COUNTY ENGAGEMENT
——— STRATEGY ———

WaterFund

Financing the Water Sector

Foreword

The Fourth Schedule of the Constitution of Kenya 2010 distributes functions between the National Government and County Governments with the responsibility of soil and water conservation, storm water management systems in built up areas and water and sanitation services provision vested in the County Governments. The Water Act (2016) provides the framework of the water sector management with a clear delineation of roles among the water sector institutions.

Section 113 of the Water Act (2016) establishes the Water Sector Trust Fund with the mandate to provide conditional and unconditional grants to counties, in addition to the Equalisation Fund and to assist in financing the development and management of water services in marginalized and underserved areas in Kenya.

The realisation of the constitutional and statutory mandate of the Counties and the Fund require close collaboration and constant consultation. It is against this background that the Board of the Water Sector Trust Fund has developed a County Engagement Strategy that provides the operating framework for the efficient management of the collaboration arrangements for enhanced access to water and sanitation services. We believe that collaborative relationships and mutually beneficial partnerships are critical success drivers towards enhanced water and sanitation services.

The County Engagement Strategy outlines our commitment to provide the Counties and other key stakeholders with opportunities to contribute to and implement projects, programmes and strategies in a bid to accelerate access to water and sanitation services. This strategy also guides the delivery of community engagement processes which inform better decisions in the planning of and implementation of programmes and projects as well as in developing policies and strategies.

I appreciate the Board of Trustees, Management and staff of Water Sector Trust Fund for their dedication and diligence in the development of this strategy. I also extend my gratitude to the stakeholders whose views helped in shaping the County Engagement Strategy.

Patrick O. Kokonya
Chairman Board of Trustees
Water Sector Trust Fund

Acknowledgement

This strategy provides a framework for integrated and holistic engagement with the Counties in a bid to maximize opportunities on resource mobilization, investment programmes and projects, research, governance and policy formulation.

It intends to evolve the Fund's approach to County Level partnerships, bringing it up to date with the demands in the water sector and in line with the stipulations of the Water Act 2016 for deeper, more strategic partnerships based on shared values and ensuring that the Fund continues to realize its mandate. It builds on the significant accomplishments, lessons learnt and good practices in County Engagement and partnerships and will seek to better define and improve the currently unstructured frameworks.

The County Engagement Strategy is based on the principle that stakeholder engagement is the foundation of good decision-making. It has been developed based on consultation, research and expert advice and is intended to create a culture of leading practice in the WSTF-County engagement. This strategy is supported by strategic actions aimed at enhancing the way WSTF undertakes community engagement

Dedicated effort and commitment has gone into the development of this strategy which is futuristic, transformative and ambitious, taking cognizance of the dynamic scenarios presented by the various constitutional and legislative provisions.

I am pleased to acknowledge and most sincerely express my gratitude to everyone who has contributed to its development. I single out the Board of Trustees, Management, Staff and the consultants for their dedication and selfless drive towards delivering an instrument that reflects the purpose and ethos of Water Sector Trust Fund.

We look forward to the successful implementation of the strategy and full realisation of its objectives. We count on the support and cooperation of all the stakeholders to secure improved water access to the marginalised and underserved in Kenya.

Ismail Fahmy M. Shaiye
Chief Executive Officer
Water Sector Trust Fund

Executive Summary

County Engagement plays an important role in ensuring that Water Sector Trust Fund, County Governments and relevant stakeholders develop and implement strategies, policies and programs which focus on achieving their respective mandates as relates to water provision and investment. The Funds vision for engagement is "To be the institution of choice in financing the improvement of access to water and sanitation for the underserved in Kenya" by building strong relationships with County Stakeholders and effective methods of stakeholder involvement.

WSTF recognizes the important role and contribution that County Governments play in accelerating access to water and sanitation services. Engagement with the County Governments is crucial for Water Sector Trust Fund to achieve its mandate of providing conditional and unconditional grants to the Counties and to assist in financing the development and management of water services in marginalized areas or any area considered to be undeserved by the Board of Trustees.

There is therefore a need to develop a strategic approach for an integrated County Engagement Strategy to enable the Fund work more holistically with the Counties. Towards this the Fund has developed this strategy that will guide the WSTF engagement with County Governments and relevant stakeholders. The County Engagement Framework will utilize existing Water Sector Trust Fund, National Government and County government policies and strategies to ensure the efficient and effective provision of the water related services.

The Constitution of Kenya 2010 distributes functions between the National Government and County Governments with the responsibility of soil and water conservation, storm water management systems in built up areas with water and sanitation services provision vested in the County Governments. The County Governments Act No. 17 of 2012 empowers county governments to undertake executive functions in accordance with Article 186 of the CoK 2010 and other functions transferred from the national government under Article 187 of the CoK 2010. The Water Act 2016 resulted in further decentralization of water services to the 47 counties of Kenya. The constitutional dispensation and the policy and legal framework further strengthen the need for an integrated approach to County Engagement.

The funds strategic objectives are: Increased financial resource available to accelerate access to the poor to Kshs 10 Bn annually by 2022; Enhance WSS access by 7 million people; Build WSTF organizational capability with a high-performance people centred culture.

The different engagement strategies outlined in the document are explained below:

Inform/Communication: WSTF will engage with the County Governments and relevant Stakeholders by informing them of relevant information. This may involve providing project data and other related information to County and other stakeholders. WSTF will share information unilaterally, bilaterally and multilaterally. This Stragey will inform for legislative, regulatory and policy regulatory compliance. These will generally relate to projects undertaken in developed urban population areas. WSTF will inform on public information disclosure for compliance to regulatory requirements. This will be undertaken where the level of interest for the Fund is low and the County level of influence is low.

Consultation: WSTF gathers information, perception, experience and comments of County and other stakeholders for consideration in final outcomes as it determines which projects to fund and also during all other aspects of the project cycle. This will be undertaken in: rural area projects with low population densities, vulnerable population area projects, interventionist projects and

unconditional funding projects. This will be undertaken where the level of interest of the Fund is high while the County level of influence is low.

Participation: WSTF provides County with the opportunity to take part in policy/project process with no significant level of influence on the decision making. This will be undertaken in: urban high population density area projects where the population is not fully served, issues dealing with service levels and consultations with the WSPs. This will be undertaken in projects where the level of interest of the Fund is low while the County level of influence is high.

Representation: WSTF implements a structured level of engagement with the aim of developing collective choices. County government views are incorporated with the aim of ensuring community and stakeholder needs and requirements are adequately included in the design and implementation of the projects. This will be undertaken in: urban high population density area projects where the population is not fully served, issues dealing with service levels and consultations with the WSPs. This will be undertaken in projects where the level of interest of the Fund is low while the County level of influence is high.

Partnerships: This strategy involves an agreed upon collaboration between WSTF and County by joint agreement. The Fund will seek community and stakeholder input in partnership with the Counties. This will be undertaken in the following: Development of sectoral masterplans, conservation projects, conditional funding and Public Private Partnerships. This will be undertaken in projects where the level of interest of the Fund is high while the County level of influence is high.

Co-Design: In this engagement strategy, there is a balanced share of Power between County and WSTF throughout the project cycle. The Fund will seek community and stakeholder input in partnership with the Counties. This will be undertaken in the following: Development of sectoral masterplans, conservation projects, conditional funding and Public Private Partnerships. This will be undertaken in projects where the level of interest of the Fund is high while the County level of influence is high.

Key engagement priorities for the Fund in 2019/2020 are to: Develop finance models and policies to foster investment in water and sanitation services in Counties; Participate and organise forums for Partnership building in the Water Sector; Participate in the, Devolution conference, World Water Week, World day events the ASAL conference , County Open Days and other activities that are further elaborated in the Strategy.

The County Engagement Strategy contained in this document provides the following content:

Chapter One provides an introduction of the County Engagement Strategy discussing the background and mandate of The Water Fund as well as providing the rationale for developing the strategy documents. It also provides a background of the water sector and its evolution.

Chapter Two consists of a situational analysis of the water and sanitation sector - providing a review of the policy, legal and institutional framework. It reviews the implications of the Constitution of Kenya 2010, Water Act 2016 as well as relevant national government policies. The challenges of financing water and sanitation services in Kenya have also been examined. It also contrasts the current and anticipated future state of County engagement of WSTF county engagement.

Chapter Three of the Strategy discusses the Engagement context of the document including the principles of engagement and the relevant legislation and regulation. The chapter provides the engagement model, illustrates the integration of County Engagement with the WSTF project cycle, the County Engagement Framework and finally provides a disengagement process for the Fund and the Counties.

Chapter Four defines engagement management between the Counties and the Water Fund. The stakeholders of the WSTF are mapped and analysed, with their roles and duties clearly specified. The county engagement communication plan is provided together with the information dissemination methods, communication guidelines, engagement levels and project branding. Finally, the chapter discusses the County Engagement Strategies, feedback loop and a review of the Engagement Framework.

Chapter Five defines the strategies that the fund will adopt to engage the Counties. The chapter begins with an introduction of the Strategy, its purpose and intention. Thereafter the vision of engagement, Desired outcomes, Engagement gaps and the County engagement strategies and techniques are outlined.

Chapter Six provides the road map for the implementation of the Strategy. It outlines the action plans required for improving County Engagement. An Engagement Action Plan for 2019-2020 for the Fund's Engagement with the Counties is also presented.

Chapter Seven elaborates the relationship between the Funds Investment Cycle and County Engagement. The framework for county government contribution which guides how Counties will contribute resources towards WSTF funded projects is spelled out. Additionally, the issues of agreements and negotiation, promotion of good governance and the role of WSTF in water resources management are outlined.

Chapter Eight provides the grievance and dispute mechanism system between the fund and the Counties. The grievance mechanism provides a framework for stakeholders to identify issues, discover possible solutions and evaluate performance.

Chapter Nine, the final chapter of the report, provides for the monitoring and evaluation of the strategy. Included in this chapter is the monitoring and evaluation tools, monitoring and evaluation responsibility and the County Engagement Strategy key performance indicators.

Abbreviations and Acronyms

ASAL	Arid and Semi-Arid Lands
BMGF	Bill and Melinda Gates Foundation
BOD	Board of Directors
CBO	Community Based Organisation
CIO	Chief Investment Officer
CIDP	County Integrated Development Plan
CISS	County Investment Services Section
CoG	Council of Governors
CRM	County Resident Monitor
CWWG	County Water Working Group
DANIDA	Danish International Development Agency
GoK	Government of Kenya
ICT	Information Communication Technology
KfW	German Development Bank
KWSP	Kenya Water and Sanitation Programme
MOU	Memorandum of Understanding
MCA	Member of County Assembly
NGO	Non- Governmental Organisation
PPP	Public Private Partnership
SWOT	Strength /Weaknesses/ Opportunities/ Threats Analysis
UBSUP	Basic Sanitation for the Urban Poor
WASH	Water and Sanitation for Hygiene
WASREB	Water Services Regulatory Board
WRA	Water Resources Authority
WRUA	Water Resources Users Association
WSP	Water Service Providers
WSTF	Water Sector Trust Fund
WRA	Water Resources Authority
WRUA	Water Resources Users Association
WSP	Water Service Providers
WSTF	Water Sector Trust Fund

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INTRODUCTION

1 INTRODUCTION

1.1 Background

Water Sector Trust Fund (WSTF), is a State Corporation under the Ministry of Water & Sanitation and Irrigation, it was established under the Water Act 2016 with the mandate to provide conditional and unconditional grants to the Counties, in addition to the Equalisation Fund and to assist in financing the development and management of water services in marginalized areas or any area which is considered by the Board of Trustees to be underserved including:

    a.   Community level initiatives for the sustainable management of water resources.

    b.   Development of water services in rural areas considered not to be commercially viable for provision of water services by licensees; and

    c.   Development of water services in the under-served poor urban areas.

    d.   Research activities in the area of water resources management and water services, sewer age and sanitation.

Under the Water Act 2016, the Source of funds to undertake the WSTF mandate have been expanded to include funds from national budget, county governments counterpart funding in agreed programmes, equalization fund, donations and grants, among others. WSTF has continued to invest in the implementation of Water, Sanitation Services and Water Resource Management activities through the following financing mechanisms:

- Rural Investments

- Urban Investments

- Water Resources Investments

- Result Based Financing

In line with its mandate, the Fund is required to collaborate with the Counties in the implementation of the projects and programmes. In the realization of the Fund's mandate, the Fund has developed a county engagement strategy which will guide its Engagement and Operating framework with ALL the counties, who are key stakeholders under the devolved governance system in Kenya.

1.2 Rationale for the County Engagement Strategy

In 2010 Kenya adopted a new constitution that enshrines the human right to water and sanitation. Article 43 of the Constitution of Kenya (2010) has enshrined the principle that 'Every person in Kenya has the right to clean and safe water in adequate quantities and to reasonable standards of sanitation'. The Country's blue print for development, Vision 2030, states that the role of water sector service provision is to endeavour to "reverse the declining trend of water availability per capita, increase access to safe water and sanitation, increase area under irrigation and reclaim arid and semi-arid lands for productive use."

Some of the Vision 2030 MTP3 2018 - 2022 flagship projects clearly support the role of the WSTF, with emphasis on collaboration with the county governments. These include:

i. Provision of Water to Poor Underserved areas including informal settlements: The Sector will implement rural and urban water and sanitation projects in low income areas in collaboration with County Governments and implement the School WASH programme. The social/flat rate water tariff will be implemented on an area basis.

ii. Urban Water Supply: The programme will focus on increasing water supply and sanitation in major urban towns and upcoming urban areas. This will be done in collaboration with County Governments.

iii. Rural Water Supply: The programme will focus on rehabilitating and expanding existing large rural water supply schemes; drilling new boreholes; and providing safe, reliable and sustainable water to public schools and health institutions. This will be done in collaboration with County Governments.

The Government foresees the role of the WSTF in attaining the Vision 2030 goals for water and sanitation in the Third Medium Term Plan (MTPIII 2018-22 as follows: 'strengthening the WSTF in order to ensure that the less fortunate and vulnerable members of society who mostly live in the rural areas and the informal settlements are catered for'. The National Water Master Plan 2030 provides for a conceptual approach to the management of water resources in Kenya, which seeks to address the adverse effects of deforestation and catchment degradation, soil erosion and pollution and provides for the preservation of watersheds and habitats, and the management of irrigation and drainage systems.

Devolving the government services to the counties has promoted growing political mobilization of local leaders from the Arid and Semi-Arid Lands (ASAL), public participation in democratic processes, decentralization of budgetary and administrative powers and new thinking about community resource management.

County Integrated Development Plans (CIDPs) have been formulated by the County Governments, outlining strategies to integrate local economic development and environmental management. WSTF in collaboration with counties has made it increasingly possible to invest in water and sanitation schemes that are in line with local priorities and thus transforming them to be more sustainable.

The WSTF County Engagement Strategy will enhance financing and provision of water and sanitation services and management of water resources in the counties of Kenya by providing a clear engagement framework that stipulates the role and responsibilities of the partners. These services are key aspects in addressing poverty reduction, inclusive green growth, rights and sustainable management of natural resources in the Counties. The engagement is in line with key objectives of the WSTF's Revised Strategic Plan 2018-2022. Indeed, the WSTF Strategy is in synergy with the counties CIDPs, which depict the plans and strategies that will facilitate implementation of the counties' mandate in regard to water supply, and sanitation services provision.

Improving water access and water resources management especially in the ASALs will contribute to improved resilience and socio-economic development of communities. Improved access to water for human and livestock use as well as provision of sanitation, benefit communities including the poorer segments, and it provides opportunities for promoting green growth.

WSTF has established delivery mechanisms and partnerships with counties, and these have proven to be one of the most effective instruments to address the challenges of limited access to water and sanitation and poor water resource governance. This Engagement Strategy is an opportunity for ensuring aligned and harmonised support that has a strong aspect of reaching out widely to people in Kenya with tangible investments.

Successful execution of the WSTF County Engagement Strategy will lead to enhanced investment planning and coordination framework for WSTF supported investments.

1.3 Water Sector background & evolution

During the 1980s and 90s various studies notable among them, the National Water Master Plan Study (1992), pointed out that the then widely acknowledged major constraint in the development of the water sector - inadequate financial resources, was due to underlying compounded problems such as lack of comprehensive policy, institutional and legal framework, centralized decision making and lack of adequate financing mechanism in the water sector. The bottlenecks in the Water Act Cap 372, in force then, were in regard to policy formulation, regulation and service provision functions which were not separated.

To address these problems, a thorough review of policy and institutional framework in the sector was undertaken. The Government embarked on systematic and participatory reforms aimed at developing and operationalizing comprehensive water management policies, strategies, approaches, sound practices and programs. These efforts resulted in the Sessional Paper No1 of 1999 on "National Policy on Water Resources Management and Development".

The National Water Policy paper set a framework that promoted a comprehensive water resources management and development with the private sector and community participation as the prime movers in the process, to guarantee sustainability. The Water Act 2002 was then enacted and became effective in March, 18, 2003. The Act separated policy formulation, regulation and services provision; it defined clear roles for sector actors and a decentralized institutional framework. It was expected that with clear roles and responsibilities defined for sector actors, performance would improve.

Until the enactment of the Water Act 2002 water services were centralized under the National Water Conservation and Pipeline Corporation and a few other entities that had been created from 1992. The enactment of the Water Act in 2002 decentralized water services to 91 local Water Services Providers (WSPs).

The Fourth Schedule of the Constitution of Kenya 2010 distributes functions between the National Government and County Governments with the responsibility of soil and water conservation, storm water management systems in built up areas with water and sanitation services provision vested in the County Governments. The County Governments Act No. 17 of 2012 empowers county governments to undertake executive functions in accordance with Article 186 of the CoK 2010 and other functions transferred from the national government under Article 187 of the CoK 2010. In 2016 a new Water Act was enacted, which resulted in further decentralization of water services to the 47 counties of Kenya.

Various institutions were set up pursuant to this Act. The Water Sector Trust Fund (WSTF) is one such institution that was created under the Act and was restructured from what was formerly the Water Services Trust Fund. The mandate of WSTF is to provide conditional and unconditional grants to the Counties and to assist in financing the development of and management of water services in the marginalized and underserved areas. The establishment of these institutions is a major effort to organize the water sector in the country and ensure that the anticipated universal access to water is achieved.

