policy formulation; overseeing the implementation of the policies; and resource mobilization.

3.5.1 Function and Organization of the Directorate of Water Services and Development.

The proposed Division of Water services and Development will fall under the Department of Water, Sanitation and Irrigation.

The branch units of the Water Services and Development division will include:

- Water Services and Development
- Water Management and Capacity Building

The section units of the Water Services and Development branch will include:

- Survey
- Planning and Design
- Infrastructure Development (Construction)

The section unit of the Water Management and Capacity Building:

- Operation and Maintenance
- Capacity Building
- Quality Control

3.5.2 Mandate of the Division of Water Services and Development

Vision: - A county with equitable and sustainable management and use for water resources for social economic development

Mission: - To provide sustainable, reliable, efficient and cost effective water supply systems that deliver adequate quantity and quality of water to satisfy domestic, agricultural, industrial and commercial purposes for improved quality of life for all.

Goal: - The overall goal is to ensure sustainable access to clean, safe water to all Kenyans.

3.5.2.1 Core Functions of the Directorate

- Formulation of policy, legislation and strategies for water and sewerage services
- Feasibility Studies for proposed new water supplies and augmentations including:- Water demand (recommendations on scope of project, population data, growth rate and density, livestock data, grazing and land carrying capacity, industrial development, schools, institutions, administration,) possible sources, yield and quality. initiate hydrological and or hydrogeological investigations
- Planning and Design of Water Service infrastructure and all related Water Facilities
- Construction of Water Service infrastructure and all related Water Facilities,
- Supervision of Water Service infrastructure civil works – construction and drilling works
- Operation and Maintenance of the Water supplies and all related Water Facilities
- Institutional Strengthening and Capacity Building of the Water Caretakers and Water Committees
- Advice on all matters related to Water Resources and Management:- Water conservation, pollution of sources, reason and chance of improvement, advice if and when sewerage projects can be expected for a water supply area, intake site and treatment works in relation to sewerage projects
- Collecting, maintaining and managing information on water and sanitation.
- Regulating and collaborating with all other actors in the water and sanitation sector.
- Advice on all matters related to sewerage systems,
- Water Quality assurance and pollution control
- Promotion of alternative technologies for water systems,
- Advice on implementation cost of projects done by community/individuals / CBOs
- Exercise such other powers and functions as may be centered or imposed on it by or under the Water Act 2002 or any other Act.
- Monitoring and supervision of all water services boards to ensure rational and equitable allocation of water resources
- Mitigation against natural disasters, floods and drought
- Resource mobilization for the management, reservation, conservation, protection and allocation
- Water resources database, organization and dissemination
- Ground water recharge
- Provision of support to water institutions

3.6 SANITATION SERVICES.

3.6.1 Function and Organization of the Directorate of Sanitation Services

The proposed Division of Sanitation services will fall under the Department of Water, Sanitation and Irrigation.

The branch units of the Sanitation Services division will include:

- Sanitation Services
- Sanitation Management

The section units of the Sanitation Services branch will include:

- Survey
- Planning and Design
- Infrastructure Development Planning (Construction)

The section units of the Sanitation Management branch will include

- Operation and Maintenance
- Quality Control

3.6.2 Mandate of the Division of Sanitation Services

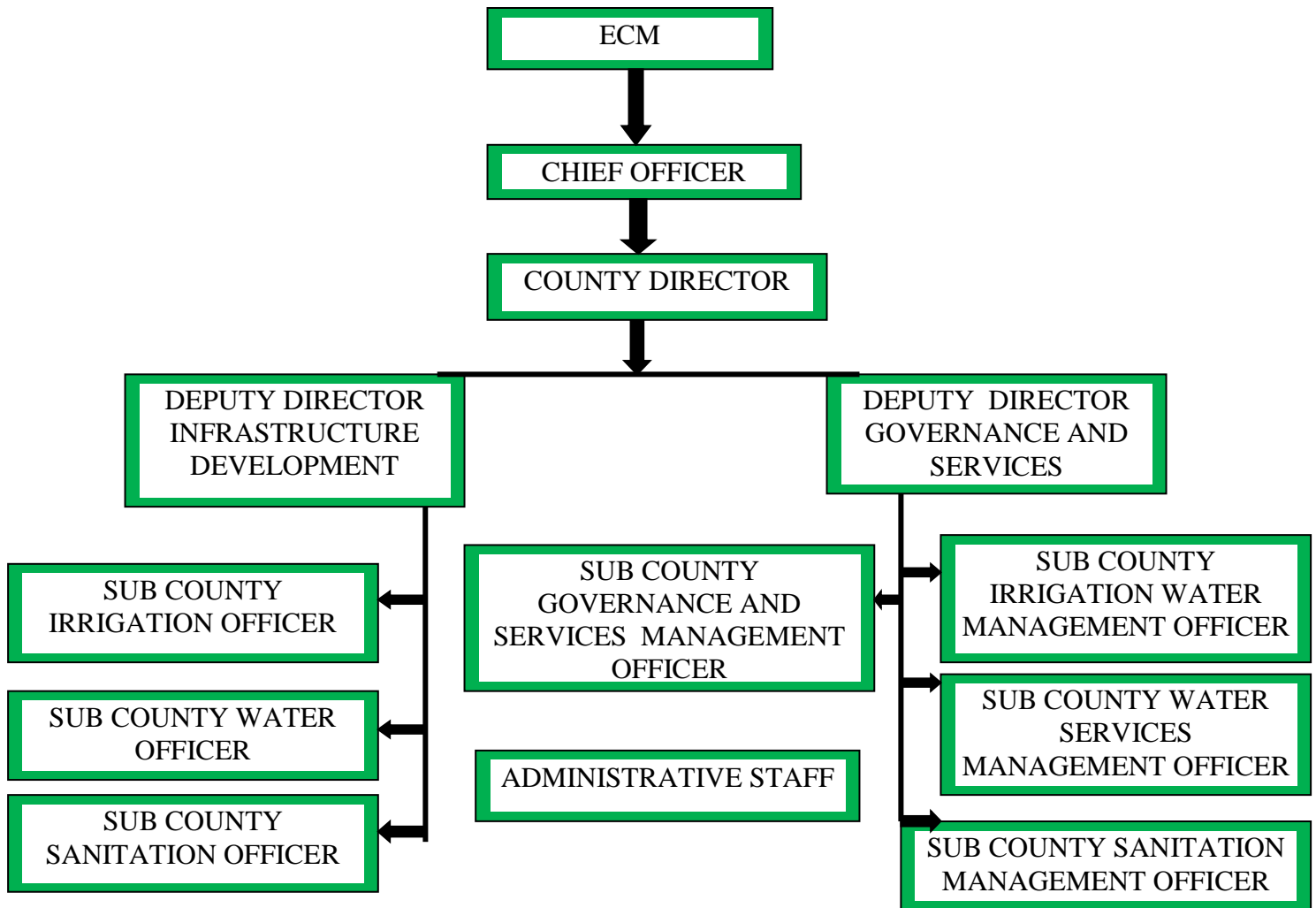
Vision: - A county with equitable and sustainable management and use for sanitation services.

Mission: - To provide a sustainable, reliable, efficient and cost effective Waste management /Sanitation system that evacuates adequate quantity of waste water and sludge to satisfy environmental sanitation standards

Goal: -The overall goal is to ensure improved sanitation and hygiene through sustainable environmental conservation and management

3.6.2.1 Core Functions of the Directorate

- Formulation of policy, legislation and strategies for sewerage services.
- Feasibility Studies for proposed new Sewerage system and augmentations including:- recommendations on scope of project, population data, growth rate and density, industrial development, schools, institutions, administration, possible sources, yield and quality
- Planning and Design of Sewerage Infrastructure and all related Facilities
- Construction of Sewerage Service infrastructure and all related Facilities and environmental conservation and management
- Supervision of Sewerage Service infrastructure civil works - constructions
- Operation and Maintenance of the Sewerage Infrastructure and all related Facilities
- Institutional Strengthening and Capacity Building of the Sewerage Caretakers,
- Quality Control and Assurance
- Advice on all matters related to sanitation



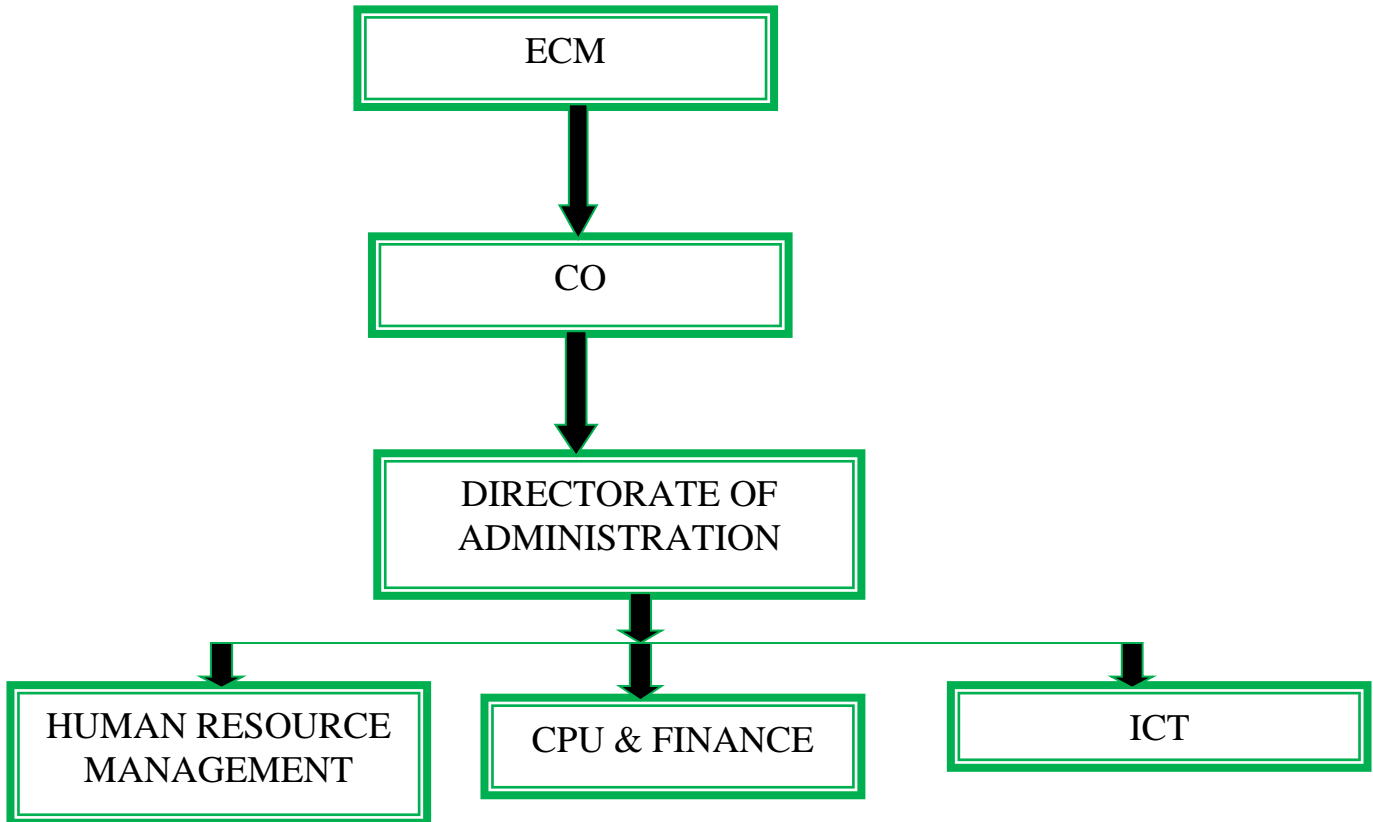
Administration and Support Services.