The Act recognizes that water related functions are a shared responsibility between the national government and the county government. It also gives priority to use of abstracted water for domestic purposes over irrigation and other uses. Other key provisions in the Constitution that touch upon water include: affirmative action programs to ensure water for marginalized groups; the responsibility of the national government for management of the use of international waters and water resources and definition of national versus county public works.

The enactment of the Water Act 2016 was a major step to conform the water sector to the Constitution of Kenya 2010, which has a wide set of implications for the water sector. Primarily, the Constitution acknowledges access to clean and safe water as a basic human right and assigns the responsibility for water supply and sanitation service provision to 47 newly established counties. The purpose of the 2016 Water Act is therefore to align the water sector with the Constitution's primary objective of devolution.

SITUATIONAL ANALYSIS

2 SITUATIONAL ANALYSIS

2.1 Policy, Legal and Institutional Framework

2.1.1 The Constitution of Kenya, 2010

Access to "clean and safe water in adequate quantities" is a constitutional right (Article 43 Constitution of Kenya 2010). The national government is mandated to ensure progressive realization of these rights (Section 21). The Fourth Schedule of the Constitution of Kenya (Article 185 (2), 186 (1) and 187 (2)) outlines the roles of functions of both national government and country governments. It devolves the provision of water and sanitation services to the county governments. The County public works and services will include: (a) storm water management systems in built-up areas; and (b) water and sanitation services.

Articles 43(1) (b) and 42 of the Constitution of Kenya 2010 guarantees the right of every person to "reasonable standards of sanitation," and "a clean and healthy environment". In applying the rights to sanitation and clean and healthy environment as guaranteed under Article 43(1 (b) and 42, the State is expected in Article 21 (2) to take every measure including policy and legislative measures as well as setting of standards to achieve their progressive realisation. It is also the responsibility of the State to ensure that resources are made available to ensure the widest possible enjoyment of the rights. Under the Fourth Schedule Part II Articles 2(c) (d) (f) (g) and 11(a) (b) of the Constitution, the county government is functionally responsible for county water and sanitation services including control of pollution, while the National Government retains responsibility for national policy, resource allocation, training, capacity building, technical assistance and standards formulation.

2.1.2 Vision 2030

Kenya Vision 2030 stipulates that 'every Kenyan should have access to clean, safe water and improved sanitation by the year 2030'. It further elaborates that this vision will be attained through specific strategies including; one, raising the standards of the country's overall water, resource management, storage and harvesting capability; two, rehabilitating the hydro-meteorological data gathering network; three, constructing multipurpose dams and four, constructing water and sanitation facilities to support a growing urban and industrial population.

In the Third Medium Term Plan (MTP3), Provision of Water to Poor Unserved areas including informal settlements, Urban Water Supply and Rural water Supply have been earmarked as flagship projects. This means that the mandate of the Fund will play a major role in collaboration with the counties to ensure sustainability of these programmes.

2.1.3 National Health Policy Framework 2012-2030

The National Health Policy Framework's goal is to 'attain the highest possible standard of health in a manner responsive to the needs of the population'. The policy aims to achieve this goal through supporting provision of equitable, affordable and quality health and related services at the highest attainable standards to all Kenyans. The policy identifies unsafe water and sanitation as some of the leading risk factors and contributors to mortality in Kenya and aims to ensure, among other things, that the health sector interacts with, and influences, interventions across sectors that have an impact on health; including the promotion of access to safe water and adequate sanitation and the promotion of good hygiene practices.

2.1.4 Kenya Environmental Sanitation and Hygiene Policy 2016-2030

The Kenya Environmental Sanitation and Hygiene Policy is the outcome of reviews to address limitations of the National Environmental Sanitation and Hygiene Policy published in 2007. The policy takes full cognizance of the devolution of most sanitation functions and services to the 47 County Governments vide the Fourth Schedule of the Constitution of Kenya 2010. This new policy takes a rights-based approach and redirects efforts towards achieving the Kenya Vision 2030 and the global Sustainable Development Goals (SDGs).

Ultimately, it is the goal of this policy to ensure better health, dignity, social well-being and quality of life for all the people of Kenya. To achieve this grand vision, the policy puts emphasis on increasing public and private sector investment through PPPs. In this, the policy aims to mobilize all available

resources – public and private, community and individual – in pursuit of the collective national vision of transforming Kenya into "a newly-industrialized, middle-income country providing a high quality of life to all its citizens in a clean and secure environment."

2.1.5   Kenya Environmental Sanitation and Hygiene Strategic Framework (KESSF) 2016-2020

The Kenya Environmental Sanitation and Hygiene Strategic Framework (KESSF) is the first five-year strategy to implement the Kenya Environmental Sanitation and Hygiene Policy (KESHP) 2016-2030. The Strategy also focuses on the pursuit of SDG Number 6 on ensuring availability and sustainable management of sanitation for all by 2030 while building on the progress and lessons learnt from the Millennium Development Goals (1990 – 2015) experience. The strategy thus puts emphasis on increasing public and private sector investment through PPPs. Through this, the Strategy aims to mobilise all available resources – public and private, community and individual – in pursuit of our collective national vision of "a clean, healthy and economically prosperous Kenya free from sanitation and hygiene related diseases".

2.1.6   The Water Act 2016

The Water Act 2016 proposes an institutional framework for the regulation of water resource management which includes the Basin Water Resources Committees (BWRCs), Regional Irrigation Offices, the National Water Storage Authority, the Water Services Regulatory Board, the Water Works Development Agencies, the Water Service Providers, and other water use regulators. These water users include the Water Resources Users Associations (WRUAs), irrigation water users' associations, county water supply providers, private enterprise water users and individual domestic water users (surface water and groundwater). This is illustrated in the Fig. 1 below. Section 156 of the Water Act 2016 stipulates that the institutional transfer process must have been completed within three years after its enactment.
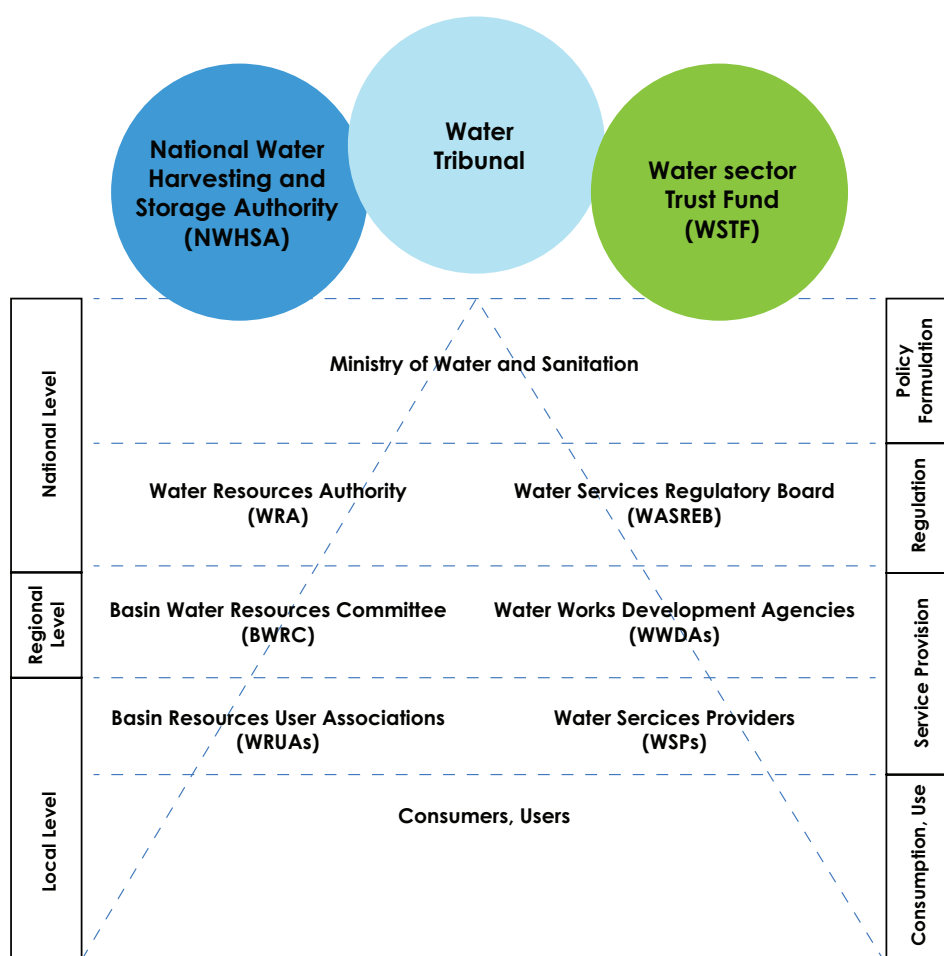
Source: Ministry of Water ,Sanitation and Irrigation

Figure 1: Institutional Framework – Water Act 2016

2.2 Challenges in Financing WASH Investments in Kenya

2.2.1   Investments by the national government

The national government invested KShs 98.8 billion in WASH between 2014/15 and 2017/18, which is equivalent to 1.4% of its total expenditure over this period. Of this, 91.8% went to development projects – mostly expansion of water infrastructure such as dams – to increase availability and access to water. In 2016/17 water and sanitation expenditure nearly doubled to KShs 31.4 billion from Ksh16.2 billion in 2015/16 to fund construction of major water infrastructure projects. This is based on the National Water Masterplan 2030, the investments in WASH also help to meet the need for public health.

The capacity of the Ministry of Water & Sanitation and Irrigation to absorb funds is improving, but more needs to be done to ensure 100% absorption rate. In 2015/16 the ministry utilised only 43.1% of funds allocated to water and sanitation. However, utilisation increased to 64.2% and 68.5% of the allocated funds in 2016/17 and 2017/18 respectively. Absorption of funds should be improved further to ensure effective implementation of water and sanitation projects.

At the national level, borrowing to scale up access to WASH is constrained by rising concerns about the sustainability of public debt. In June 2018 this stood at Ksh5 trillion or 57.1% of gross domestic product. The ratio of debt service to revenue increased to 33.8% by end of June 2018 from 23.6% in June 2017 , meaning that about one third of national government revenues are used to repay debts.

Apart from resource gaps, financing safe water and improved sanitation services is constrained by inadequate data for planning and budgeting, fragmented legal and policy frameworks, high incidence of poverty and climate change which affects availability of water.
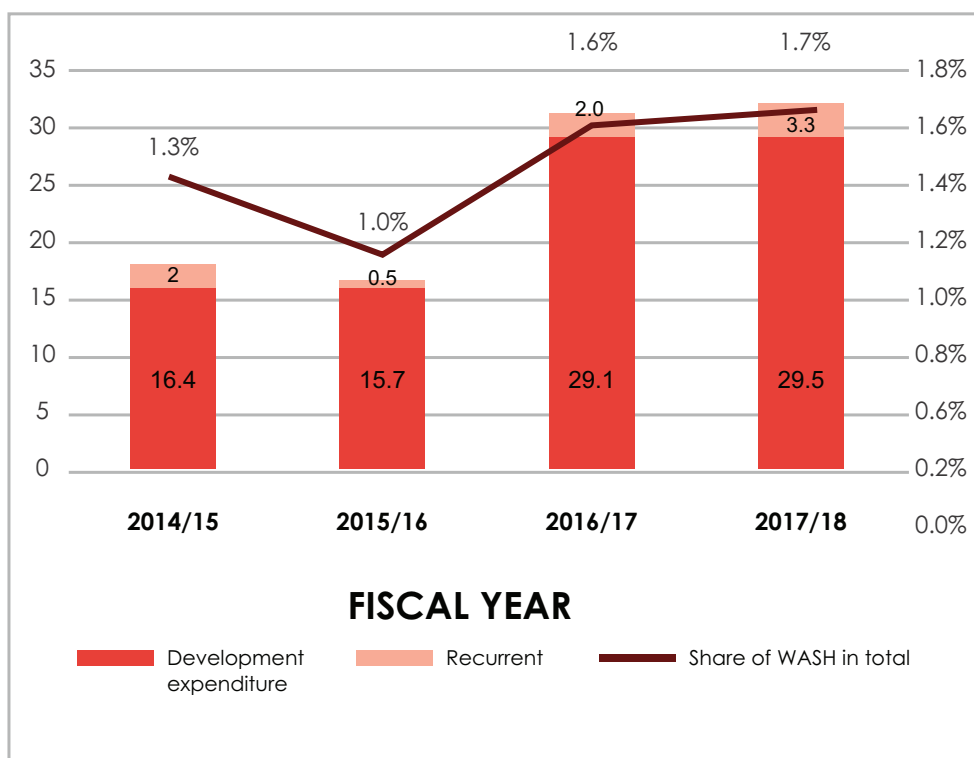
Source: County Budget Implementation Review Reports for various years

Figure 2: National Government Expenditure on WASH 2014/15 to 2017/18

2.2.2 WSTF Investments

WSTF cumulatively invested KShs 7.1 billion directly in pro-poor WASH projects in underserved areas in all the counties between 2005 and 2016.[1] These projects enabled over five million people to access WASH over this period.

However, the impact of WSTF across counties is varied. For instance, the percentage contribution of WSTF to water coverage in Isiolo was 35.4%. However, in Wajir where access to WASH is among the lowest, the contribution of WSTF was only 0.3%. In addition, WSTF mainly relies on donor contributions which accounted for 61.2% and 62.9% of its total resources in 2015 and 2016 respectively.[2] Heavy reliance on donor contributions may have negative implications for the sustainability of WSTF and the pro- poor projects that it supports.

2.2.3 Investments by County Governments

Expenditure data for water and sanitation at county level is currently available at the ministerial departmental level and not on the services provided by the county. This makes it difficult to determine the actual expenditure on water and sanitation in counties where these functions are combined with others such as agriculture or energy under one department. There are only 23 counties for which expenditure data for the water and sanitation sector is consistently available between 2014/15 and 2017/18. The cumulative expenditure by the 23 counties in WASH amounted to Ksh29.9 billion between 2014/15 and 2017/18. 71.1% of this expenditure went to development projects to scale up access.

The combined expenditure to water and sanitation by the 23 counties increased by 19.7% to Ksh8.5 billion in 2015/16 from Ksh7.1 billion in 2014/15. However, expenditure reduced marginally by 1.8% to Ksh8.3 billion in 2016/17. In 2017/18, expenditure reduced significantly by 27.3% to Ksh6 billion. This reduction is explained in part by the limited ability of the county governments to absorb the funds earmarked for water and sanitation. For instance, in 2017/18 only 52.5% of the funds allocated to water and sanitation was absorbed compared to 70.5% in 2016/17 and 70% in 2015/16. Low absorption rate is explained by delays in disbursement of funds from the national government to counties and lengthy procurement processes.[3]

2.2.4 Financing gaps in the water and sanitation sector

The government requires Ksh1.76 trillion to provide universal access to water and improved sanitation services by 2030. This consists of Ksh1.3 trillion for water supply and KShs 476.5 billion for sanitation. However, the government can finance only 43.6% and 6.5% of the cost of upscaling water supply and development of sanitation infrastructure.[4] This means the government is facing a resource gap of Ksh1.2 trillion which may negatively impact achievement of sustainable development goal 6, particularly target 6.1 and 6.2 which call for universal access to safe water and improved sanitation services respectively by 2030.

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1. Based on 2018 annual public debt management report.

2. Financial support for improved access to water and sanitation 2005–2016. Available at:www.waterfund.go.ke/downloads

3. Report of the Auditor General on the financial statements of Water Services Trust Fund. Available at: www.oagkenya.go.ke/index.php/reports/cat_view/2-re

   ports/9-national-government-and-state-corporations/8- state-corporations/252-2015-2016?start=200
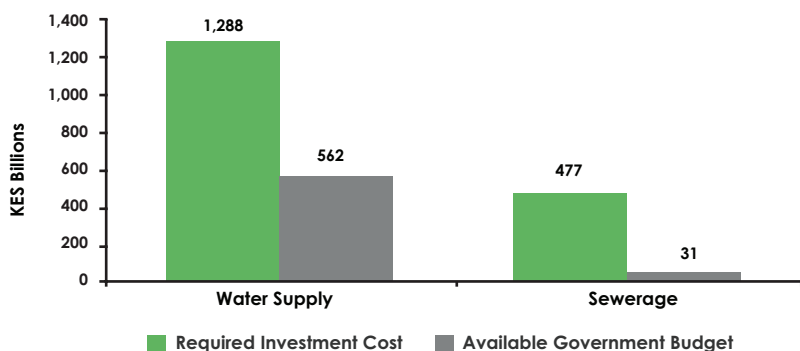
Source: NWMP 2030

Figure 3: Required Investments and Available Financing in Water and Sanitation
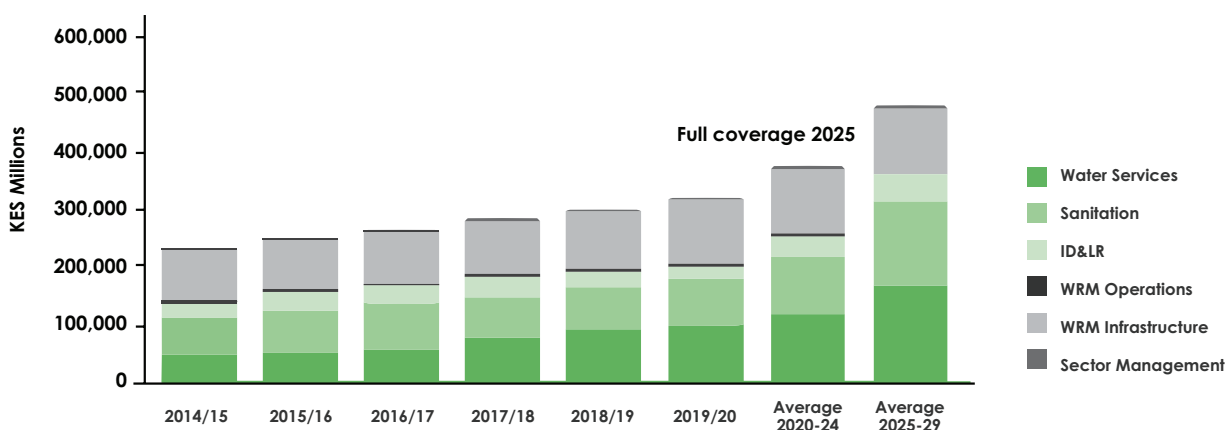
Source: MWI Sector Investment Plan

Figure 4: Water Sector Financing Needs

2.2.5   Private, Traditional and Alternative Financing for WASH Services

Serious structural constraints have so far limited private financing flows to the water sector in Kenya. While many of these constraints are not unique to the water sector, commercial financing to the sector has historically been very low.