The department relies on the general administrative staff but the following support personnel are directly attached to the department;

(Records Management Officer)

Key Responsibilities:

- In-charge of departmental registry
 - Follow-up of departmental personnel matters
 - Ensure availability of staff appraisal forms, income tax and documents when they are needed.
- Any other duties assigned by Director .



CHAPTER FOUR

4.0 IMPLEMENTATION OF THE SECTORAL PLAN.

4.1 INTRODUCTION

The implementation of this Sectoral Plan will require the full involvement, effort, commitment and leadership from the department’s staff and all stakeholders. It will require that resource mobilisation is focused on the achievement of the objectives laid out in the plan. In presenting the implementation plan, this chapter also addresses some of the challenges and concerns that relate to the very process of implementation. For its part, the department will continue to address structural issues, capacity building gaps while at the same time pursuing appropriate budgetary resources and resource mobilisation efforts in order to effectively support the implementation of the plan. The department expects to benefit immensely from the experience, achievements as well as lessons derived from the National Government under the Ministry of Water and Irrigation.

4.2 RESOURCE MOBILIZATION.

4.2.1 Financial resource mobilization.

The financial resources that will enable the Department realize its planned objectives will come from the following sources:

- The department expects to be financed by the County Government to a tune of Ksh. 750 Million
- The department expects to raise Ksh. 50 million from Appropriations in Aid (AIA).
- The department expects to raise KSh 4.0 billion from the private sector stakeholders, development partners / donor support agencies and civil societies

The department will also lay emphasis on efficient utilization of available financial resources on prioritized activities

		Budget KSH Millions					Total
		2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	
Directorate of Infrastructure Development	Department						
	Irrigation, Drainage and Water Storage	1.8	62.55	62.55	62.55	62.55	252
	Water Services and Development	113.5	68.47B	1.729B	1.133B	1.117B	72.564B
	Sanitation Services	240	240	240	240	240	1.2B
	Capacity Building of Staff	29	29	29	29	29	145
	Staff Establishment	6.4	6.4	6.4	6.4	6.4	32
	Water and Irrigation Facilities and	30.1	30.1	30.1	30.1	30.1	150.5

	Equipment's for Field Operations						
	Partnership Establishment and Development	0.623	1.698	1.698	1.698	1.698	7.415
Support Services	Administration	30	30	30	30	30	150
	Auxiliary / Outsourced Services	10.2	10.2	10.2	10.2	10.2	51
	Total Requirement	461.623	68.9B	2.138B	1.543B	1.526B	74.552B

Directorate of Governance and Services	Department	Budget KSH Millions					Total
		2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	
	Irrigation Water Management and Capacity Building	0	8.54	8.54	8.54	8.54	3.416
	Water Management	2.28	79.6	71.91	53.19	12.39	219.4
	Sanitation Management						
	Governance	5	5	5	5	5	25
Support Services	Administration	30	30	30	30	30	150
	Auxiliary / Outsourced Services						
	Total Requirement	37.28	123.14	115.45	96.73	55.93	428.53

4.2.2 Human resource.

Summary of establishment

	Proposed / Established posts	Filled posts	Vacancies	% Understaffing
	No	No	No	%
Executive Committee Member	1	1	0	0
Chief officer	1	1	0	0
Director	1	1	0	0
Deputy Directors	2	0	2	100
Assistant directors	3	0	3	100
Agricultural Engineer / Irrigation Engineer	5	2	3	60
Assistant Agricultural Engineer / Irrigation Engineer	5	1	4	80

Irrigation Assistant	10	0	10	100
Irrigation Water Management Officer	5	0	5	100
Assistant Irrigation Water Management Officer	10	0	10	100
Water Engineer	1	0	1	100
Water Engineer Assistant	5	1	4	80
Water Officer	10	5	6	60
Water Inspector	25	2	23	92
Water Supply Operator	40	5	35	87.5
Inspector - Electrical	5	1	4	80
Inspector - Mechanical	2	1	1	50
Laboratory Technician	5	0	0	100
Charge Hand – Mechanic	5	0	0	100
Charge Hand – Electrical	5	0	0	100
Charge Hand – Building	5	0	0	100
Artisan / Plumber	20	9	11	55
Water Meter Readers	15	1	14	93
Secretary	12	1	11	92
Clerk / Storeman	12	2	10	83
Revenue Accounts Clerk - Water Supply	5	0	5	100
Driver	12	3	9	75
Subordinate Staff	19	14	5	26
Line Patrollers	10	0	0	100
Water Guards (Security Officer)	10	0	0	100
Totals				

4.2.3 Cost cutting measures.

The department has put in place the following cost cutting measures

Civil works

- ❖ Use of cost effective methods of implementation.
- ❖ Use of stakeholders to co- finance collaborative activities

- ❖ Involvement of beneficiary communities in project implementation in terms of labour, local materials and even cash where possible.
- ❖ Staff to do survey work and designs instead of contracting out where possible

Procurement

- ❖ Prepare Sub County Procurement Plan
- ❖ Liaise with the Sub County Procurement Officer to ensure timely implementation of procurement plans
- ❖ Efficient shopping and buying of office and project materials from reputable and cheapest sources

Corruption Eradication

- ❖ Awareness creation on upholding integrity.
- ❖ Ensure integrity in analysis of tender documents on value for money.
- ❖ Ensure transparency and sound financial management practices are observed.
- ❖ Ensure involvement of beneficiaries during budgeting and acquiring of materials.
- ❖ Observe zero tolerance to corruption.
- ❖ Ensure standards are observed in all activities to ensure sustainability.
- ❖ Ensure that communities are involved in the project identification, planning and implementation for purposes of ownership and sustainability.

Communication

- ❖ Introduction of pre-paid cards

Electricity

- ❖ Switch off lights when not in use
- ❖ Discourage room heating (heaters) where possible
- ❖ Control use of electric kettles, electrical appliances

Safety measures.

- ❖ Ensure implemented infrastructure is fenced off for protection of both life and the scheme
- ❖ Awareness creation on possible dangers and their sources both in the office and project sites
- ❖ Ensure protection of vehicles and office equipment as well as ensuring proper use of all electrical appliances

- ❖ Ensure standards are maintained for safety and sustainability
- ❖ Ensure all farmers undergo training on operations and maintenance of developed water resources.

Repairs and maintenance

- ❖ Assessment of the repairs and maintenance required for assets within the station
- ❖ Implementation of the repairs for identified assets e.g. vehicles, equipment, chlorination tanks, water pumps, booster pumps, electrical motors, furniture, building etc.
- ❖ Timely operation and maintenance of water facilities, plants, equipment's and machineries.

HIV/AIDS behaviour change

- ❖ Encourage departmental staff to visit VCT centres.
- ❖ Implement HIV/AIDSs GOK policy guidelines in consultation with the AIDS Unit

Training

- ❖ Professional group tours
- ❖ Undertake professional and management training of staff in their respective disciplines for effective service delivery

4.3 IMPLEMENTATION MATRIX

Strategy	Activity	Output	Key Indicator	Reporting Schedule	Target for 5 years	Target					Budget KSH	Responsibility
						Y1	Y2	Y3	Y4	Y5		
Strategy Issue 1: Organizational Resource Base												
Strategic Objective 1.1: To attain optimal staff levels												
Undertake Staff establishment analysis	Staff and skills Inventory	Number of Staff Category of Skills	Report	Annually	5	1	1	1	1	1	1.25M	Dept. WSI Director Sub County Heads HRM
Determine optimal staff levels	Staff and skills Inventory	Number of Staff Category of Skills	Report	Annually	5	1	1	1	1	1	0.75M	
Undertake job analysis - job description, specification, standard performance, of	Staff and skills Inventory	Number of Staff Category of Skills	Report	Annually	5	1	1	1	1	1	20M	
Carry out staff recruitment	Advertisement, screening, interviews	Advertisement Applications	List of Shortlisted	Annually	5	1	1	1	1	1	10M	
Job placement	Employment	Staff	Appointment Letters	Annually	5	1	1	1	1	1		
Strategic Objective 1.2. To achieve adequacy in facilities and equipment for field operations												
Undertake Assets inventory	Physical Assets inventory	Number, Type and Locality	Assets Register	Annually	5	1	1	1	1	1	0.5M	Dept. WSI Director Sub County

Determine optimal levels	Stock Taking	Assets Report	Assets Register	Annually	5	1	1	1	1	1		Heads HRM
Procure facilities and equipment	Procurement of Assets	Quotations. LPO,LSO	Assets Register	Annually	5	1	1	1	1	1	150M	Dept. WSI Director Sub County Heads Development Partners
Allocate for use	Allocation of Assets	Stores Ledger	Assets Register	Quarterly	20	4	4	4	4	4		
Strategic Objective 1.3. To source for adequate financial resources for projects / programmes implementation												
Proposal development for funding of KSH 3.9B	Proposal writing	Proposal Report Developed	Proposal Report	Annually	5	1	1	1	1	1	6.185M	Dept. WSI Director Sub County Heads Development Partners
Lobbying for financial resources to fund KSH 3.9B	Host Forums, seminars, Promote Donor / County Government Activities	County Missions, Briefs ,conference attended and Hosted	Number of Missions in and Out of the country, Number of conferences attended	Annually	5	1	1	1	1	1	7.3125M	
Public Private Partnership Towards funding KSH 3.9B	Host Forums, seminars, Promote Donor / County Government Activities	County Missions, Briefs ,conference attended and Hosted	Number of Missions in and Out of the country, Number of conferences	Annually	5	1	1	1	1	1	7.3125M	

			attended										
Levies, tariffs	Setting Tariffs Revenue collection	Tariff regime Funds collected	Funds Financial Records	Monthly	60	12	12	12	12	12	30M	Dept. WSI Director Sub County Heads County Assembly	
Strategic Objective 1.4. Build and enhance skills and competences of staff at all levels													
Undertake Training Needs Assessment	Training Needs Assessment	TNA Report	TNA Report	Annually	5	1	1	1	1	1	5M	Dept. WSI Director Sub County Heads HRM Consultants	
Develop Training master plan	Consultation forums with stakeholders Developing Training curriculum	Stakeholders report Training Curriculum	Stakeholders report Training Master plan	Annually	5	1	1	1	1	1	10M		
Undertake Staff Training - Skills improvement for staff of all cadres	Training	Trained staff	30 Number Trained Training Report	Quarterly	20	4	4	4	4	4	100M		
Strategy Issue 2: Organizational Structure													
Strategic Objective 2.1 Divisionalize the department for operation and administrative efficiency													
Creation of divisions	Create division within department	Three divisions (water, irrigation and sanitation)	Divisions Created	1 st Year								Dept. WSI Director County Assembly	
Strategic Objective 2.2: Build and develop Capacity in each division													
Develop Training master plan	Consultation forums with stakeholders	Stakeholders report Training	Stakeholders report Training	Annually	5	1	1	1	1	1	10M	Director Staff HRM	

	Developing Training curriculum	Curriculum	Master plan										Consultants
Undertake Staff Training - Skills improvement for staff of all cadres	Train staff	Trained personnel	Number of trained personnel Training reports Certificate awarded	Annually	5	1	1	1	1	1	20M		Director Staff HRM Consultants
Strategic Issue 3: Projects and Programmes Implementation													
Strategic Objective 3.1: Completion of 19 No. On-going projects by 2017													
Resources mobilization for completion of the On-going projects: Irrigation Projects	Assess Project status Allocate resources Implementation of the project	8 projects implemented	Project status Report Completion certificate Handing over Certificate Photographs, Minutes	5 years	8	0	2	2	2	2	64M		Dept. WSI Director Sub County Heads, Community Procurement
Water Projects		11 Projects implemented			11	2	3	2	2	2	187.8M		
Sanitation Projects		5 Projects implemented			5	1	1	1	1	1	1.2B		
Community mobilization & participation for the On-going Projects: Irrigation projects	Sensitization Awareness creation General Meetings	Sensitized Community Meetings Held	Attendance list Number of meetings held	Quarterly	32	0	8	8	8	8	5.76M		Director Sub County Heads, Community
Water Projects					44	0	11	11	11	11	7.92M		
Sub County Water management Committee	Hold quarterly meetings	100 meetings held	Minutes Number of meetings	Quarterly	100	20	20	20	20	20	1.5M		Director Sub County Heads,