Some banks including Co-operative Bank, Sidian Bank (formerly known as K-Rep Bank) and Kenya Commercial Bank are providing commercial loans to the water and sanitation sector to bridge the existing resource gap, but availability of loan facilities among water utilities is still limited.

Access to commercial financing for public water service providers/utilities is limited mainly due to:

i.   Poor creditworthiness

ii.   Delays in assessment of the water projects to be financed

iii.   The perceived high risk in the sector and

iv.   Complex structuring of loans due to involvement of many actors.

Civil society organisations (CSOs) also play a critical role in provision of WASH in Kenya and their investment in the sector is expected to bridge the existing financing gap. Quantifying CSOs investment in the sector is difficult to estimate due to lack of data.

However, investment by CSOs is constrained by their heavy reliance on donor funding, which can be unpredictable. Furthermore, due to their financial constraints, CSOs usually focus on short-term water and sanitation projects with limited geographical coverage.

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4. Pro-poor analysis of Kenya's 2018/19 budget estimates. Available at: www.devinit.org/post/pro-poor-analysis- kenyas-201819-budget-estimates/

5. National Water Master Plan 2013. Available at: https://wasreb.go.ke/national-water-master-plan-2030/

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2.3 As is and Future State County Engagement

The Fourth Schedule of the Constitution of Kenya 2010 outlines the distribution of functions between the national government and the county governments. Sections 2 and 11 of the Fourth Schedule stipulate that the functions and powers of the county governments include water and sanitation services, storm water management in 'built-up areas', and solid waste management. Section 22 of the Fourth Schedule places the responsibility for developing policy and regulation for water resource management with the national government, while counties are responsible for implementing these policies.

Counties provide water and sanitation services through Water Service Providers (WSPs) which they own.

2.3.1   WSTF engagement with counties

 As part of the devolution strategy, WSTF has engaged County Investment Officers (CIOs) formerly known as County-based Resident Monitors (CRMs) and County Resident Engineers with the objective of enhancing efficiency and effectiveness in the project implementation cycle, and sustainability of the investments. The CIOs contracted by the WSTF work closely with the county governments and the implementing partners with the following key roles (among others):

- Assisting the county/implementing partners with data collection (e.g. water point mapping using the method and tools approved by WASREB and WSTF)

- The identification of priority WSS interventions (rural, urban and catchment protection)

- Acting as the liaison persons between the county, the implementing partners and WSTF

- Monitoring and providing support to the WSTF-funded projects

- Identifying, together with the local stakeholders, capacity gaps and ensuring that the re quired expertise is made available by the WSTF for support.

The CIOs have been engaged in all the counties in which WSTF has active investments and the Fund expects to upscale this concept in subsequent years as the number, scale and scope of these investments increases

From WSTF mandate ASALs are one of the key priory areas and have unique challenges which affect WSTF and other agencies supporting investment in water and sanitation. Some of these challenges include:

- Inadequate technical, human resources and capacity among implementing partners in ASALs due to marginalization.

- The ASALs in Kenya cover a large geographical area with limited infrastructure mak ing it difficult for WSTF, County Governments and partners to implement and effectiv ely monitor water and sanitation projects.

- Conflict is more prevalent in ASALs due to scarcity of water and other natural resourc es.

- Security concerns have affected the implementation of infrastructure projects in ASALs and also impacts the monitoring and evaluation of the projects by the imple menting partners.

- Climate change has affected the water resources and catchment areas therefore increasing the cost of implementation of water projects.

A review of the existing County engagement practices provided a clear evidence of gaps that would be adequately addressed with a clear and documented county engagement framework and strategies. Based on the situational analysis the table below presents the As-Is and Future state characteristics of WSTF County engagement.

Table 1: As-Is and Future State County Engagement

AS IS	FUTURE STATE
• There are no standard processes for County Stakeholder Engagement • Lack of unified County engagement communication plan • There are no standard metrics used to evaluate engagement • There is lack of a unified information data base system. • Accountability for the delivery of results at county level is not clearly defined • Different monitoring systems and terminologies utilised in support of similar investment cycles • A lack of harmony in the programme design, planning and management approaches across counties • Unclear County engagement strategies and programme implementation support • Inadequate allocation of resources (human capital, financial and technical) for Monitoring and Evaluation of Investment Programmes	• A clear County Engagement framework for the development of effective sustainable pro-poor water services, supported. • Counties and all stakeholder to adhere to governance standards and Rule of Law • County has capacity to record and address the needs of the underserved. Resourcing requirements planned and effectively managed at the technical, operational and Human resource levels. • Harmony and linkages among sector players that enhances partnerships and collaboration. • Established standards for performance metrics and criteria that align with WSTF and County goals and objectives that are relevant to stakeholders • County capacitated in utilizing factual, evidence-based decision support systems in planning of investments and management of water, sanitation and water resources management services • Utilisation of an integrated project management information system • Weighted metrics are used to define the level of criticality for each criterion of Engagement and subsequent outcomes and results. • Standard International Best Practice criteria have been established to identify how programmes should be monitored and evaluated. • County Stakeholders are informed/Consulted where necessary but are not responsible for overall decision making • Well institutionalised processes and procedures which are documented and enable consistent and transparent programme management. • WSTF institutionally strengthened and ready to achieve its mandate

COUNTY ENGAGEMENT FRAMEWORK

3 COUNTY ENGAGEMENT FRAMEWORK

3.1 County Engagement Context

County Engagement plays an important role in ensuring that Water Sector Trust Fund, County Governments and related stakeholders develop and implement strategies, policies and programs which focus on achieving their mandates as relates to water provision and investment. Water Sector Trust Fund's mandate is to provide conditional and unconditional grants to the Counties and to assist in financing the development of and management of water services in the marginalised and underserved areas.

The County Engagement Framework utilises existing National Government, County government and WSTF policies and strategies to ensure the efficient and effective provision of the water and sanitation related services. County Governments are key partners in all WSTF projects implementation and execution in addition to co-financed projects with the County governments. As a result, it is imperative that a County Engagement framework be inclusive.

WSTF recognizes the important role and contribution that County Governments have in accelerating access to water and sanitation services. There is therefore a need to develop a strategic approach for an integrated County Engagement Strategy to enable WSTF work more holistically with the Counties. This approach will be standardised and will be adapted to specific County requirements.

3.1.1 Principles of Engagement

The County engagement strategy is based on the accountability principles of inclusivity, materiality and responsiveness. All County stakeholders with material interests in the process will be included in the classification of water resources and funding process, their material interests will be identified and addressed and the WSTF will respond appropriately. The stakeholder engagement will ensure the effective use of the WSTF and stakeholders' resources, including time. County stakeholders will receive feedback on a regular basis as per the County Engagement Communication plan.

The County engagement plan is limited to WSTF key mandate in achieving its strategic objectives and is a living document that will reflect the changing aspects of the institution and its mandate. The level of engagement will be determined by the needs of the stakeholders in line with WSTF's mandate. The County engagement strategy is based on the following core set of principles.

Good Governance and Administration	Partnership, Inclusivity and Collaboration	Sustainability	Subsidiarity	Recipriocity
Efficiency	Equality and Empowerment	Integrity, and Transparency	Learning	Decision Support

Figure 5: WSTF County Engagement Guiding Principles

The table 2 below describes the County Engagement Guiding Principles and their implication and application.

Table 2: Engagement Guiding Principles and application

Guiding Principle	Implication and Application
Good Governance and Administration	This principle will ensure responsible conduct of public affairs and management of public resources. This implies that WSTF, the County government and all relevant stakeholders should engage in ethical conduct and respect all legal and regulatory requirements. This is expected to enhance efficiency and effectiveness of projects and promote transparency, sound financial management and accountability.
Partnership, Inclusivity and Collaboration	All engagements will be based on partnership with the National Government Agencies, County Governments, Implementing Agencies, Development Partners, the community and all relevant stakeholders. WSTF encourages broad participation and ensures that appropriate participation opportunities are availed throughout the engagement process.
Sustainability	WSTF will foster mutually beneficial and sustainable relationships between itself and County governments, Stakeholders and the Community at large.
Reciprocity	This principle governs the practice of mutual benefit in all aspects of engagement. All aspects of engagement should be generalised and balanced and should take into account benefits and penalties. WSTF will meet all expectations as and when they are required within the context of their mandate and expects the County and other stakeholders to apply this principle.
Efficiency	All activities should achieve the greatest societal benefit through the effective and efficient allocation and utilization of resources. WSTF funding is utilized appropriately and all projects completed on time within funding allocations.
Equality and Empowerment	All institutional actions, decisions, and culture to promote empowerment and justice. WSTF and County has capacity to record and address the needs of the underserved, ensuring Gender Equality and Social Inclusion (GESI) and mainstreaming Human Rights Based Approach (HRBA) in programming.
Integrity and Transparency	Integrity occurs when engagement is conducted in a manner that fosters mutual respect and trust; Where possible, all community concerns are responded to in a timely, open and effective manner; There is public access to all information as provided for by law. Information on decisions, implementation of policies and results is made available to the public in a simple manner as to enable the public effectively follow and contribute to the work of the County Government.
Learning	All projects are a continuous learning environment that ensures improvement. Lessons Learnt will be documented and communicated to the relevant parties to ensure effective and efficient management of projects. New and efficient solutions to problems are sought and advantage is taken of modern methods of service provision. WSTF to provide a climate that is favourable to change and be created in the interest of achieving better results at all levels of engagement.
Decision Support	All decision-makers, collective and individual, take responsibility for their decisions. All relevant information, tools and technology will be availed to support effective and efficient decision making.

3.1.2 Relevant Legislation and Regulation

The WSTF County engagement will be continuous and transparent while ensuring compliance to all legal and regulatory requirements. Applicable Legislation governing the WSTF County engagement approach include the following:

Table 3: Relevant Legislation and Regulation

Relevant Legislation and Regulation	Provision and Application
The Constitution of Kenya 2010	Provides for Participatory and inclusive governance
The Water Act 2016	WSTF mandate and relationships with other bodies within the water sector governed by the Water Act framework.
County Government Act No. 17 2012	Development of county Integrated development plans for setting midterm strategic priorities. Rights of citizens to participate in any development project prior to its implementation Section 94, 95 and 96 requires Counties to establish channels that facilitate access to public information The role of Sectoral committees in various sectors. This guides level of engagement for WSTF with various County bodies.
Intergovernmental Relations Act 2012	Framework for Consultation and cooperation within and between national and county government. Mechanisms for resolution of dispute as provided for in Section 3(d) provides framework for consideration of issues impacting relations between national and County governments. Framework to be utilised in times of resource conflict between communities, county transboundary conflicts (Section 4(a) and (b))
Transition to Devolved Government Act 2012	Rights of citizens to participate in Transition process - Section 14
Public Private Partnership Act 2013	Private Sector participation in infrastructure and development projects permitted. Requires stakeholder participation and engagement during entire project cycle Section 17 (1)(f).
The Employment Act 2007	Any employment of local communities on WSTF financed projects with the County Government should comply with this legislation.
Environmental Management and Coordination Act 2015	NEMA mandated with approval and licensing of all proposed projects. County departments of Water to consult with NEMA on proposed projects on community acceptance and engagement. WSTF need to engage with County to ensure approval and licensing of funded projects.
Protection of Traditional Knowledge and Traditional Cultural Expressions Act 2015	Traditional knowledge and expression if used for commercial or industrial purposes requires to be incorporated in agreements as per Section 19. Its application may vary depending on the County Government use of tradition knowledge and culture in promoting projects.

Relevant Legislation and Regulation	Provision and Application
Access to Information Act 2016	Access to Public information on projects that affect the citizenry.
Climate Change Act 2016	Part V Section 24 Public entities to undertake public consultations relating to Climate Change. Section 30 - Public Engagement Strategy require County to publish Public engagement strategy. Water Sector Trust Fund can provide assistance as relates to their projects.
Community Land Act 2016	Conservation and Management of resources on community land governed by rules and regulations for sustainable conservation (Section 38), All community land is documented, mapped and inventoried in a transparent, equitable and participatory manner (Section 12).

3.2   WSTF County Engagement Model

The existing WSTF County Engagement Model is illustrated in the table below:

Table 4: Existing WSTF County engagement model

DEGREE OF INVOLVEMENT

LOW   HIGH

Information	**Consultation**	**Deciding Together**	**Acting Together**	**Supporting each other in poor areas**
WSTF informs people of what is planned so that they know what is happening and or WSTF is doing	WSTF to provide information to County Government and consult pro-poor strategy and use the feedback to inform subsequent decisions	WSTF to encourage the County Government to provide additional inputs and options to enable WSTF and Counties implement sustainable projects	WSTF and County Government form a lasting partnership for pro-poor interventions	WSTF supports County Governments within a framework of agreed funding procedures and funding models: County governments support WSTF's mutually agreed systems and procedures and partners in programmes through contribution of additional resources

Source: WSTF County Engagement & Communication Strategy 2014 -2019

3.3   Integrating County Engagement with Project Cycle

As WSTF engages with the County Governments, it is critical that the model is embedded within a continuous process that initiates at the project feasibility phase, facilitates effective risk management, supports investment of capital and attracts financial support from partners, provides an effective dispute and grievance management system and all the while ensuring continuous and effective monitoring and evaluation.

Integrating the County Engagement strategy with the project Cycle entails the following considerations highlighted in the table below.

Table 5: County Engagement and the Project Cycle

Project Cycle	Key Issues to Align	WSTF	County Government
Early Stage	Determination of project viability and base case option to support commitment of funding for feasibility study	• Capability development for sustainability. • Build Operational, Technical and Human capital capacity • Seeking potential Development and implementation partners • Liaising with Ministry of Water & Sanitation and Irrigation • Liaising with Water Sector Institutions • Review of proposals by Community Based Organizations (CBOs), Water Resources Users Association (WRUAs) through the respective Basin Water Resource Committees and WRA and Water Services Providers (WSPs) • Align Engagement with Project Framework	• Legal Requirements • Determine project-related decisions that affect the community and engage them thereon • County capacitated in utilizing factual, evidence-based decision support systems in planning of investments and management of water, sanitation and water resources management services • Align submission of environmental and social safeguard instruments with the project development milestones • Capability development for sustainability – Build Operational, Technical and Human capital capacity • Development of Proposals for funding

Project Cycle	Key Issues to Align	WSTF	County Government
Project Development	Refine case to support resource commitment and capital investment. All necessary governance and administrative requirements will be applied and adhered to during this phase of the project cycle.	• Assist in the development of Terms of Reference • Review existing agreements and documentations to ensure alignment with funding requirements.	• Commitment of resources as per CIDP • Adherence to governance and administrative requirements. • Engaging with the community and other stakeholders • Public participation Forums
Financial Support and Arrangements	Projects to be structured in a manner that attracts financial support. This will entail consideration of terms and conditions necessary for the effective and efficient execution of al project agreements and Memorandums	• Establish partnerships with potential investors. • Maintain existing partners • Harmonisation of Funding Systems	• Alignment with CIDP • A clear county framework for the development of effective sustainable pro-poor water services, supported
Project Implementation	All projects to be implemented within the requirements of project documents and agreements and contracts.	• Develop documentation for disclosure of project design information: concepts, project objectives, site plans, layouts, technologies • Monitor and ensure Technical standards and Quality are maintained during project implementation • Monitoring and Evaluation of Projects by CIO • Updating Development partners	• Develop documentation for disclosure of project design information: concepts, project objectives, site plans, layouts, technologies • Effective Management of implementing agencies • Monitoring and Evaluation
Project Completion	Handover to Community Review of lessons learnt	• Project Completion report • Communication of Lessons Learnt.	• Project Handover to Community

3.4   WSTF County Engagement Framework

The County Engagement Framework, illustrates the four stages of the County Engagement process, and this document will provide a leading practice policy / procedure on how each stage can be approached.
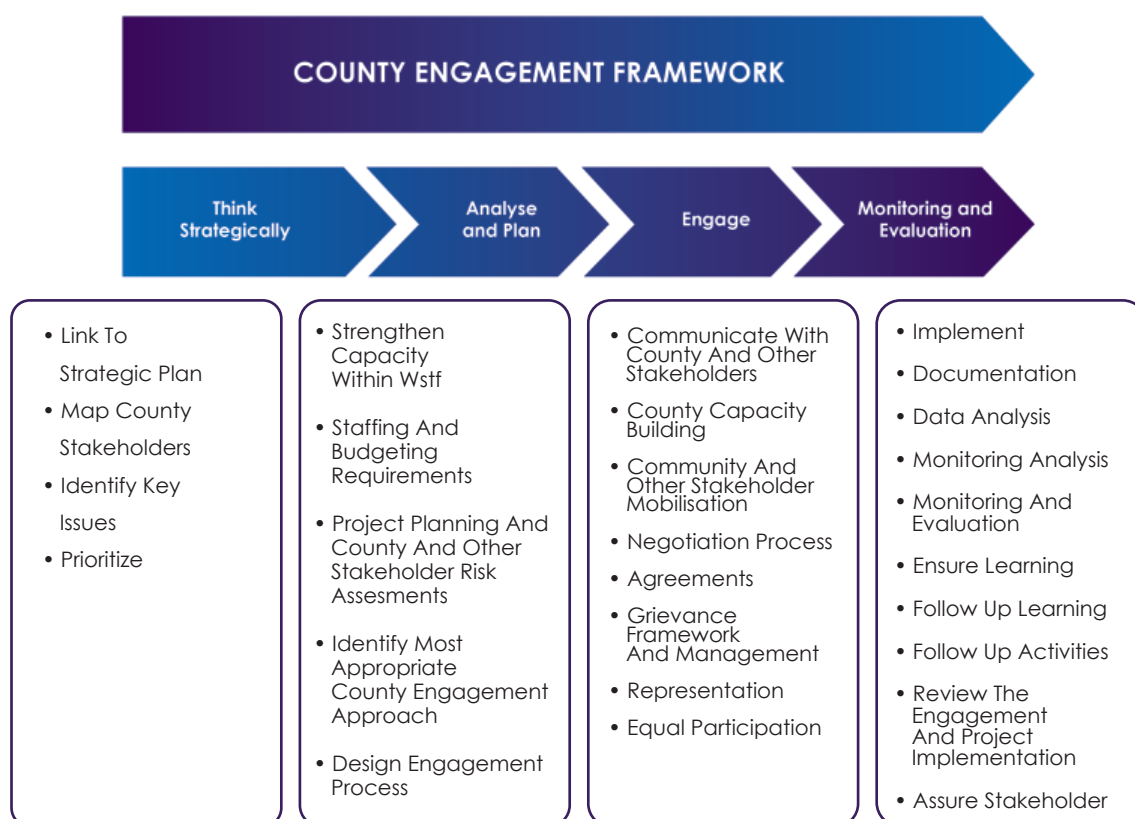
Figure 6: WSTF County Engagement Framework

Think Strategically: The County Engagement Framework ensures that all activates are linked to WSTF's Strategic Plan, identifying key issues and risks and prioritising based on informed decision making.