			held										Community
Operations and maintenance of water supplies/facilities	Rehabilitation of old water supplies	Old water supplies rehabilitated	LSO, LPO, BOQs, project status report, Payment certificate	Annually	20	4	4	4	4	4	200M	Director Sub County Heads, Contractor Procurement	
	Purchase of new fully assembled water pumps	New pumps bought	Invoice /delivery note, Stores ledger,	Annually	20	4	4	4	4	4	20M	Director Sub County Heads, Contractor Procurement	
	Repair and maintenance of existing pumps	Repair and maintenance done for existing pumps	LSO, BOQ, inspection & repair report ,Invoice and payment voucher	Quarterly	160	32	32	32	32	32	32M	Director Sub County Heads, Contractor Procurement	
	Connection to electricity	Electrical power connected	LSO, KPLCs - survey report, invoice, sale agreement, receipts, &payment voucher	Annually	4	0	4				6M	Director Sub County Heads, KPLC, contractor Procurement	

	Payment of electricity bills	Electricity bills paid	KPLC/ agents payment receipts	Quarterly	80	16	16	16	16	16	48M	Director Sub County Heads, Accounts KPLC
	Procurement of water treatment chemicals	Water treatment chemicals bought	LPO, Water treatment analysis report, invoice /delivery stores ledger, payment voucher, operation charts	Quarterly	80	16	16	16	16	16	90M	Director Sub County Heads, Supplier Procurement
Strategic Objective 3.2: Undertake Design and Survey of 1,857 new projects by 2017												
Undertake Engineering investigation, survey and design of projects: Irrigation Projects	Investigations Survey and Design of projects:	Projects investigated, surveyed and designed	Structural Drawings, Design reports Tender documents	Annually	20	0	5	5	5	5	7M	Director Sub County Heads, Community
Water Projects							43	34	33	33	15.2M	
Sanitation Projects							1	2	1	1	1.2B	
Rainwater Harvesting for: Schools - 972No	Investigations, Survey and Design of projects:	Projects investigated, surveyed and designed	Structural Drawings, Design reports Tender documents	Annually	972	0	243	243	243	243	103.4M	Director Sub County Heads, Community
Health Facilities 74 No					74		19	18	19	18	7.9M	

Sanitation and Hygienic Initiatives for Schools and Health Facilities: Schools 403 No – 6 door improved pit latrine (VIP)	Investigations Survey and Design of projects:	Projects investigated, surveyed and designed	Structural Drawings, Design reports Tender documents	Annually	403	0	102	101	100	100	43M	Director Sub County Heads, Community
Health facilities 74No & Secondary sch 166No – 6 door Ablution Block + Septic Tank					240	0	60	60	60	60	26M	
Community mobilization & participation for new projects : Irrigation Projects	Sensitization Awareness creation General Meetings	Sensitized Community Meetings Held	Attendance list Number of meetings held	Quarterly	400	0	100	100	100	100	8.2M	Director Sub County Heads, Community
Water Projects					1160	0	350	316	247	247	23.7M	
Provision of equipment for survey and designs, Design Software's	Procurement of Survey and Design Equipment	Equipment's Procured Design software's procured	Number & type of: Equipment's bought; Design software's procured.	Annually		0	1				10M	CO Director Sub County Heads, Supplier Procurement
Implementation of the designed projects: Irrigation Projects	Contractual Construction of civil works Supervision of civil works	Design projects implemented	Civil structures completed	Annually	20	0	5	5	5	5	160M	CO Director Sub County Heads, Contractor Procurement
Water Projects					143	0	43	34	33	33	2.255B	
Sanitation Projects					5	1	1	1	1	1	1.2B	
Rainwater Harvesting for:					972	0	243	243	243	243	514M	

Schools - 972No												
Health Facilities 74 No					74		19	18	19	18	40M	
Sanitation and Hygienic Initiatives for Primary Schools 403 No – 6 door improved pit latrine (VIP)					403	0	102	101	100	100	241.8M	
Health facilities 74No & Secondary sch 166No – 6 door Ablution Block + Septic Tank					240		60	60	60	60	600M	
Strategic Objective 3.3: Inventorize and evaluate viability of Stalled projects for possible rehabilitation												
Undertake feasibility studies	Identification and evaluation of projects	Projects identified	Identification and Evaluation reports	Annually	27	0	27				135M	Director Sub County Heads, Community
Revive the projects	Procure and Implement viable projects	Viable projects completed	Number of viable projects completed	Annually	27	0	27				430M	Director Sub County Heads, Community
Strategic Objective 3.4: Flagship projects												
Prioritization of the projects	Identify , do feasibility and design viable projects: Sanitation Nyamira/ Keroka/ Nyansiongo	Flagship projects identified and prioritized	Project Documents	Annually	10	0	3	4	3		50M	Director Sub County Heads, Community

	/Kebirigo/Ikonge/ Irrigation												
Strategic Objective 3.5: Monitoring and Evaluation of Projects / Programmes													
Track progress of the implementation process, Operations and Maintenance	Conduct M & E visits	180 M & E Conducted	M & E reports Photographs	Monthly	180	36	36	36	36	36	18M	Director Sub County Heads, Community	
Strategy Issue 4; Community participation													
Strategic Objective 4.1: Institutional strengthening of the community groups													
Training of the groups: group dynamics, Leadership and management trainings : Irrigation Project	Mobilization of Resources / Community Groups Training -	Enhanced Management skill in group dynamics	Number of trainings held Training report Attendance list	Quarterly	80 trainings	0	20	20	20	20	12M	Director Sub County Heads, Community	
Water Projects					1342 trainings		420	378	272	272	201.3M		
Strategic Objective 4.2: Capacity building of the community groups													
Technical training on: Irrigation / Drainage/Water harvesting	Mobilization of Resources / Community Groups Training -	Enhanced Management skill in group dynamics	Number of trainings held Training report Attendance list	Quarterly	80 trainings	0	20	20	20	20	12M	Director Sub County Heads, Community	
Water : PHAST					928 trainings		280	252	188	188	139.2M		