Desired Outcome: Strategically focused development and management of water and sanitation services in the marginalised and underserved areas.

Table 6: Think strategically steps, inputs and outputs

Keys steps	Key inputs	Key Outputs
Review of engagement priorities	WSTF Strategic Plan	County Engagement Objectives
Align with WSTF Strategic Objectives	Project Management Plan	
Review and Map Relevant County Stakeholders	Needs Assessment	
Identify potential development and implementing partners	Terms of Reference	
Identify key issues relevant to specific projects	Memorandum of Understanding	
Risk identification analysis and mitigation	Development Partners Agreements	
Prioritise	County Stakeholder Map	
	Project Priority List	
	Project Risk Management Plan	
	Communication Strategy	

Analyse and Plan: WSTF will ensure that throughout the engagement process, institutional capacity will be strengthened both within WSTF and at the County Level. WSTF will provide the County governments with Technical Assistance where necessary, to ensure the effective implementation of projects. Project planning, risk assessments and resourcing requirements will be taken into account and communicated to the County Government. The most appropriate engagement approach and process based on the type of project will be identified, communicated and applied.

Table 7: Analyse and plan key steps, inputs and outputs

Keys steps	Key inputs	Key Outputs
Determine purpose of the Plan.	CIDP	County Engagement Approach
Assess Engagement Requirements.	Project Terms of Reference	
Identification of Key County Stakeholders specific to projects.	Memorandum of Understanding	Stakeholder Engagement Program
Review summary of previous engagement activities.	WSTF and County Capacity and Training Needs Assessment	
Develop a Stakeholder Engagement Program.	Risk assessment Framework	Roles and Responsibilities Framework
Establish clear and achievable Timeline.	Resourcing Toolkit	
Specify Roles and Responsibilities of WSTF, County and relevant Stakeholders.	Capacity Building and Training Plan	Monitoring and Evaluation Toolkit and Key Performance Indicators
Monitoring and Reporting	Risk Management Plan	
	Resourcing Plan	County Engagement Communication Plan
	Implementing Partners Assessment	
	WSTF Communication Plan	

Engage: This step involves engaging and communicating with the County and key stakeholders, supporting county capacity building, assisting with stakeholder mobilization, facilitating negotiations, grievance and dispute management and ensuring representation and equal participation

Table 8: Engage Key steps, inputs and outputs

Keys steps	Key inputs	Key Outputs
Stakeholder engagement, Conferences, Project meetings, County briefings	Engagement Programme	Grievance and Dispute Record book
	Communication Strategy and Plan	Engagement Monitoring Report
	Capacity Building and Training Plan	Meeting, Forums, Participation, etc. Minutes
	Relevant Agreements – Memorandum of Understanding, Terms of Reference, Project Contracts, Funding Agreements	

Monitoring and Evaluation: In order to ensure sustainable County engagement, the monitoring and evaluation framework will enable WSTF to identify any areas or issues that can be improved. The utilization of data analysis will enhance reporting and decision support. Learning on projects through the review of engagement and project implementation will be communicated to the County.

Table 9: Monitoring and evaluation key steps, inputs and outputs

Keys steps	Key inputs	Key Outputs
Site inspections, Project briefing	Results Framework	Engagement Monitoring Report
	Performance Management Framework	Results and Implementation Matrix completed with measured KPIs
	Project Implementation Plan	
	Budgets, Funding and Resourcing Plans	

3.5   WSTF and County Disengagement Process

WSTF has the right to commence the disengagement process with the Counties based on aspects of particular projects. WSTF will continuously evaluate the impact of its work with partners and may discontinue engagements if the impacts achieved are not satisfactory. WSTF must retain its unilateral right to disengagement for reasons relating to actual or potential reputational harm or legal compliance, breach of an agreement, and misuse of the WSTF corporate image and intellectual property including WSTF's name.

WSTF disengagement may be as a result of a number of reasons,

a)   Satisfactory completion or end of particular project that has been successfully handed over
b)   WSTF Reputation, Policies, and Practices materially affected by particular parties engaged in the projects. These risks include environmental risks; human rights violations or similar abuses by a particular party; regulatory compliance failures.
c)   Situations or issues that compromise, or appear to compromise, WSTF's independence, objectivity and strategic purpose;

WSTF disengagement process will involve the following steps

i.   Review and evaluation of an event or issues triggering disengagement;
ii.   Documentation of key issues;
iii.   Utilization of existing dispute resolution/grievance management mechanisms if the disengagement is as a result of any issue other than project ending;
iv.   Communication to parties involved of intended disengagement;
v.   Conducting disengagement meeting with relevant stakeholders;
vi.   Documentation of all key issues;
vii.   Formal Disengagement letter

COUNTY ENGAGEMENT MANAGEMENT

4 COUNTY ENGAGEMENT MANAGEMENT

In order to manage the engagement process there are a number of elements that WSTF staff will be required to develop and implement based on the type of project.

Step 1: Stakeholder analysis and mapping

Step 2: Communications Strategy and planning

Step 3: Engagement Strategies and Techniques

Step 4: Feedback Loop-Continuous Assessment and Follow through

The figure 7 below provides the key aspects of each element of County engagement management:

Stakeholder Analysis And Mapping	Communications Strategy and Planning	Engagement Strategies and Techniques	Feedback Loop - Continuous Assessment and Follow Through
Deline County Issues And Concerns	Review Methods To Inform - Including Frequency And Timing	Techniques Lo Enable County Involvement In Design And Implementation Of Programmes	Accountoblllty Framework Clarirlcatlon Of Roles And Responsibilities
Assess Level Of Commitment And Resistance	Communication Plan- Create Continuous Dialogue Between WSTF, County And Other Stakeholders	Access Level Of Influence And Interest- Inform, Consultation, Particicpation, Representation, Partnerships Or/and Co-design	Validate And Evaluation Communication Process
Establish Programme Linkages	Feedback And Involvement		Monitoring And Evaluation, Results Framework, Performance Management Framework

Figure 7: WSTF County Engagement Management

4.1 Stakeholder Mapping and Analysis

Key Stakeholders are those who can significantly influence or are important to the success of WSTF programmes and their ability to successfully achieve their mandate. WSTF have strategically divided their Stakeholder groups into two categories, Primary Stakeholder and Secondary Stakeholders. Primary Stakeholders are those who can influence or are ultimately affected, either positively or negatively by the WSTF programmes and projects. Secondary Stakeholders are the intermediaries in the delivery process as represented in figure 8 below.
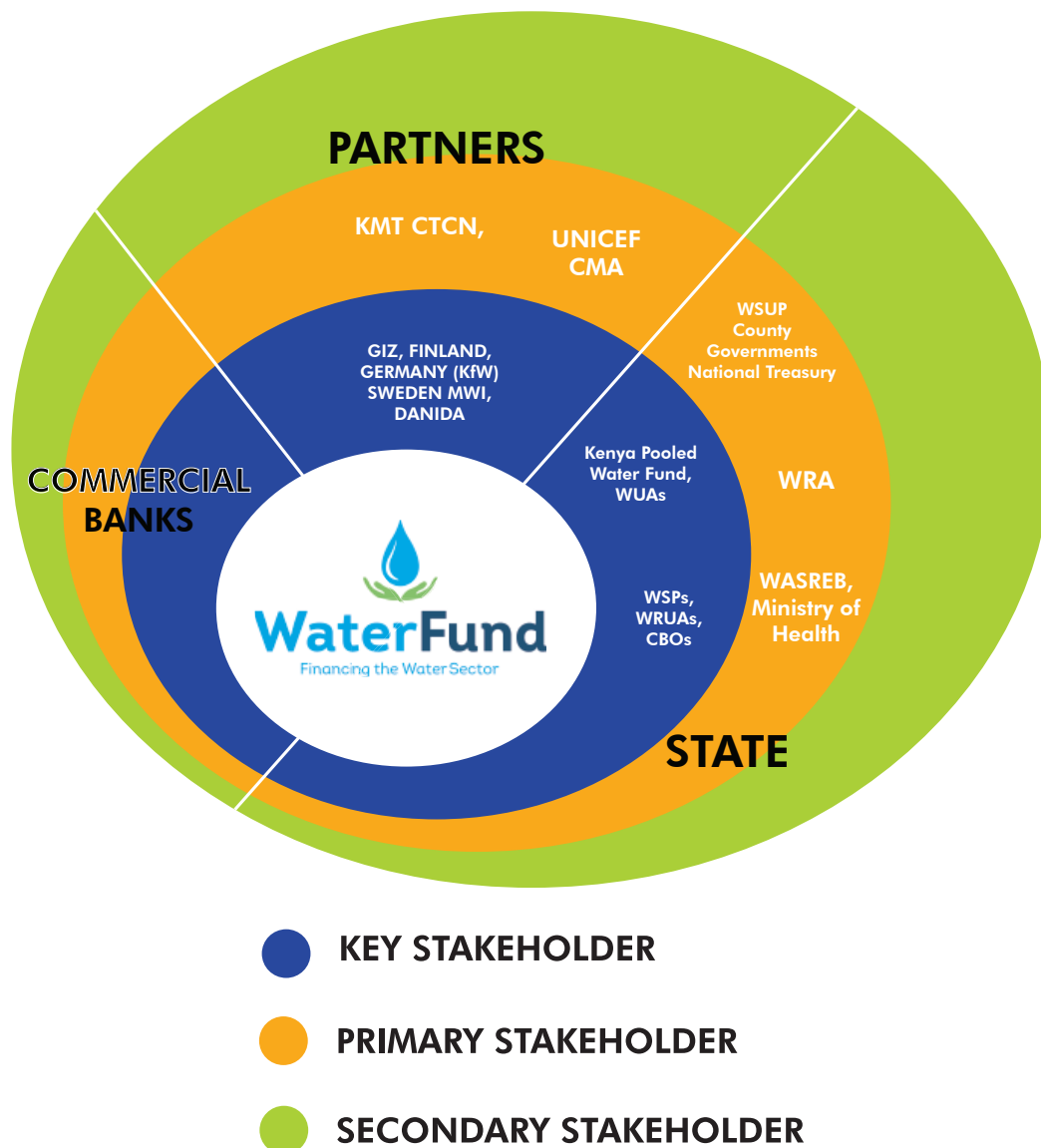
Source: Revised WSTF Strategic Plan 2018-2022

Figure 8: WSTF Stakeholder

The table below categorises the WSTF stakeholders in terms of their level of influence and importance. It also highlights their level of expectation and impact of non–compliance

Table 10 : WSTF stakeholder and their expectations

Stakeholders	WSTF Expectations of Stakeholders	Impact of Non- Compliance
1. High Importance & High Influence		
County Government	• Capacity building and technical assistance • Consultation- planning, budgeting and project implementation.	• Duplication of efforts • Resistance of planned or implemented projects • Failure to achieve the target of increased water and sanitation coverage. • Reduced disbursement to projects.
WSPs	• Development of infrastructure. • Capacity Building and Technical Support	• Reduction in revenue for the sector • Reduced customer satisfaction • Resistance in the implementation and operating of projects.
Ministry of Water & Sanitation and Irrigation	• Implementation of the policies, plans and programmes • Compliance with set budgets • Provide technical advice on priority investments	• Withdrawal or reduction of budget allocations • Loss of confidence on the Board • Strained relationship with the Parent Ministry • Failure to achieve the sector mandate
The National Treasury	• Compliance with PFM Act • Financial probity • Adherence to donor conditions • Accountability • Prudence in budgeting	• Redirection of resources to other agencies • Withdrawal of funding • Reduction of financial thresholds • Penalties and Sanctions
Development Partners	• Transparency and Accountability • Compliance with financing agreements • Meet project objectives and timelines • Public awareness of projects • Fiduciary discipline and compliance • Communicating Project's progress	• Cancellation of funding • Loss of donor confidence • Reimbursement of funds committed to ineligible expenditure
WSTF staff	• Conducive work environment. • Career development, growth and retention. • Sense of belonging. • Recognition and motivation. • Teamwork. • Coaching and mentorship. • Objective appraisal. • Equal opportunity in employment.	• Reduced productivity • Lack of proper succession plans • High staff turnover • Low employee satisfaction • Negative organizational image
Board of Trustees	• Trustees Charter • Board Facilitations • Compliance with Mwongozo Code of Conduct • Board Performance Appraisal • Board Induction and Training • Policy compliance and implementation • Communication and feedback from management • Financial probity	• Non- functional organization • Lack of a strategic direction • Negative institutional image

Stakeholders	WSTF Expectations of Stakeholders	Impact of Non- Compliance
	• Delivery of organizational mandate	
2. High Importance & Low Influence		
Regulatory Authorities	• Compliance with the set standards and regulations.	• Penalties and Fines • Withdrawal of licenses and permits • Delays in project implementation
National Land Commission	• Information on land identified for acquisition • Facilitate the land acquisition process	• Delayed project implementation • Litigation • Poor organizational image
Contractors/ Consultants/ Suppliers	• Prompt payment for services rendered, goods delivered and works done • Fair and transparent procurement processes • Clear specifications for goods, works and clear TOR's • Professional and effective project management	• Delays in project implementation • Litigation • Project cost over runs • Substandard goods, works and services • Poor organizational image
3. Low Importance & High Influence		
Media	• Awareness of the Fund mandate and activities • Accurate information • Continuous engagement	• Negative publicity • Erroneous information released to the public
Local Administration	• Communicate the Fund activities that impact their local communities • Continuous engagement	• Resistance on project implementation • Delays in project implementation
Communities	• Communicate the Fund activities • Create awareness on planned projects and the treatment of project affected persons • Continuous community engagement and consultation	• Resistance on project implementation • Stoppage of the project
Religious Groups/ Civil Societies	• Consultation and engagement	• Delayed project implementation • Misinformation
Politicians	• Involvement in planning of projects within their areas • Provision of water and sanitation services within their areas • Continuous engagement during project implementation	• Stoppage of the project • Resistance on project implementation • Lack of support in budgetary allocations
Community and Consumer	• Provision of reliable and quality water and sanitation services within their areas • Extend services to un served areas • Set affordable tariffs • Public engagement and participation	• Failure to meet the constitutional right to water • Litigation • Non-payment for the services • Lack of project ownership and sustainability

4.1.1 Institutional Relationships and Engagement Linkages

WSTF engagement will be managed by various legal and regulatory provisions outlined in the Kenyan Constitution 2010 and laws of Kenya. The Intergovernmental relations Act 2012 establishes a framework for consultation between the National and County Governments and amongst County Governments. This Act also provides provision for the resolution of Intergovernmental Disputes. Section 3(d) provides a framework for consideration of issues affecting the relationship between national and county governments and amongst county governments themselves.

Section 4(a) and 4(b) provides provisions to manage conflicts between communities across counties on issues of resource conflict.

The County Government Act no. 17 of 2012 provides for the establishment and regulation of sector committees that deal with various economic social and administrative sectors in the counties. These committees are required to involve key stakeholders and communities in the execution of their functions. Additionally, the development of the County Intergraded Development Plans provides for public participation in the development of the medium-term strategic priorities of the County.

The transition to Devolved Government Act No. 1 of 2012 requires engagement of all key stakeholders in the transition process as functions are transferred from local authorities to devolved units, as such County Engagement is a very important aspect in the relationship between WSTF and the Counties and hence WSTF instructional framework has been adapted to facilitate the efficient and effective County Engagement.

WSTF in 2018 reorganised its institutional structure and framework. Previously as part of the devolution strategy, WSTF had engaged county-based resident monitors (CRMs) with the objective of enhancing efficiency and effectiveness in the project implementation cycle, and sustainability of the investments. The CRMs contracted by the WSTF work closely together with the county governments and the implementing partners with the following key roles (among others):

- Assisting the county/implementing partners with data collection (e.g. water point mapping using the method and tools approved by WASREB and WSTF)

- The identification of priority WSS interventions (rural, urban and catchment protection)

- Acting as the liaison persons between the county, the implementing partners and WSTF

- Monitoring and providing support to the WSTF-funded projects

- Identifying, together with the local stakeholders, capacity gaps and ensuring that the required expertise is made available by the WSTF for support.

The CRM position has been proposed to be replaced with the County Programme Officer (CPO). The CPO will be under the County Investment Services Section which sits in the Regional hub as per the WSTF revised organogram.

The CPOs will be engaged in all the counties in which WSTF has active investments and the Fund expects to upscale this concept in subsequent years as the number, scale and scope of these investments increases.

The County Government, under the leadership of the Governor, has the mandate to provide water and sanitation services, to implement this mandate, the county has water services providers (legal entities fully owed by the county). The CEC in charge of Water Services, following instruction from the Governor will be the channel of engagement with WSTF. The working group when mapping specific stakeholder for projects will determine the specific engagement for:

- Water Service Providers
- Community Based Organizations
- Non-Governmental Organizations
- National government institutions including: Water Resources Authority (WRA), Water Service Regulatory Board (WASREB) among others.

The Working Group will determine an appropriate engagement framework to either: inform, consult, collaborate and partner with the County government and relevant stakeholders. Therefore, WSTF and the County will both be responsible for achievement of efficient and effective Engagement.

The overall responsibility of the implementation of the WSTF County Engagement Strategy will be the Chief Executive Officer. The day to day management of the WSTF County Engagement Strategy shall be overseen by the General Manager Fund Development. This position will oversee and coordinate a working group comprised of WSTF Staff and County Government representatives.

The table below provides an outline of the Woking Group members and their roles and responsibilities.

Table 11: WSTF County Engagement Technical working group

	Technical Working Group	Role
1	**Chief Executive Officer**	• Ex-Officio member
2	**General Manager Fund Development**	• Overall coordination of County Engagement Strategy • Chair of County Engagement Working Group • Oversees alignment of Strategy to project cycle and investment cycle • Oversee dispute and grievance management
3	**General Manager Programmes**	• Oversees negotiations and agreement management • Responsibility for the development and implementation of the communication plan • Overseeing planning research and performance management
4	**General Manager Planning and Quality Management**	• Deals with Monitoring and Evaluation
5	**Technical Advisors representative**	• Rotational based on specific project called in to provide technical assistance based on the type of WSTF project
6	**Compliance and Audit Officer**	• Provide governance and ethics advice • Oversight to ensure that all legislative, regulatory and administrative requirements are adhered to during County Engagement within projects
	ROTATIONAL – Specific to County	
7	**CEC Water**	• Representative of County Government
8	**County Programme Officer (CPO)**	• WSTF Representative at Specific County

4.1.2 WSTF Regional Offices

WSTF has remained centralised in Nairobi since inception, this has implied that the Fund has had limited monitoring on the ground and thereby largely relied heavily on the word of implementing partners and service consultants. Additionally, it has provided limited hands on implementation oversight and support to implementing partners who do require capacity building. The Fund attempts to mitigate against this in the past using contracted field monitoring staff and lately County-based Resident Monitors (CRMs). This has completely resolved the problem as the CRMs are housed either by the County or the Water Utility, a situation that has to some extent compromised their independent oversight authority and position as WSTF representatives.

As a result of the above, WSTF will roll out regional operations with programme staff at two levels:

- Programme staff based at Headquarters
- Programme staff based at the Regional offices

The opening of the regional offices will initially be hinged on meeting the minimum proposed number of investment project of 15 per county or county cluster.

This structure will enable WSTF to be able to more effectively monitor its investment programs and simultaneously support implementing agencies by providing technical assistance as summarized in the table below.

Table 12: WSTF Regional offices

No	WSTF County Cluster/Delivery Hub
1	County Investment Services Section 1 (CISS1-WESTERN REGION) supports all investment projects in Western & Nyanza. 10 counties – Migori, Homabay, Nyamira, Kisii, Siaya, Kisumu, Kakamega, Busia, Vihiga, Bungoma
2	County Investment Services Section 2 (CISS2-CENTRAL REGION) – Covers Nairobi, Central and Lower Eastern. 8 counties - Nairobi, Kiambu, Murang'a, Nyeri, Kirinyaga, Laikipia, Nyandarua, Nakuru.
3	County Investment Services Section 3 (CISS3-EASTERN REGION) 7 Counties - Machakos, Kitui, Makueni, Kajiado, Embu and Tharaka Nithi, Meru
4	County Investment Services Section 4 (CISS4-COAST REGION) County Investment Services Section 3 (CISS3 -COAST REGION)– 6 counties - Lamu, Tana River, Kilifi, Mombasa, Kwale, Taita Taveta
5	County Investment Services Section 5 (CISS2-NORTH RIFT REGION) County Investment Services Section 4 (CISS4-RIFT VALLEY REGION) (7 counties - Narok, Kericho, Bomet, Nandi, Uasin Gishu, Baringo, Trans Nzoia).
6	County Investment Services Section 6 (CISS2-NORTH EASTERN REGION) 4 counties; Mandera, Wajir, Garissa, Isiolo
7	County Investment Services Section 7 (CISS5-NORTH WESTERN REGION) 8 counties - Turkana, Samburu, Marsabit, West Pokot, Elgeyo Marakwet

4.1.3 WSTF Engagement with the Council of Governors

The Council of Governors (CoG) established under section 19 of the Intergovernmental Relations Act (IGRA 2012) will be a key stakeholder in the County Engagement Process. The Council of Governors consists of the governors of the forty-seven counties. The functions of the Council of Governors include the following:

- Consultation amongst County Governments
- Sharing of information with the objective of learning and promotion of best practice
- Considering matters of common interest to county governments

- Dispute resolution between counties under the framework provided by the Intergovernmental Relations Act (2012)
- Receiving reports and monitoring the implementation of inter-county agreements on inter-county projects
- Consideration of reports from other intergovernmental forums on matters affecting national and county interests or relating to the performance of counties;

The Council of Governors has formed various committees with specific roles and functions. WSTF will engage mainly with two committees namely the Water, Forestry& Mining Committee and Arid & Semi - Arid Land (ASAL) Committee.

The Water, Forestry and Mining Committee was constituted to consider all matters relating to sustainable water management, mining, climate change, environment management and conservation, forestry, natural resources, pollution and waste management. This will be the main committee that WSTF will engage with in the CoG. Areas of discussion will centre on:

- National and County Policy issues on water, sanitation and natural resources management.
- Conflict resolution between WSTF and County governments
- Priority areas and issues
- Resource mobilization and allocation

WSTF has the mandate of financing the development of water services in marginalized areas, and historically the ASALs been marginalized and have poor water and sanitation levels. Therefore, WSTF will also engage the Arid and Semi-Arid Committee which deals with matters relating to the development of ASALs. The engagement will mainly centre on:

- Investment in water and sanitation and resource conservation in ASALs
- Review of policy and legal proposals on issues of drought management in ASALs

The Chief Executive Officer of WSTF will represent the Fund in all meetings and discussions with the above-mentioned committees. He will be supported by the WSTF County Engagement Technical Working Group members with the General Manager Fund Development and General Manager Programmes playing key roles.

4.1.4 WSTF Engagement with County Water Working Groups

Another Key point of engagement with the Counties will be through the County Water Working Groups (CWWGs). The County working groups consist of all major stakeholders in the water sector within the county. They are chaired by the CEC in charge of water with representatives from national government agencies and county stakeholders. The representation includes:

- National Environmental Management Authority (NEMA)
- Water Resources Authority (WRA)
- Kenya Metrological Department (KMD)
- National Disaster Management Authority (NDMA)
- Water Service Providers (WSPs) in the County
- Water Sector Trust Fund (WSTF)
- Community Based Organizations (CBOs)
- Major NGOs
- Community leaders

WSTF has been represented by County Resident Monitors (CRMs) who have been invited to take part in discussions of the CWWGs in Counties that WSTF has presence. This engagement will be strengthened with the CPOs remaining as the key engagement personnel with the CWWGs. The decentralisation of WSTF and opening of County Cluster Offices will give WSTF a foothold in the Counties ensuring that the CPOs are able to sustain a long-term engagement mechanism. The close engagement with the CWWGs will result in:

- Conflict resolution and mitigation
- Joint monitoring and evaluation
- Identification of key issues affecting specific counties thus setting priorities
- Capacity building for Counties and implementing agencies

4.2 County Engagement Communication Plan

The key aspect of County Engagement is communication. The main aims of communication are to share information and data available on the water sector and activities. Communication channels comprise of both traditional such as meetings, forums, seminars, and modern technological aspects such as social media and other water information systems. The County Engagement Communication Plan will be aligned to the overall WSTF communication Strategy.

County Engagement will involve sharing information unilaterally (WSTF advertisements or announcements through newspaper or website), bilaterally (WSTF and County Government, two institutions agreeing to exchange or mutually share information that is likely to affect each others operations) or multilaterally (for example sharing information on tariffs and water service coverage between different types of organisations e.g. WSTF, County Government, Water Service Providers and the community). This is clearly based on the issue to be communicated. The County engagement communication plan 2014-2019 provides a framework for County engagement communication framework.

4.2.1 Information Dissemination

The methods to disseminate information to the County by WSTF will depend on the project, level of engagement required and what information is relevant in the given situation. WSTF endeavours to be open and transparent and accountable as it engages with the County and other stakeholders.

The information dissemination method to be utilised will include but will not limited to the following methods presented in the table below.

Table 13: WSTF Information Dissemination Methods for County Engagement

Information Dissemination Method	Application
Correspondence by mail, email and telephone	• Project information to National and County Government officials, WSPs, Development partners and agencies. • Informing Stakeholder about Consultation Meetings
Print Media	• Project Information to the public and other stakeholders • Stakeholders of Consultation Meetings • Request for Proposals
WSTF Website and Social Media	• Project information • Feedback channels for Stakeholders and general public • Request for Proposals
Formal Meetings and Interviews	• Present Project Information • Build Stakeholder Relationships for Engagement • Solicit views and concerns • Distribute Technical Documents • Record Discussions, administer questionnaires and responses
Public Meetings	• Present Project information to large number of County Stakeholders • Build relationships with Local community where project is being implemented • Distribute non-technical information • Record Discussion, comments and concerns
Workshops and Focus Group Meetings	• Project Information to a group of County Stakeholders • Brainstorming, Analysis and development of recommendations and strategies
Roundtable Discussions	• Use prepared questions to gather preliminary information • Participatory and inclusive discussions • Documentation of issues discussed

Based on the above information disclosure methods, WSTF County Engagement Stakeholder Consultation Process will involve the following methods and timing aspects as illustrated in the table below:

Table 14: WSTF County Engagement Consultation Process

Stakeholder	Engagement Method	Timing
National Government Ministry of Water & Sanitation and Irrigation, The National Treasury and Planning	Formal Meetings One on One interviews Roundtable Discussions Correspondence by mail, telephone	➢ Design Phase ➢ Implementation Phase
County Government	Formal Meetings Roundtable Discussions Correspondence by mail, telephone Memorandum of Understanding (MoU)	➢ Design Phase ➢ Implementation Phase ➢ Monitoring and Evaluation ➢ Commissioning Phase
WSPs, WWDAs, Water Agencies	Formal Meetings Roundtable Discussions Site Visit	➢ Design Phase ➢ Implementation Phase ➢ Monitoring and Evaluation
Development Partners	Formal Meetings Roundtable Discussions Correspondence by Mail, telephone	➢ Design Phase ➢ Implementation Phase ➢ Monitoring and Evaluation
Communities	Print Media Radio and Television Public Meetings Roundtable Discussions with Interest Groups WSTF Website and Social Media Workshops Surveys Grievance Redress	➢ Design Phase ➢ Implementation Phase ➢ Monitoring and Evaluation

Based on the above, WSTF will ensure the following engagement levels are managed internally as illustrated in the table below:

Table 15: WSTF County Engagement Strategies per level Internally

Position	Level of Engagement	Communication Channels
Senior Management – Both County and WSTF	Inform	Periodic meetings to update Focus on digital platforms Regular contact on project progress Senior management invited to support media messaging and contribute to press releases where necessary
Technical Working Group	Collaborate	Regular update on project progress through meetings, Teleconference, institutional reporting mechanisms Receive Regular digital communication distributed to other stakeholders
WSTF Regional Office Representatives	Involve	Update on Project progress on quarterly basis by project lead implementing partners and CPOs. Mostly Face to Face workshops/meetings Quarterly update report, Project group reports, Face to face meetings and workshops
Project Team	Collaborate	Quarterly progress reports Workshops, Interviews Provides content for engagement activities e.g. social media posts and website updates
Research and other staff	Inform	Distribute e-documents, newsletters, social media posts, project team meetings

4.2.2 Communication Guidelines

WSTF County engagement and Communication Strategy is anchored on;

i. Advocacy communication with County governments, devolved structures and Members of Parliament
ii. Behavioural and attitudinal change towards water conservation and environment protection, economic value of water, mainstreaming of sanitation and hygiene among other cross cutting issues, community civic responsibility in water catchment management and climate change mitigation amongst others.

The Strategy is expected to achieve the following outcomes:

I. County and Community engagement where on-going cumulative processes will enable relationships and trust to build and strengthen over time.
II. Involvement of the County in project targeting, design, implementation, oversight and maintenance
III. Engaging the Members of Parliament in consultations over targeting, processes and additional resources through Equalization Fund, CDF etc.
IV. Enhancing the capacity and partnerships with Water Services Providers and other implementing institutions
V. Enhancing collaboration with County based Parent Ministry Officers and other sector institutions for improved and well-coordinated service delivery
VI. Encouraging participatory approach through consultations with community and voluntary groups delivering projects and services.
VII. Providing information on programs, proposals, and services to enhance community engagement.

4.2.3 Communication & Engagement levels:

The WSTF's communication plan will take into account the following parties that the County and WSTF engage with:

i. Decision makers – This group comprises of Governors, County Executive Committee Members in-charge of Environment and Water;

ii. Members of Parliament;

iii. County Water Directors and Officers;

iv. County sector and partner institutions e.g.

    a. Water Services Providers,

    b. County National Drought Management Authority officers etc

    c. Communities – Community Based Organizations, Water Resources Users Associations and the general public

    d. Academic and health institutions

v. Private Sector and Non-Governmental organizations and Faith based groups

vi. Other implementers and stakeholders of WSTF projects as envisioned in the Water Act 2016 and as may be agreed between WSTF, County Government and Development Partners;

vii. Advisors-Advisory on financing models and intervention options through WSTF's Programme Officers, Technical Advisors and County Programme Officers;

viii. Knowledge Sharing: WSTF as an institution with vast experience in financing poor and underserved areas will disseminate best practice and lessons learnt to County organs; and

ix. Dissemination of data as the lead agency on data for pro-poor areas through marketing of Joint Annual Operations Monitoring (JAOME) findings and distribution of County fact sheets.

Decision makers will primarily be communicated to using the County Government structure and also on a periodic consultative basis when strategic choices and other major decisions are to be made. These include County Governors, County Executive Committee Members- Environment and Water, County Water Directors and the Ministry of Water & Sanitation and Irrigation.

Members of Parliament will be engaged through consultation and participation in WSTF targeting and financing of projects. County Water Directors and officers are key in technical implementation decisions and require to be engaged and communicated to on a continuous basis.

Communication to Implementing partners of WSTF projects in the devolved system such as WSPs, Private Sector, CBOs and WRUAs among others will also be done through the existing County structure. As regards target communities, various community mobilization aspects and processes for accessing funds will be communicated.

Advisory firms and individuals to the County Government will be engaged and communicated to through their involvement in consultations on viable options such as financing models and interventions and by involving them in evaluation of project implementation which seek their feedback and input in timeliness.

The WSTF communication plan will also incorporate Knowledge sharing to County Government given WSTF's vast experience in financing water and sanitation projects in poor areas. WSTF will also be the Lead agency on pro-poor data by disseminating data and marketing JAOME findings as a fundamental tool for monitoring the sustainability of projects to realize intended impact.

4.2.4 WSTF project branding

All Water Sector Trust Fund communication and branding guidelines will be adhered to during the County Engagement Process.

The branding of WSTF funded projects should have the following characteristics:

- The full name of the project
- The implementing partner of the project
- The financier of the project including donors and County counterpart funding where applicable
- The geographical location of the project detailing the County, Sub County and Location.
- The project implementation date and expected completion date

In general, the project communication and branding must attribute the project to WSTF if the project was funded through the Fund. This should be consistent in all WSTF funded projects.

4.3 County Engagement Strategies

The County Engagement Strategy comprises of techniques to engage the County during design and implementation of programmes. It involves assessing the level of Influence and Interest of the County Government and WSTF respectively and then determining what type of engagement strategy WSTF will utilise on each project. The different types of Engagement strategies are – Communication/, Consultation, Participation, Representation, Partnerships or/and Co-design.

The different engagement strategies are explained below:

Inform/Communication: WSTF will engage with the County Government and relevant Stakeholder by informing them of relevant information. This may involve providing Water data and other related information to county and other stakeholders. WSTF will share information unilaterally, bilaterally and multilaterally.

Consultation: WSTF gathers information, perception, experience and comments of County and other stakeholders for consideration in final outcomes as it determines which projects to fund and also during all other aspects of the project cycle.

Participation: WSTF provides County with the opportunity to take part in policy/project process with no significant level of influence on the decision making.

Representation: WSTF implements a structured level of engagement with the aim of developing collective choices. County government views are incorporated with the aim of ensuring community and stakeholder needs and requirements are adequately included in the design and implementation of the projects.

Partnerships: This strategy involves an agreed upon collaboration between WSTF and County by joint agreement.

Co-Design: In this engagement strategy, there is a balanced share of Power between County and WSTF throughout the project cycle.

4.4   Feedback Loop

WSTF will engage with the County Government while ensuring continuous assessment and follow through on all projects. A detailed accountability framework will be developed which documents roles and responsibilities of all parties and stakeholders. The Feedback loop also validates and evaluates the communication process during engagement. Key components of this aspect of engagement management include monitoring and evaluation, results framework and performance management framework.

4.5   Review of County Engagement Framework

The County Engagement Framework will be reviewed periodically. Depending on circumstances, the County Engagement register may be reviewed annually to ensure it remains both current and relevant. It will be reviewed by the County Engagement Working Group. Such a review would be aimed at validating and where necessary, updating stakeholder identification, mapping and registration and WSTF structured engagement with identified stakeholders at the County level.

COUNTY ENGAGEMENT STRATEGY

5 COUNTY ENGAGEMENT STRATEGY

5.1   Introduction

The WSTF County Engagement Strategy is intended to provide a comprehensive and detailed description of the approach which will guide the Fund's engagement and operating framework with all Counties in Kenya. Investment in Water Sector requires active engagement with all major water stakeholders, particularly County governments, which have an impactful and politically influential effect on its success. It is important that the key motivations and drivers of County management in the water sector be understood

For the purposes of this document, County Engagement Strategy is a method for understanding and addressing a broader set of social, environmental and economic interests at the County Level when planning and implementing WSTF institutional mandate. This document is intended to be used as a guideline and framework for future Country Engagement rollouts and will form the basis for how WSTF engages with the Counties with the aim of Enhancing County Capacity.