Strategic Objective 4.3; Community sensitization													
Through Group meetings ,Exchange visits/tours : Irrigation Projects	Holding Barazas and Group meetings	Increased communication and collaboration with other stakeholders	Number of barazas held Number of meetings held Minutes Photographs		400 meetings 1160 meetings	0							Director Sub County Heads, Community
Water Projects							100	100	100	100	8.2M		
Strategy Issue 5: Partnership Establishment and Development.													
Strategic Objective 5.1: Resource Mobilization													
Develop capacity for negotiation and cooperation	Train on Negotiation skills, lobbying, fund raising skills. Networking	Enhanced negotiation ,fundraising ,networking and lobbying skills	Funds availed Number of partners acquired Training report MOUs	Annually	5 trainings	1	1	1	1	1	3.115M	Water, Sanitation &Irrigation services Consultant s	
Improve human resource development	Training of 12 personnel	12 personnel trained	Number of personnel trained	Annually	12	0	3	3	3	3	4.3M	Water, Sanitation & Irrigation services Consultant s	

CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

5.1 INTRODUCTION

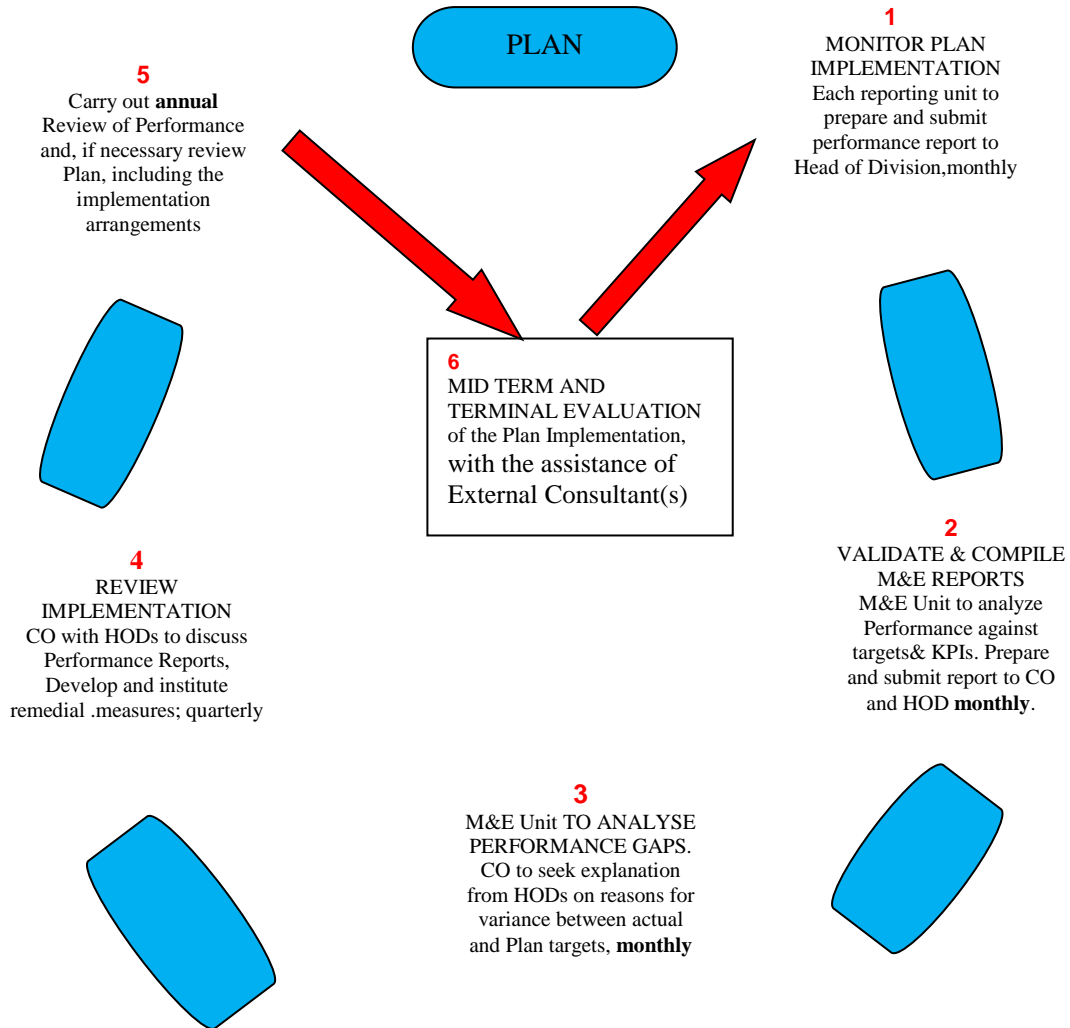
Monitoring and Evaluation (M&E) will form a critical component for the successful implementation of this strategic plan. It is through M&E that the management will be assisted in making evidence based decisions. This will form an integral part of this Strategic Plan. A comprehensive monitoring and evaluation plan will be prepared to track annual progress in tandem with the annual plans that will be derived from this strategic plan. The primary purpose is to track progress, identify departures, if any, in the achievement of the set targets, assessing the efficiency and effectiveness of completed projects and ensuring continual improvement.

The annual plans will be cascaded to all functional units/departments, divisions and to individual levels. The individual targets will be proposed, discussed and submitted to the relevant sections or units in approved prescribed formats.

The responsibility of coordinating periodic reviews will be vested in the performance management team headed by the Planning, Human Resources and Administration departments. However, every individual and Head of Department or Unit will be responsible for their reviews. All officers in charge of Sub-Counties and lower administrative units will be responsible for the projects being implemented in their areas.

It is expected that the Sub-County and Ward Administrators will assist in monitoring the implementation of the projects under their areas of jurisdiction. It is also encouraged that the local communities also participate in the projects' monitoring to promote acceptance and ownership of developed water facilities.