This is a living document and will be updated annually. The County Engagement Strategy is intended to be used at every stage of the project cycle as a means of fostering mutually beneficial and sustainable relationships between WSTF and the Counties.

5.2   Vision of Engagement

WSTF Vision for engagement is "***To be the institution of choice in financing the improvement of access to water and sanitation for the underserved in Kenya***" by building strong relationships with County stakeholders and effective methods of stakeholder involvement.

County engagement is critical to both WSTF and the County Government achieving their respective objectives. The Constitution of Kenya promotes participatory governance and public participation is considered key to good governance. There is a move to a more holistic and comprehensive approach of engagement in project implementation. In light of this move, WSTF has developed a County engagement plan that will provide the framework for effectively implementing their funded projects within Kenya.

The main objectives of the WSTF County engagement strategy are the following:

   i.   Provide a model for WSTF engagement and operating framework with all Counties in Kenya. This is expected to improve project implementation.

   ii.   Strengthen capacity of counties and local communities to assure pro poor water services;

   iii.   Provide a model for WSTF to use to effectively manage collaboration and county participation throughout project lifecycle;

   iv.   Ensure legislative, regulatory and policy compliance within the WSTF funded projects by providing relevant information;

   v.   Provide a framework for ongoing information on the WSTF funded projects to the County, public and government agencies;

   vi.   Facilitate open and continuous communication and consultation between various groups;

   vii.   Encourage equal participation of all affected groups in the consultation process;

   viii.   Disclose the impacts of the project and proposed mitigation measures; and

5.3 Purpose of County Engagement Strategy

The purpose of the County Engagement Strategy is to:

- Establish standard processes for county engagement

- Ensure those processes are implemented by WSTF staff and where relevant by external consultants employed by WSTF

- Ensure that relevant decision-making takes account of outcomes acquired from such processes along with relevant legislative requirements and other Water Sector policies

- Ensure where appropriate that the county and the community served is kept informed of decisions emanating from County Engagement.

5.4 County Engagement Desired Outcomes

The County engagement strategy has been developed with the following desired outcomes:

i. Success of WSTF in achieving its mandate through collaborative relationships and mutually beneficial partnerships;
ii. A more holistic approach in working with counties that will maximise opportunities on resource mobilization, investment programmes and projects, research, governance and policy formulation, programme delivery and innovation;
iii. An evolution of WSTF approach to County level partnerships that will build consensus and reduce potential for future conflict;
iv. Provide a structured framework for County engagement that will improve the management process of WSTF funded programmes and enable WSTF and stakeholders share information, expertise and also educate where necessary.

5.5 WSTF- County Engagement Alignment Gap

The objectives outlined by WSTF speak to poor, marginalized and deserving populations. These populations are present in both urban and rural areas, but there is an emphasis on arid and semi-arid areas where the burden of water access appears highest. This is re-emphasized in the reviewed organizational structure of WSTF. The complimentary approach to such objectives in light of the populations are both water and sanitation.

The alignment of elements of the corporate culture appear to focus more on sustainability, over access and contradicts in part the focus on human dignity. This can be remedied by certain types of review that emphasis the bias implied by the objectives of the organization. The nexus of the organization's objectives is well captured in its corporate strategic plan through the identification of the constitutional and legislative foundations of its mandate.

In line with the devolved function water and sanitation service delivery, administrative framework requires a partnership framework between WSTF as a national government entity and the county governments. This overlay therefore proposes the alignment of the WSTF approach methodologies of implementation to be in hierarchical harmony with those in counties in respect of beneficiary identification, end point service delivery, collaboration and partnerships, information sharing and regulatory compliance. This would imply that the methodologies of county project selection would meet the poverty and vulnerability criteria required for WSTF participation. The alignment gap here is already acknowledged and forms a key cornerstone of the inputs in the development of the county engagement strategy.

The identified areas in need of alignment based on the feedback from the counties are indicated in the table below. The recommendation is exploration of possible hybrids of structures in order to enhance greater alignment. This is shown in table below.

Table 16 : Areas of alignment for WSTF

	Areas for Alignment	Specific Goals of Alignment	Alignment Orientation at Organization structure level
1	**Challenges of existing engagement framework with WSTF**	The framework does not have clear lines of communications that go to the County and WSP	Decision on the hybrid of organizational structure to incorporate function, divisional and or a matrix organizational structure.
		There is need to minimize bureaucracy	
		Project identification should be done jointly	
		There is need to involve the Community who are the main beneficiaries of these projects for sustainability	
2	**Main challenges in interaction with WSTF**	Decision making and approvals are slow and do not have "ground touch".	
		There is also lack of close supervision (day to day) during project implementation	
		Non-representation of WSTF in the County	
		Proposal take too long	
		Access to information	
3	**What strategies should WSTF adopt in order to better engage Counties**	CIOs needs more facilitation in terms of logistics like transport. Improved logistical support during project implementation.	
		Establishment of permanent WSTF offices at the County Level	
		WSTF should diversify its funding	
		Direct engagement with the County leadership in the County ministry of water environment and natural resources.	
		Conduct more awareness campaigns	
		Provide timely advertisement	
		Technical CIO per County current CIOs may not be technically proficient	
		Fully funding water infrastructure for communities,	
		Partnering with the government in funding the sanitation infrastructure	
		Use Counties as their project entry point and involve the counties in their M&E	
		Have a functional technical committee	
		Regular updates	
		Improvement in the planning stage	

5.6   County Engagement Strategies and Techniques

This County Engagement Strategy incorporates activities undertaken by the Water Sector Trust Fund. This strategy supports all existing statutory, legislation, regulation and policy framework currently in force. This is a living document and necessary amendments shall be made to facilitate any changes in the underlying statutory and administrative documents. Where legislative requirements or other Fund policies exist, which address specific information/consultation processes, they take precedence, but the implementation of that legislation and those policies should be cognizant of the County Engagement Strategy.

The Engagement strategies and techniques that WSTF will implement will be based on a number of factors. These will include Level of Influence and level of interest of the County Government in WSTF projects, number and type of stakeholders involved, as well as the number and type of projects being implemented. The level of County influence/power and interest on outcomes and implementation of specific WSTF projects will affect the level of WSTF County engagement and which strategy to utilize. The diagram below has been adapted to illustrate the relationship between County influence/power and WSTF engagement strategy WSTF will utilise.
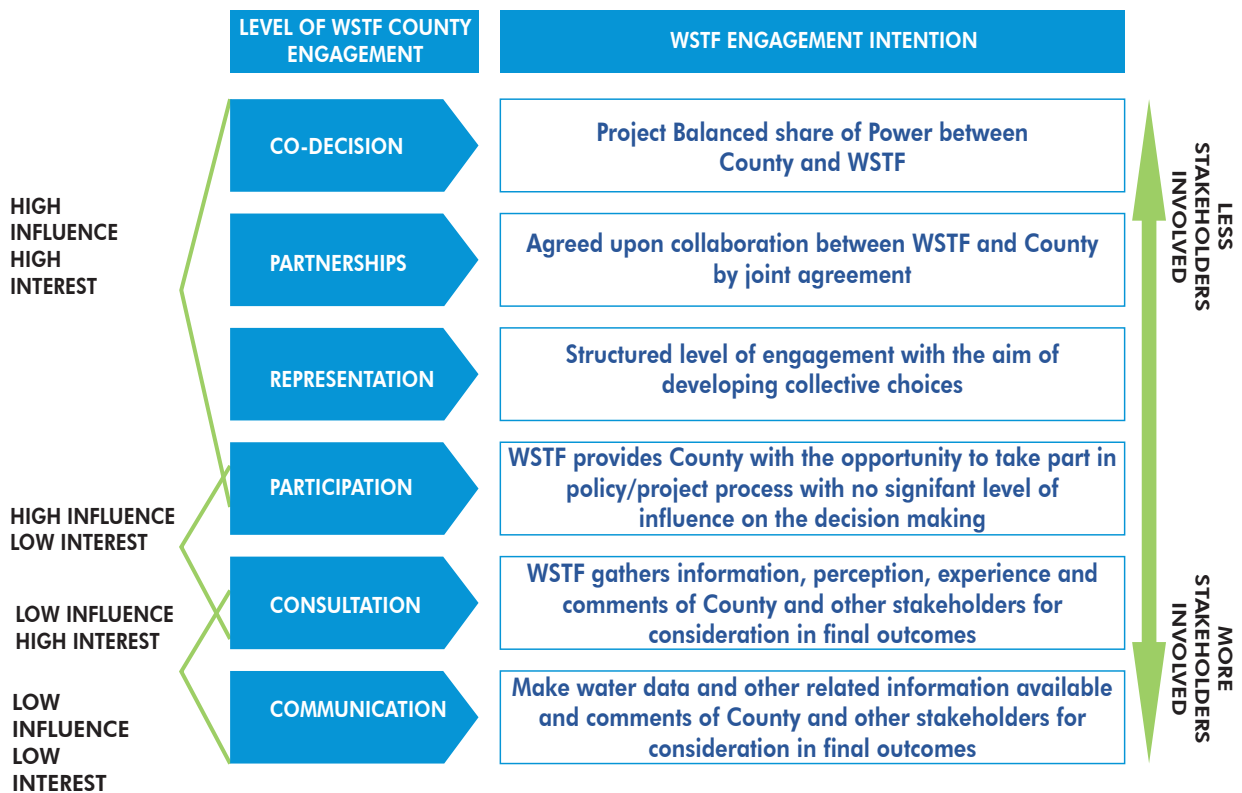
Adapted from the International Association for Public Participation (IAP2) www.iap2.org

Figure 9: WSTF Levels of Engagement and Intent

WSTF Engagement strategy and techniques has been adapted to a Level of County Influence/Power Scale versus a level of WSTF Interest Scale to determine the level of engagement, type of engagement method for the type of project.

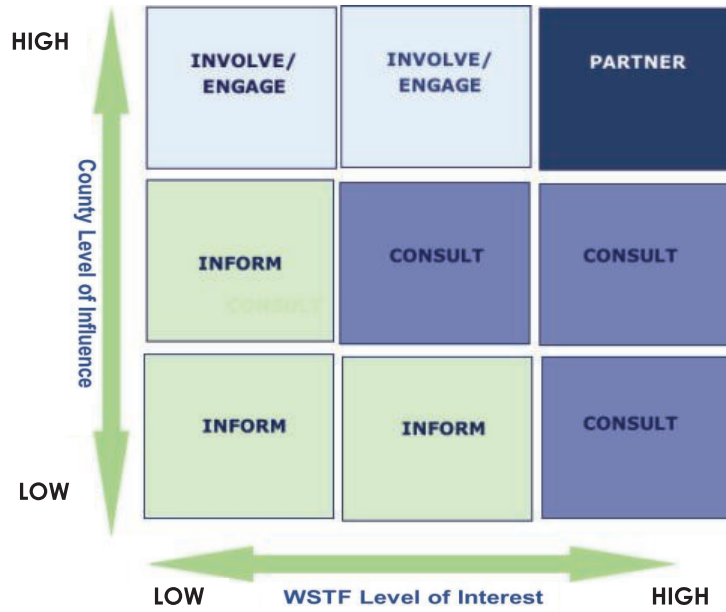The framework is illustrated in the figures 10 and 11 below.
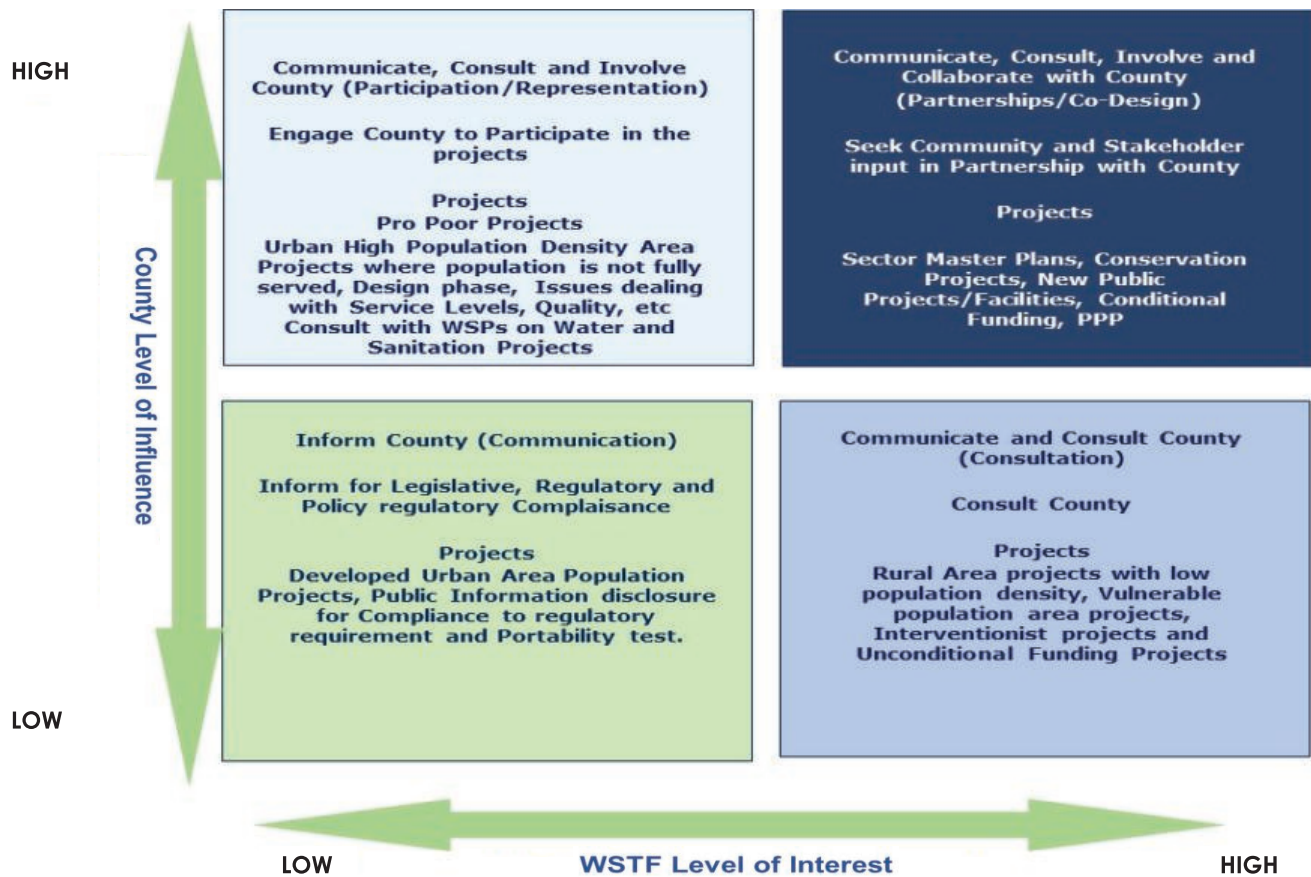

Figure 10: WSTF Engagement Levels

Figure 11: WSTF engagement levels and strategies

Based on the above framework, WSTF will implement the following approaches in effectively engaging the County government

I.   **Inform/Communication-** This involves keeping the County and relevant Stakeholders informed and updated on regulatory and statutory compliance requirements, project updates, changes in regulatory constraints, progress within the investment and project cycle. Areas where WSTF may inform the County are to deal with Emergency projects, Publications, Sustainability reporting, Information for Compliance requirements, upcoming Media Coverage, among others. Engagement methods or channels may include Newsletters, Leaflets, Publications, Social media, Website, emails, advertisements, direct contact. Examples of issues and projects that WSTF will inform the County on include:

   a.   Public information disclosure for compliance to regulatory requirements;
   b.   Projects in developed urban areas;
   c.   Portability tests; and
   d.   Research and other Water Sector data etc.

Goal:

To provide the County with appropriate information on the Fund itself, on governance and decision-making mechanisms, on its services, events, projects and many associated issues. In order to be able to actively engage in the Funds decision making processes, the county requires information in a variety of ways to reach all sections of the community.

Table 17: Proposed WSTF INFORM approach

Strategic Intent: We will keep you informed.			
Methodology			
How	**Who**	**When**	**Evaluation**
Understand how the County prefers to receive information Conduct Stakeholder surveys to analyse, among other things, the Stakeholder's preferred methods of receiving information.	All the 47 counties, WSPs and WSBs and CBOs	Ongoing and as specific events and projects are scheduled.	Amount of positive feedback received on the processes, results from community surveys, visits to Funds websites.
Provide up-to-date information: Make up-to-date information available on Funds processes, including on how the community can access the service, and on how residents may feedback any issues, concerns and suggestions for service improvements.			
Ensure that all information provided to the community is in a form that is accessible to all groups in the Community e.g. people with disabilities, people with computer literacy difficulties, young people, the aged; and, people from diverse cultural backgrounds.			
Information is provided in a myriad of ways including exhibitions, posters, leaflets, reports, etc. and, all of course, on-line.			
Media: Continue to provide information through a range of media releases distributed to local media the funds website			

Strategic Intent: We will keep you informed.			
Methodology			
How	**Who**	**When**	**Evaluation**
In-house publications			
On-line information provision Continue to publish all of Fund's printed materials on-line, supplemented by additional information, images, audio and video. Information and resources are delivered via Funds website,			
Participate in and build social networks to allow Fund to target its communications better and improve its information provision and promotion.			
Ensure digital communication is part of the corporate culture and is considered a core business function.			

II.   **Consultation –** Consultation is a formal process by which policy makers and service providers seek the views of County and other interested stakeholders. This will involve keeping the County informed and also soliciting their views, opinions and feedback on various project issues relating to investment and implementation. Any feedback received during consultations will also be utilised as input to influence project funding, implementation and related decision making. Engagement channels include Public Meetings, Workshops, Online Surveys, Exhibitions and Conferences. The possible issues and projects to be utilized within these techniques are:

        a.   Rural area projects with low population density;
        b.   Vulnerable population area projects;
        c.   Interventionist projects; and
        d.   Unconditional funding projects

Goal:

To obtain County Government input on strategic plans, directions, issues, priorities and projects.