M and E Cycle



Key Features of the Planning Cycle

- 1 The diagram depicts the system for tracking and assessing performance at Department of Water, Sanitation and Irrigation Services on a continuous basis. The system covers inputs (particularly financial and human resource), outputs, as well as outcomes.
2. The M&E Unit will prepare reporting formats, incorporating Key Performance Indicators for each reporting unit as well as the periods to be covered in the reports.
3. The Data Management Unit will provide pertinent data to the M&E Unit to assist in the performance analysis
4. The Chief Officer, with the support of the M&E Unit, will introduce enforceable sanctions for non-compliance with reporting requirements

5. Each Sectional Head will report, at each subsequent Committee meeting, on actions taken on previously reported variance in performance
6. The Plan will be evaluated half way through the period to check on implementation effectiveness and, and if necessary, review strategies to ensure plan implementation remains on course.
7. A terminal Evaluation will be undertaken at the end of the Plan period to assess overall implementation effectiveness and draw lessons for preparation of the subsequent Strategic Plan.

5.2 MONITORING

Monitoring of the activities of the Department of Water, Sanitation and Irrigation Services will help in ensuring that the sector remains on course in pursuit of its objectives. It is from here that the management will get the information it needs to make decisions about the project or department and the changes that are necessary in strategy or plans. Through this, the department will remain the pillar of the sectoral framework.

5.2.1 Guiding principles in monitoring the strategic plan

Under the monitoring system, the data collection in the department will be rationalized, with specific responsibilities for collection, aggregation and reporting to the central data management section at the departments' headquarters at the county level. The monitoring system for the water sector over the next Plan period will be guided by the following principles:

- ❖ Monitoring exercise shall be conducted by the monitoring and evaluation team.
- ❖ A standard tool shall be established for data collection and analysis.
- ❖ Data will be collected at activity level and channeled upwards in agreed formats on a continuous basis
- ❖ Key indicators of efficiency, effectiveness and impact shall be established.
- ❖ Accountability for production of the reports shall lie on the departmental staff.
- ❖ Responsibility for acting on reports shall lie on the Head of Department.
- ❖ The monitoring systems methods to be adopted will be through: first hand information, inspection, interim progress review, testing and auditing

5.3 EVALUATION

Under evaluation, the data will be assessed against pre-selected indicators to determine the extent to which achievement has matched the set standard or target and pertinent reports prepared. Evaluation will be done periodically. After a report is made, remedial action must be taken by responsible officer in all cases where an undesirable variance between achievement and target is established. The evaluation system for the water sector over the next Plan period will be guided by the following principles:

5.2.1 Guiding principles in evaluating the strategic plan

- ❖ Evaluation exercise shall be conducted by monitoring and evaluation team.
- ❖ A standard evaluation tool shall be established
- ❖ Key indicators of efficiency, effectiveness and impact shall be established.
- ❖ Evaluation will be conducted at three levels

By timing: Formative (on going) - process evaluation, Ex-Ante evaluation and project appraisal

Summative-outcome evaluation, ex-post evaluation

By agency: Internal evaluation – by staff itself

External reviews in line with donor requirements, community perception and certified management audit

By stages: During implementation

At the end of the project

After a time lag of the projects or immediately after completion

- ❖ In case of significant unexplained variation in performance especially in critical performance areas, either positive or negative, an ad hoc evaluation shall be conducted.
- ❖ The information collected shall be used to inform decision making in the area of accountability, service delivery and allocation of resources.
- ❖ Accountability for production of the reports shall lie on the departmental staff.
- ❖ Responsibility for acting on reports shall lie on the head of department.
- ❖ The exercise shall be financed through budgeted provisions of the department.

CHAPTER SEVEN: LOGICAL FRAMEWORK

Logical Framework

IRRIGATION, DRAINAGE AND WATER STORAGE			
Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification	Important Assumptions
<p>GOAL: Increase the area under irrigation and promote controlled agricultural drainage for land use.</p>	<p>Increased area under irrigation</p>	<ul style="list-style-type: none"> • Topographic maps • Design report • Installed Irrigation infrastructures 	<ul style="list-style-type: none"> • Resources available • Community is supportive and available • Conducive weather conditions during implementation
<p>PURPOSE:</p> <ul style="list-style-type: none"> • Providing policy, facilitation and an enabling environment for the Irrigation sector; • Increase utilization of land through Irrigation and Drainage • Mobilize and promote efficient utilization of resources; • Strengthen Institutional Capacity ; • Mainstream Governance, HIV/AIDS, and gender and • Provide Monitoring and Evaluation. • Improve performance and management of irrigation and drainage. 	<ul style="list-style-type: none"> • Policy concept paper • Improved standard of living • Increased house hold income 	<ul style="list-style-type: none"> • Policy Framework Reports • Hansard reports • Baseline survey reports • Area under irrigated agriculture • Number of strong and effective groups trained • M & E reports • Topographic maps • Design reports • Number of Irrigation infrastructure constructed • Training reports • Attendance lists • Poverty Assessment survey reports • Effective operating systems 	<ul style="list-style-type: none"> • Funding is available • Community is participative in project implementation • County Assembly supportive to the Policy guidelines development • Resources available

<p>OUTPUT:</p> <ul style="list-style-type: none"> • Policy framework • Increased hectarage per household and increased productivity per unit area • Increase in Yield • Increase in incomes levels • Employment creation at farm level • Training for transfer of technology and sustainability. • Increased diversity of horticultural crops grown • Improved farmers organization and perception • Improved technical know-how 	<ul style="list-style-type: none"> • Policy concept paper • Improved standard of living • Increased house hold income 	<ul style="list-style-type: none"> • Policy Framework Reports • Hansard reports • Area under irrigated agriculture • Number of strong and effective groups trained • M & E reports • Topographic maps • Design reports • Number of Irrigation infrastructure constructed • Training report • Attendance list • Poverty Assessment survey report • Effective operating systems 	<ul style="list-style-type: none"> • Funding is available • Community is participative in project implementation • County Assembly supportive to the Policy guidelines development • Resources available
<p>ACTIVITY:</p> <ul style="list-style-type: none"> • Community mobilization, • IWUA Formation and Strengthening • Engineering investigations, Engineering survey and design, • Implementation of Irrigation, Drainage and Water Storage Infrastructure • Technical Trainings • Capacity building and Institutional development for participatory development 	<ul style="list-style-type: none"> • Increased area under irrigation, drainage • Farmers trained • Projects implemented • 	<ul style="list-style-type: none"> • Investigation Reports, Design, Tender documents, • Types and Number of irrigation structures documented • Training reports • IWUA registration certificate and list of IWUA members trained 	<ul style="list-style-type: none"> • Funding is available • Community is participative in project implementation • County Assembly supportive to the Policy guidelines development • Resources available
WATER SERVICES			
Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification	Important Assumptions
GOAL:	Completed water projects	Completion certificates	Resources available

Provide a sustainable, reliable ,efficient and cost effective water supply system that deliver adequate quantity and quality of water to satisfy domestic, agricultural, and commercial purpose for improved quality of life for all	Number of consumers with access Area under coverage	Handing over reports Customers satisfaction survey reports Customers ledger Community Score card	The community cooperative and responsive Weather conditions are favourable throughout the year for implementation of the projects
OUTPUTS: Increased water supply -quantity Increased number of water supplies Increase in area of coverage Reduced cases of water supply disruptions. Increased number of schools and health facilities harvesting rainwater for domestic use Reduced incidences of communicable diseases in the schools practicing handwashing	Available and adequate water Improved reticulation Increased pipe network Improved provision of water in schools and health facilities	Progress reports Number of projects implemented Number of community members accessed Area covered by water network Number of households served Number of schools and health facilities practicing rainwater harvesting	Prompt payment of water bills by customers. Resources available Community cooperative and responsive Weather conditions are favourable throughout the year for implementation of the projects
OUTPUTS: Increased water supply -quantity Increased number of water supplies Increase in area of coverage Reduced cases of water supply disruptions.	Available and adequate water Improved reticulation Increased pipe network	Progress reports Number of projects implemented Number of community members accessed Area covered by water network Number of households served	Prompt payment of water bills by customers. Resources available Community cooperative and responsive Weather conditions are favourable throughout the year for implementation of the projects
ACTIVITY: <ul style="list-style-type: none"> • Community mobilization, • IWUA Formation and Strengthening • Engineering investigations, Engineering survey and design, • Implementation of Irrigation, Drainage and Water Storage 	<ul style="list-style-type: none"> • Area under coverage • Community water committee trained • Projects implemented • Number of Consumers covered • 	<ul style="list-style-type: none"> • Investigation Reports, Design, Tender documents, • Types and Number of water structures documented • Training reports • WUA registration certificate and list of WUA members 	<ul style="list-style-type: none"> • Funding is available • Community is participative in project implementation • County Assembly supportive to the Policy guidelines development • Resources available

<p>Infrastructure</p> <ul style="list-style-type: none"> • Technical Trainings • Capacity building and Institutional development for participatory development 		<p>trained</p>	
SANITATION SERVICES			
Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification	Important Assumptions
<p>GOAL: Provide a sustainable;reliable, efficient and cost effective Waste management /Sanitation system that evacuates adequate quantity of waste water and sludge to satisfy environmental sanitation standards.</p>	<p>Completed Sewerage projects Number of consumers served Area under coverage Land Acquired for Waste Water Treatment, Water Samples collected for Analysis</p>	<p>Completion certificates Handing over reports Customers satisfaction survey reports Customers ledger Community Score card Title Deed , Land Processing Documents Water Sample Results</p>	<p>Resources available Community cooperative and responsive Weather conditions are favourable throughout the year for implementation of the projects</p>
<p>PURPOSE: Effective waste water management to specific discharge standards (EMCA Act, Water Act) for pollution control. Evacuate liquid waste to maintain environmental sanitation standards Reduce incidences of environmental pollution Generate revenue from waste treatment and disposal Promote motivation through public awareness and education</p>	<p>Reduced incidences of water borne diseases reported Improved standards of living Proper and effective sewerage system established Improved sanitary environment - schools, health facilities , market centers</p>	<p>Customer satisfaction survey reports. Number of Community members served by the sewer system Area of coverage by the sewer system Number of schools, health facilities and market centres' with improved sanitation facilities</p>	<p>Resources available Community cooperative and responsive Weather conditions are favourable throughout the year for implementation of the projects</p>

Minimize adverse social and Ecosystem impacts Improve sanitation within and around schools / health facilities			
OUTPUT: Increase in area of coverage Increased number of community served Reduced cases of poor waste water disposal Reduced incidences of waste water borne diseases Improved sanitation in schools, health facilities and market centres''	Available and adequate sewer system Improved sanitation disposal system Increased area of coverage Improved Environmental Quality	Progress reports Number of projects implemented Number of community members accessed Area covered by waste water network Number of households served Health diseases records	Prompt payment of water bills by customers. Resources are available The community members are cooperative and responsive Weather conditions are favourable throughout the year for implementation of the projects Community members served will adopt the sewer system
ACTIVITY: <ul style="list-style-type: none"> • Formulate policy framework for pollution control and waste water disposal regulations • Community mobilization, • Engineering investigations, Engineering survey and design, • Implementation of the waste water management Infrastructure • Technical Trainings • Intensify Health education • Capacity building and institutional development for participatory 	<ul style="list-style-type: none"> • Area under coverage • Community sanitation committee trained • Number of projects implemented • Number of Consumers covered 	<ul style="list-style-type: none"> • Policy Framework paper • Investigation Reports, Design, Tender documents, • Types and Number of waste water structures documented • Training reports 	<ul style="list-style-type: none"> • Community is participative in project implementation • County Assembly supportive to the Policy guidelines development • Resources available

<p>development</p> <ul style="list-style-type: none">• Environmental Impact assessment• Quality control assessment for effluent discharges• Undertake liquid waste treatment feasibility studies at the proposed sites			
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