The Fund will ensure that county consultation takes place around:
• The Funds 5 year Strategic Plan.
• The development of the Funds policies, strategies and service plans
• The planning and development of new services and infrastructure
• Development of MOUs on county funding and implementation of projects.
• The setting of priorities for Counties in relation to social and strategic planning, services and infrastructure and
• On issues which impact on and or are of concern to the community or to any group within the community, including change in land use.

Table 18: Proposed WSTF Consultation approach

Strategic Intent: We will listen to you, consider your ideas and concerns and keep you informed.			
Methodology			
How	*Who*	*When*	*Evaluation*
Consultation mechanisms will be chosen that will not only take account of the primary stakeholders but also be accessible to the broad community. Where appropriate, reports to Counties will state the methods of consultation to be used with subsequent reports to Counties including an evaluation of the efficacy of the consultation processes. The purpose of each consultation process will be conveyed clearly. This will include: what the consultation is to achieve, background information and roles of each entity	All groups/persons who are impacted will be consulted. Stakeholders will vary according to the issue.	WSTF will ensure that the County and User community is consulted on issues which impact on and or are of concern to the community or to any group within the community in a timely manner to allow adequate comment to occur and be analysed in order to inform decision making processes.	Evaluation process should include promotional techniques,z who was consulted, numbers involved, method/s used, adequacy of timescale, information provided, feedback from participants including through surveys and on-line, and web visits and number of contributions; where appropriate this evaluation should be reported to the Fund.
The consultation techniques will vary depending on who is being consulted and the nature and complexity of the issue. Available resources will also determine the type of consultation techniques that can be utilised i.e. the timeframe available for consultation, the funds available, the staffing resource capacity etc.			
A range of consultation techniques will be utilized to ensure greater participation levels. These will include Community Conversations, surveys, focus groups, consultative workshops, shopfronts/markets/Fair Days and on-line feedback.			

III.   **Participation-** Involve/Engage – The WSTF will engage the County to be actively involved with policy makers, service providers and development partners from an early stage of design of project and service planning. Engagement channels include,

      a.   Focus Groups;

      b.   Online Surveys; and

      c.   Interviews.

Examples of issues and projects that WSTF will communicate, consult and involve the County are:

I.   Pro poor projects in urban high population density areas where the population is not fully served;

II.   Design phase in projects;

III.   Issues relating to service levels and quality standards etc.;

IV.   WSTF will also participate with the County when consulting with WWDAs and WSPs on water and sanitation projects.

Goal:

To work on an ongoing basis with the County Government to ensure that community ideas, concerns and aspirations are listened to and understood and that community knowledge is harnessed for the benefit of all.

County and community involvement enable them to provide ongoing and in-depth input into project planning and into the development of solutions and resources that are best able to meet the community's needs. It also enables the community and service users to have substantial input into the development of services.

Participatory structures and on-line engagement have the potential to empower communities and to enable residents including young people to gain skills in community participation. In turn they provide for ongoing dialogue with County and the potential for higher quality and specialist input into Funds' planning and decision-making processes

Table 19: Proposed WSTF Participation Approach

Strategic Intent: We will work with you on an ongoing basis to ensure that your ideas, concerns and aspirations are considered. We will provide feedback on decisions.			
Methodology			
How	**Who**	**When**	**Evaluation**
The Fund may establish Consultative Groups to facilitate engagement with the counties. Membership is by invitation of the County and WSTF and expressions of interest generally advertised in the media and on the web. It is essential to the balanced operation of any consultative/working/user group and the like that membership is reflective of all views and is regularly refreshed.	All the 47 counties, WSPs and WSBs and CBOs	Ongoing and as specific events and projects are scheduled.	Amount of positive feedback received on the processes, results from community surveys, visits to Funds websites.
Consultative Groups have terms of reference which include: Role of the group • Membership • Meeting times – usually up to three times per annum at time of day to suit members • Review periods – usually annually • Meeting procedures including Chair and Deputy Chair, Disclosure of any Non-Pecuniary or Pecuniary Interests, adherence to Code of Conduct for such groups. • Minutes and any associated proposals or suggestions to be submitted to the Fund.			
Working Groups: The Fund may establish Working Groups from time to time to focus on particular issues at hand. Each Working Group would be composition determined by the Fund and the county together with specific terms of reference and reporting mechanisms. These Groups cease to function once the Fund is satisfied that their work is complete.			
The Fund may utilize other groupings which could be in the form of: User Groups, Volunteer Groups and Liaison Groups			
On-line involvement: Make more use of on-line spaces – such as blogs and forums – where two-way communication between the Fund and the county is encouraged and nurtured.			

IV. Partnerships – This is an active and participatory process where County is engaged to influence and shape the policy and implementation of projects and service. Engagement Channels include
   a. Working Groups;
   b. Joint Venture;
   c. Partnerships; and
   d. Panel Meetings.

WSTF will collaborate with the County on designing of sector master plans, Implementing conservation projects, New public projects, Conditional funding projects and Public Private Partnerships PPPs.

Table 20: Proposed WSTF Partnership approach

Goal	Strategic intent	Methodology
To partner with the County on projects.	We will partner with you on Joint ventures to ensure Water Access objectives are realized within the County.	The methodology includes: • Panel Meetings • Working Groups • Joint Ventures • Co-Design

5.7 WSTF Strategies and Effective County Engagement

The key strategies that will be enhanced by county engagement are shown in the table below. The relevant key performance indicators and actions are also included.

Table 21: WSTF strategies that will be enhanced by county engagement

Strategies	Key Performance Indicator	Actions
Sustainable Funding Initiatives	• Number of Licensed WSPs • Number of WSPs with bankable proposals • Remittance of Equalization Fund • Growth in Funding	• Documented Sector working and engagement framework • Build Capacity of WSPs • Enhance lobbying with County Governments and other sector players • County Capacity Building
Ensure Efficient Utilization of Resources	• Development index • Percentage reduction in Budget Variance	• Development of a County Planning resource mobilization database • Cost Management Plan • Project Implementation Plan • Adequate resourcing of all projects • Effective and Efficient CPO framework – Regional office to oversee the CPO per County
Reduce Risk	• Average Cost in Investment • Audit Rating • Number of Exceptional Items outstanding from previous years Audit • ISO Audit Rating	• Implement Enterprise Risk Framework • Effective Project planning, Implementation and monitoring • Effective utilization of Project Management System and Technology enables tools in data analysis
Create sustainable Partnerships	• Percentage Compliance to MoUs • Number of Counties contributing to Water Projects • Number of New Funding Partnerships created and sustained. • percentage of partnerships that have provide repeat funding/growth in funding • Partner/Stakeholder Satisfaction Score	• Develop County Engagement Plan • Develop Communication Plan • Quarterly Programme Publications to share with Stakeholders • Provide Clear Guidelines for MOUs which are communicated to County and all stakeholders • WSTF open Days in the Counties • Participation in Seminars and Exhibitions • Diversification of funding

Strategies	Key Performance Indicator	Actions
Strengthen County Capacity	• Adherence to Project timelines • Stakeholder Engagement Survey - County Satisfaction Score	• County Engagement and participation in County Forum • Operationalise a Capability Building Unit at WSTF • Build CIO Capacity and operating Framework • Clear and Documented CIO framework • Providing technical assistance in developing County Plans
Improve Stakeholder Relationships	• Stakeholder Satisfaction Survey Index/Score • Number of Stakeholder forums held per quarter	• Annual investors forum • Quarterly Publications • Regular Consultative Meetings and Feedback • Utilization of WSTF Website to provide up to date information for the public • WSTF Open Days • Attending Seminars and Workshops • Direct engagement with the CEC in charge of water and sanitation
Effective Networks and Collaboration	• Number of new Partnerships per annum • Stakeholder Satisfaction Survey Index/Score • Timelines – Implementation of Projects • Number or Percentage of Project Design Co-designed	• Annual investors forum • Regular Consultative Meetings and Feedback • Utilization of WSTF Website to provide up to date information for the public • WSTF Open Days • Attending Seminars and Workshops
Enhance Operational Efficiency	• Adherence to Timelines • Timelines for proposal review and feedback • Feedback mechanism timeline	• Documentation of CPO Operational Framework • Decision on the hybrid of organizational structure • Use Counties as their project entry point and involve the counties in their M&E • Have a functional technical committee • Documented stakeholder relationship management processes with clear timelines on engagement
Enhance Knowledge Management Systems	• Percentage of Knowledge Assets created • Percentage of Staff Contributing to External and Internal Publications	• Thought Leadership in the Water Sector • Quarterly Publications

Strategies	Key Performance Indicator	Actions
Enhance Research Capability	• Number of Research initiatives financed per annum • Number of innovations up-scaled per annum	• Establishment of Research financing framework • Partnerships with local and international research and innovation hubs institutionalized.
Improve Information Technology	• Percentage of System reliability	• Implement Information System
Improve Communication Systems	• Media Score • Percentage of Stakeholder Survey Satisfaction Score • Employee Satisfaction Survey - Information Index Score	• County and Stakeholder Communication Plan
Enhance Project Management Tools	• Percentage of Project Management Processes that are automated.	• Review exiting Project Management Tools • Implementation of Integrated Project Management Information System for data gathering, analysis and reporting
High Performance Culture	• Employee Culture Score • Stakeholder Satisfaction Survey Score	• Responsive Performance Culture adhering to well documents policies and procedures during County Engagement
Greater Institutional Strengthening	• ISO Audit Rating • Percentage of automated processes • Percentage of projects completed within stipulated timelines	• Reengineer CPO • Develop and implement more robust Monitoring and Evaluation • Standardise Operational Processes -Review and improve operational manuals and processes • Leverage on Technology to improve engagement with County and other stakeholders
Enhance WSTF Capacity Development	• Percentage of Projects Implemented on Time • Percentage of Project Reporting done within Timeline	• Training of CPOs and other project related staff • Development and Implementation of County CPO Engagement and Operating Framework • CPO needs more facilitation in terms of logistics like transport. Improved logistical support during project implementation.
Employee Empowerment	• Employee Satisfaction Survey - Information Index Score	• Development of Internal Communication Plan • Improve internal Communication • Robust Organizational Intranet

FINANCIAL PERSPECTIVE
- Manage Risk
- Sustainable Funding Initiatives
- Efficient Utilisation of resources

CUSTOMER PERSPECTIVE
- Improve Stakeholder Relationships
- Strengthen County Capacity
- Effective Networks and Collaboration
- Create Sustainable Partnerships

INTERNAL PROCESS PERSPECTIVE
- Enhance Knowledge Management Systems
- Enhance Project Management Processes
- Improve Communication Systems
- Enhance Operational Efficiency

LEARNING & GROWTH PERSPECTIVE
- Research and Innovation
- Improve Information Technology
- Enhance WSTF Capacity Development
- High Perfomance Culture
- Employee Empowerment
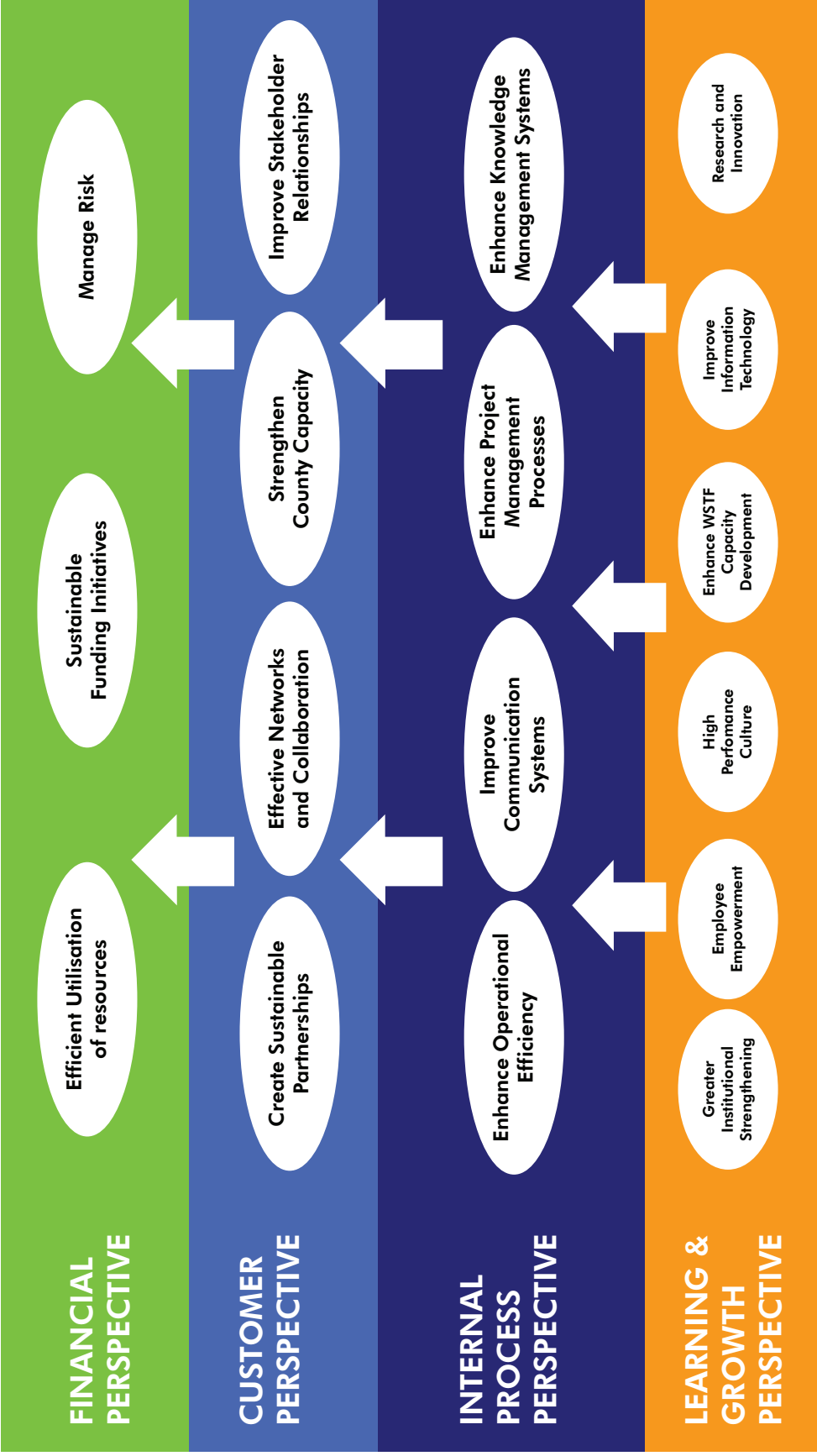- Greater Institutional Strengthening

Figure 12: WSTF Strategies and Effective County Engagement

COUNTY ENGAGEMENT ACTION PLAN

6 COUNTY ENGAGEMENT ACTION PLAN

The County Engagement Action plan framework is outlined in figure 13 below.

Figure 13: Proactive WSTF County Engagement and Management of Risks, Impacts and Opportunities

6.1   Actions for improving County engagement

During the process of developing the County Engagement Framework, key actions have emerged as being essential to improving engagement across the county and achieving the aims of the County Engagement Framework. These actions have been drawn from extensive discussions and feedback from key groups, partners, partnerships and representatives. The action plans are given timelines as shown below:

- Immediate- Less than one year
- Medium Term- Between 2-3 years
- Long Term- Between 3-5 years

Aim 1: Improve Engagement Activity that enhances Service Delivery

The table below shows that actions for improving County engagement under Aim 1: Improve Engagement Activity that enhances Service Delivery

Table 22: Aim 1 Action Plan

Objective	Action	Responsibility	Timelines
1.1 Maximising opportunities for all end users and communities to take control over the issues that affect their lives in order to: • **Meet their needs** • **Contribute to their economic and social opportunities** • **Build active and inclusive communities within the counties based on mutual respect**	Seek to secure long-term partnership funding for water investment work in communities across the counties	Funds Development	Long-term
	Explore transfer of assets where there will be long-term and sustained benefit to the community	Programmes	Medium term
	Support the development of water, sanitation and water resource management infrastructure as a county resource to be used equally by communities and service providers	Programmes	Long-term
	Support to county resident monitors and WRUAS to be community champions through the provision of budgets for their maintenance.	Funds Development	Immediate
	Trial holding an annual 'Ask the Executives' meeting where citizens can come and ask the Chief Executives of the WSTF, Managing Directors of water companies and the County Officials questions	Corporate Services	Immediate
1.2 Providing County Governments and Key stakeholders with the information, advice and support they need to develop their confidence, skills, knowledge and ability to: • **Participate in development of water, sanitation and water resource management.** • **Engage with services** • **Engage in local decision-making**	Develop a cross sector training and development programme targeted at residents, community groups, 'front line' workers, managers, policy makers, businesses and Members of County Assembly on how to achieve high quality community engagement	Planning and Quality Management	Immediate
	Include engagement skills, knowledge and experience in job descriptions and person specifications as a matter of course for relevant posts in public bodies and community and voluntary organisations	Corporate Services	Medium-term
	Publish and keep up-to-date a webpage on the Fund investments, the website should provide details of how people can get involved in their local community or with public bodies, and which has links to other key organisations websites	Corporate Services	Immediate
	Produce a guide (or identify a place) where clear information and advice is available or accessible to all organisations to follow when carrying out WSTF work and activities	Corporate Services	Immediate

Aim 2: Improve engagement activity that ensures opportunity for all

Table 23: Aim 2 Action Plan

Objective	Action	Responsibility	Timelines
2.1 Promoting and supporting processes for effective representation of communities in local and countywide strategic planning and decision-making	Agree a common policy for supporting end users and community representatives working collaboratively with service providers (reward and recognition)	Corporate Services	Medium-term
	Build a better understanding about representation, about what is already happening and how, and assist individuals and groups in communities to be more representative	Corporate Services	Immediate
	Recognize and resource where necessary, new or alternative engagement approaches, and support representation of new communities, where this is better than using the usual or more formal routes available	Corporate Services	Immediate
2.2 Developing more creative, tailored approaches that support engagement opportunities for all sections of the community	Explore the possibility of providing funding for groups to hold informal events that bring communities together, with the opportunity of meeting 'the services' (public bodies)	Corporate Services	Medium term
	Run an annual 'Get Involved' campaign culminating in a celebration of active citizenship event	Corporate Services	Immediate
	Develop an on-line participation tool that supports two-way dialogue between the citizens and public organisations, starting with the county water forums.	Corporate Services	Immediate
	Explore the opportunities for more innovative ways to share information with the general public, community groups and local communities. For example, community radio, on-street internet points to access local service information	Corporate Services	Immediate

Aim 3: Improve engagement activity that drives up the quality of services and makes better use of resources

Table 24: Aim 3 Action Plan

Objective	Action	Responsibility	Timelines
3.1 Improving collaboration between residents, voluntary and community groups, business groups and public organisations to ensure that issues and priorities are identified and action taken	Develop a partnership funding strategy that recognises the long-term role of the community and voluntary sector in enabling community engagement with diverse communities, including those who are often overlooked, and neighbourhood-based communities.	Corporate Services	Medium-term
	Develop a policy on how WSTF services will be co-ordinated in the counties covering both urban and rural areas.	programmes	Immediate
3.2 Improving co-ordination between all partners to ensure more effective planning and implementation of engagement activities which takes into account existing knowledge, structures and groups	Explore the opportunity for a communications hub in the county for the water institutions and community-based organizations through which they co-ordinate their communications with residents	Corporate Services	Medium-term
	Ensure an introduction to and explanation of the County Engagement Framework.	Corporate Services	Immediate
	Publish and keep up-to-date a database of recent, current and future consultations, including feedback and outcomes. This database is to be available to public bodies, the community and voluntary sector, businesses and the general public, and will include the results and the impact of consultations	Corporate Services	Immediate
	Develop a water network for stakeholders in the Water resources management, water and sanitation services with a remit around 'engagement' to share information and learning and hold an annual stakeholder conference	Corporate Services	Medium-term
3.3 Ensuring that learning from engagement activity is captured and used to support continual improvement of community engagement in the county on WSTF activities	Establish a review and evaluation process that all partners are signed up to that allows all partners to learn from good practice and mistakes	Planning and Quality Management	Immediate

6.2 WSTF County Engagement Action Plan 2019-2020

Table 25: WSTF County Engagement Action Plan 2019-2020

Aim	KPI	Action	Timeline	Verification tools
Enhance Sector Player Partnerships	Communication Score	Develop finance models and policies to foster investment in water and sanitation services in counties	March 2020	• County Survey • Mid Term Review • Project Surveys • Partner Satisfaction Score in County Survey • Project Reports • Project Resourcing Plan and Budgets • Grievance and Dispute resolution registry • Post County Engagement report • County Engagement Plan • Grievance Mechanism • Stakeholders Register • Risk register • County engagement activities • Capacity building registration • Annual WSTF County Training Program
	County Satisfaction Score	Participate and organise Forums for Partnership building in the Water Sector	Quarterly	
	Partner Satisfaction Score	Participate in the following forums in 2019-2020 ○ Devolution conference ○ World Water Week ○ World day events ○ ASAL conference	As per Workshop dates	
	Growth in number of partnerships			
	Growth in Funding	Notify partners on project progress	Quarterly Partner Steering Group Meetings	
	Number of County Open days convened	Inform stakeholders on water sector data and research	Continuous via digital platform	
Seek to secure long-term partnership funding for water investment work in communities across the counties	Percentage Growth in new Partner Funding	Publish and Present Revised WSTF Strategic Plan 2018-2022 to County and Partners	County Open Days as per specific County	• Seminars and Workshop • Grievances Register • Minutes of meetings • Complaints Register • Grievances and Disputes Management Register • Risk Register
	Sustainability Score	Align WSTF projects with CIDPs for sustainability.	Annual Stakeholder forums	

Aim	KPI	Action	Timeline	Verification tools
		Review and Implement the resource mobilization strategy that recognises the long-term role of the community and voluntary sector in enabling community engagement with diverse communities, including those who are often overlooked, and neighbourhood-based communities.		• County Communication Plan • Memorandum of Understanding • Grievance Management Plan • County Engagement Activities Plan
		Engage in Public Participation for CIDPs for funding opportunities		
Enhance Engagement with National government and related agencies	Amount of Funds disbursed by GoK on time National government Satisfaction Score Number of Successful MoUs and Agreements signed with Relevant stakeholder buy-in	Engage with regulators and agencies to design new approaches Continuous lobbying of GoK for development funds. Lobby for funding for allocation from the Equalisation Fund to promote a framework of designated funds from The National Treasury in support of social economic rights under the Constitution of Kenya 2010 Section 43 Develop a framework of working with sector players such as regulators (WASREB) and authorities on how to collectively improve the financial viability of Water Service providers across the country Support the development of water, sanitation and water resource management infrastructure as a county resource to be used equally by communities and service providers	Stakeholder workshops Continuous communication via digital platforms Quarterly meetings	

Aim	KPI	Action	Timeline	Verification tools
Explore transfer of assets where there will be long-term and sustained benefit to the community	Sustainability Index	Engage County and Community on all transition issues Participate in County Open Days	County and Project Specific timelines	
Participatory and inclusive governance of projects	Governance Score Percentage of Projects adhering to laid down legislation, policy and guidelines Community engagement Score Risk Mitigation Score Percentage of of reported disputes resolved Number of County and Community engagement activities	Development and implementation of a governance framework for project management Inform Community on WSTF and County projects from design, during progress and on completion Develop a social reporting framework Maintain a dispute registry for the grievance and dispute management system Establish a review and evaluation process that all partners are signed up to that allows all partners to learn from good practice and mistakes	County and project specific timelines	

Aim	KPI	Action	Timeline	Verification tools
Facilitate Engagement Activities	Number of County and Community engagement activities Engagement Budgetary Compliance	Support to County Program Officers and WRUAS to be community champions through allocation of resources to support engagement activities.	Jan 2020	
Enhance County and Community Relationships	Stakeholder Satisfaction Index	County and Stakeholder open days and forums Project Commissioning's Annual 'Ask the Executives' meeting where citizens can come and ask the Chief Executive of the WSTF, Managing Directorss of water companies and the county Officials questions	Annually at Stakeholders Forum	
Enhance WSTF and County Capacity for engagement through training.	Number of capacity building activities conducted County Engagement Score – Capacity Building County Satisfaction Score	Develop a cross sector training and development programme targeted at residents, community groups, 'front line' workers, managers, policy makers, businesses and MCA's on how to achieve high quality community engagement Carry out Financial training of agents – SAs, WUs, WSPs and County Staff responsible for project implementation	Annual Stakeholders Forum Training Workshops	

Aim	KPI	Action	Timeline	Verification tools
	Number of Training per annum that develops engagement and technical skills	Include engagement skills, knowledge and experience in job descriptions and person specifications as a matter of course for relevant posts in public bodies and community and voluntary organisations	Jan 2020	
Inform County and all stakeholders on Project information and relevant water sector research	Information Score	Publish and keep up-to-date a webpage on the Fund investments, the website should provide details of how people can get involved in their local community or with public bodies, and which has links to other key organisations websites	Continuous	
		Projects Monitoring by CPOs		
		Produce a guide (or identify a place) where clear information and advice is available or accessible to all organisations to follow when carrying out WSTF work and activities	Jan 2020	
Enhance County End User Engagement	Community Project Satisfaction Score	Agree a common policy for supporting end user and community representatives working collaboratively with service providers (reward and recognition)	Quarterly	
		Recognize and resource where necessary, new or alternative engagement approaches, and support representation of new communities, where this is better than using the usual or more formal routes available	Continuous on a project basis	

Aim	KPI	Action	Timeline	Verification tools
Enhance engagement and Communication tools	Information Score	Develop an on-line participation tool that supports two-way dialogue between the citizens and public organisations, starting with the county water forums.	Jan 2020	
	Network Reliability	Develop a policy on how WSTF services will be co-ordinated in the counties covering both urban and rural areas.	January 2020	
		Explore the opportunity for a communications hub in the county for the water institutions and community-based organizations through which they co-ordinate their communications with residents	June 2020	
		Publish and keep up-to-date a database of recent, current and future consultations, including feedback and outcomes. This database is to be available to public bodies, the community and voluntary sector, businesses and the general public, and will include the results and the impact of consultations	Continuous	
Enhance engagement in Water Resource Management	Number of Water Resource Management programs per annum	Consult and partner with County and regulators on Conservation programs	Jan 2020	
	Project Environmental Impact Score	Participate in water related exhibitions (e.g. water and sanitation conference), County agricultural shows, Health summits, Global Forums		

Aim	KPI	Action	Timeline	Verification tools
	County Project Sustainability Index	Develop a water network for stakeholders in the Water resources management, water and sanitation services with a remit around 'engagement' to share information and learning and hold an annual workers conference		
Enhance County and Stakeholder Consultation for project needs assessment	Project Engagement Score

Percentage of Projects completed on time and within budget | Thematic Workshops

Conduct project needs assessment interviews with partners and community

Distribute reports and public information documents to public and community | Quarterly | |

WSTF INVESTMENT CYCLE AND COUNTY ENGAGEMENT

7 WSTF INVESTMENT CYCLE AND COUNTY ENGAGEMENT

The figure 14 and table 18 below outlines the key issues, engagement processes, tools and techniques and outputs that will facilitate the WSTF investment cycle as it engages with the County and related stakeholders. This are shown based on the stage of the investment cycle.
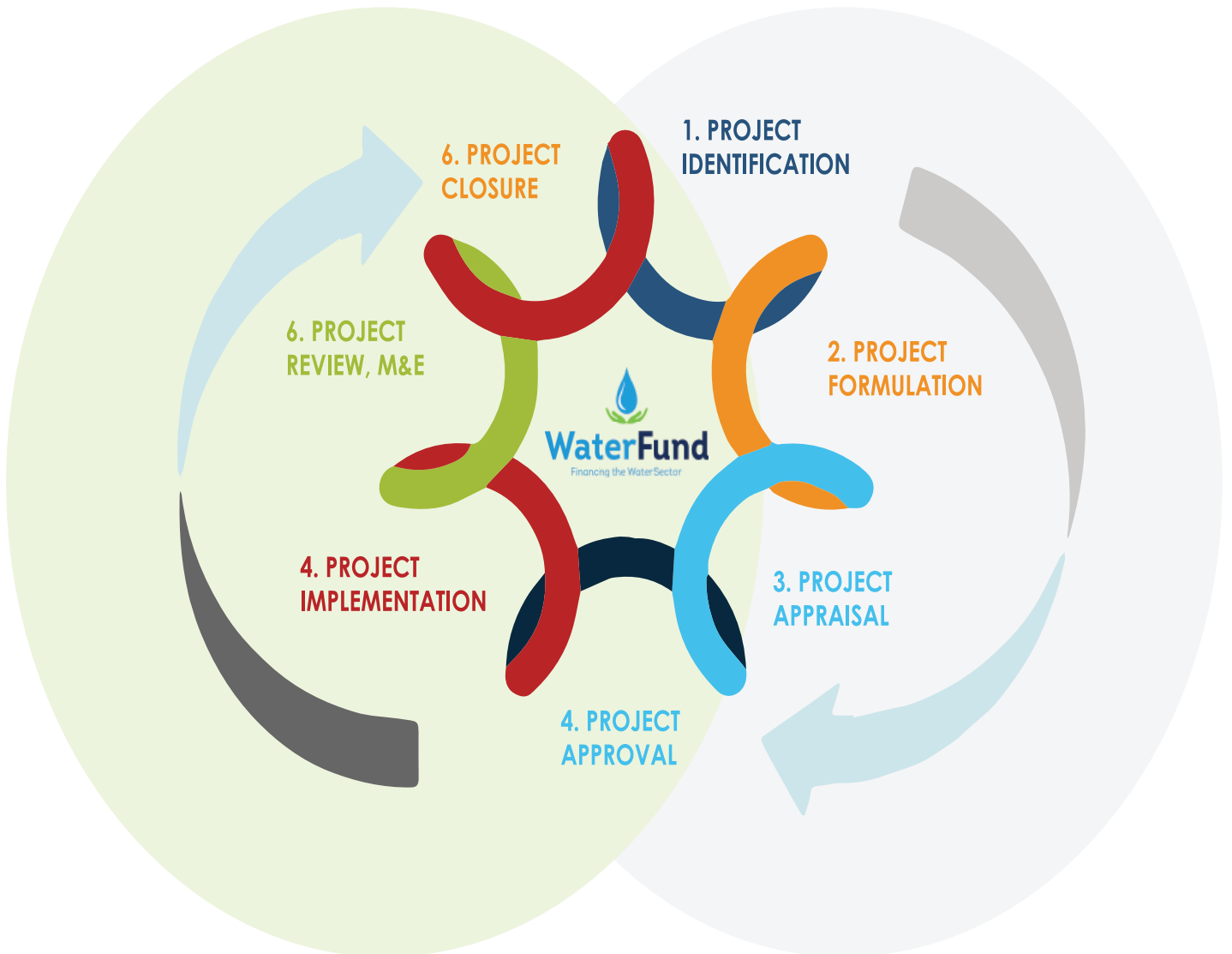

Figure 14 : WSTF Investment Cycle

Table 26: WSTF investment cycle and County engagement

	Stage 1: Project Identification	Stage 2: Project formulation	Stage 3: Project appraisal	Stage 4: Project Approval	Stage 5: Project Implementation	Stage 6: Review Monitoring and Evaluation	Stage 7: Project Closure
Key issues to be Addressed	• Community Project Acceptance • County Engagement • Mode of Engagement	• Are of Coverage, Scope of project • Key Stakeholders • Source of funding • Preliminary acceptance of Project by County and community • County Capacity to Participate in project • Informed planning for County Engagement • Participatory mapping of claims to resources	• Project impacts on the community, and vice versa • Integration of stakeholder views of proposed project components into project documentation • Project acceptance by the Community (Record of 'No Objection)	• Management of County and other Stakeholder expectations • Dissemination of accurate project information	• County and another Stakeholder Engagement • Feedback mechanisms	• Monitoring Project progress • Managing Expectations of County, Community and other Stakeholders • Project changes • Delay of Disbursement of Funding • Implementation of Resettlement Plan	• Post Implementation Monitoring and Evaluation • Project Handover • Dispute Resolution
Engagement Activities and processes	• Pre-call for Proposal Training • Call for Proposal • Establishment of internal County and Community engagement team	• Determine project viability • Resources Envelope Available • Contribution by County and implementing partners if in Partnership	• Desk and Field Reviews • Review by Management • Review by Investment Committee • Review by investment and monitoring	• Presentation of Report for approval by Board of Trustees • Approval by Development Partners • Approval by Line Ministry	• Signing of Contracts • Procurement of Contractors • Disbursement of Funds to Implementing Partners	• Project Audit • Project Reviews • Documentation of Findings • Presentation of Findings to Project Committees • Corrective Mechanisms	• Project Inspection • Generation of Documentation of Defects • Corrective Actions on any defect • Project Handover

	Stage 1: Project Identification	Stage 2: Project formulation	Stage 3: Project appraisal	Stage 4: Project Approval	Stage 5: Project Implementation	Stage 6: Review Monitoring and Evaluation	Stage 7: Project Closure
	• Capacity building staff, County and communities • Courtesy calls to County representatives and leaders • Documentation of pre-project issues • Community mobilization • Resource Mapping	• Review of available Sources of Financing • Review Base case Option for funding of viable projects	committee of the Board • Capacity building • Information dissemination • Development of grievances management system • Negotiation and agreement	• Approval by National Treasury and Development Partners • Information dissemination • Confirmation of Budgetary Allocations and Approvals			
Tools and Techniques	• Interviews • Public Meetings and Baraza's • Roundtable • Focus Groups • Technically Mapping Sites • County Planning resource mobilization database	• Interviews • Roundtable • Focus Groups • Technically Mapping Site • Stakeholder Mapping • Analytical Frameworks and Checklists • County Planning resource mobilization database	• Public Meetings/barazas • Key informant interviews • Roundtable meetings • Focus Group discussions • Stakeholder workshops • Stakeholder identification and mapping • Grievance management mechanism	• Public Meetings/barazas • Roundtable meetings • Stakeholder workshops • Grievance management mechanism	• Site Meetings • Project Review Meetings • Grievance Management Mechanism	• Site Meetings • Public Meetings/Barazas • County Meeting • Project Committee Meeting	• Site Meetings • Public Meetings/Barazas • County Meeting • Project Committee Meeting

	Stage 1: Project Identification	Stage 2: Project formulation	Stage 3: Project appraisal	Stage 4: Project Approval	Stage 5: Project Implementation	Stage 6: Review Monitoring and Evaluation	Stage 7: Project Closure
Outputs (Engagement Instruments)	• Stakeholder Engagement Plan • List of Projects • Initial Environmental Assessment	• Preliminary Stakeholder Engagement Plan (with a community engagement component) • Initial Environmental and Social Screening Report	• Stakeholder Engagement Plan • Project appraisal Report • Environmental Report • Environmental and Social Impact Assessment • Resettlement Action Plan • Indigenous Peoples Policy Framework • MOUs • Draft Community Development Plan	• Stakeholder Engagement Plan • Project Documents • Financing Agreement	• Stake holder engagement Plan • Physical Progress Reports • Disbursement Reports	• Monitoring and Evaluation Report • Audit finding Report • Grievance Management Report	• Project Completion Report • Project Handover Report • Certificate of Completion • Community Agreements – Benefit Sharing Agreements and Development Plans
County Role	• County Water sector stakeholder engagement • County Water needs assessment • Development of comprehensive CIDP that's covers all necessary water and sanitation requirements	• Collaborate in the project design including TORs and other relevant project documentation • Determination of scope of coverage for the project	Collaborate with WSTF to perform the following: • Project impacts on the community, and vice versa • Integration of community/stakeholder views of proposed project components into project documentation • Project acceptance by the Community (Record of 'No Objection)	• Review and rank proposed project taking into account availability of funding • Prioritise based on community demands and investment opportunities • Dissemination of project information	• County stakeholder engagement forums • Capacity building • Management of feedback mechanisms • Signing of contracts • Procurement of contractors through WSPs and other implementing agencies • Approvals and wayleaves	• Project review and audit • Grievance and dispute resolution	• Project handover and inspection • Project documentation and lessons learnt

Based on the above, WSTF has harmonised the project cycle with investment cycle to enhance effectiveness and efficiency of operations. The diagram below provides details of the harmonised investment project cycle.
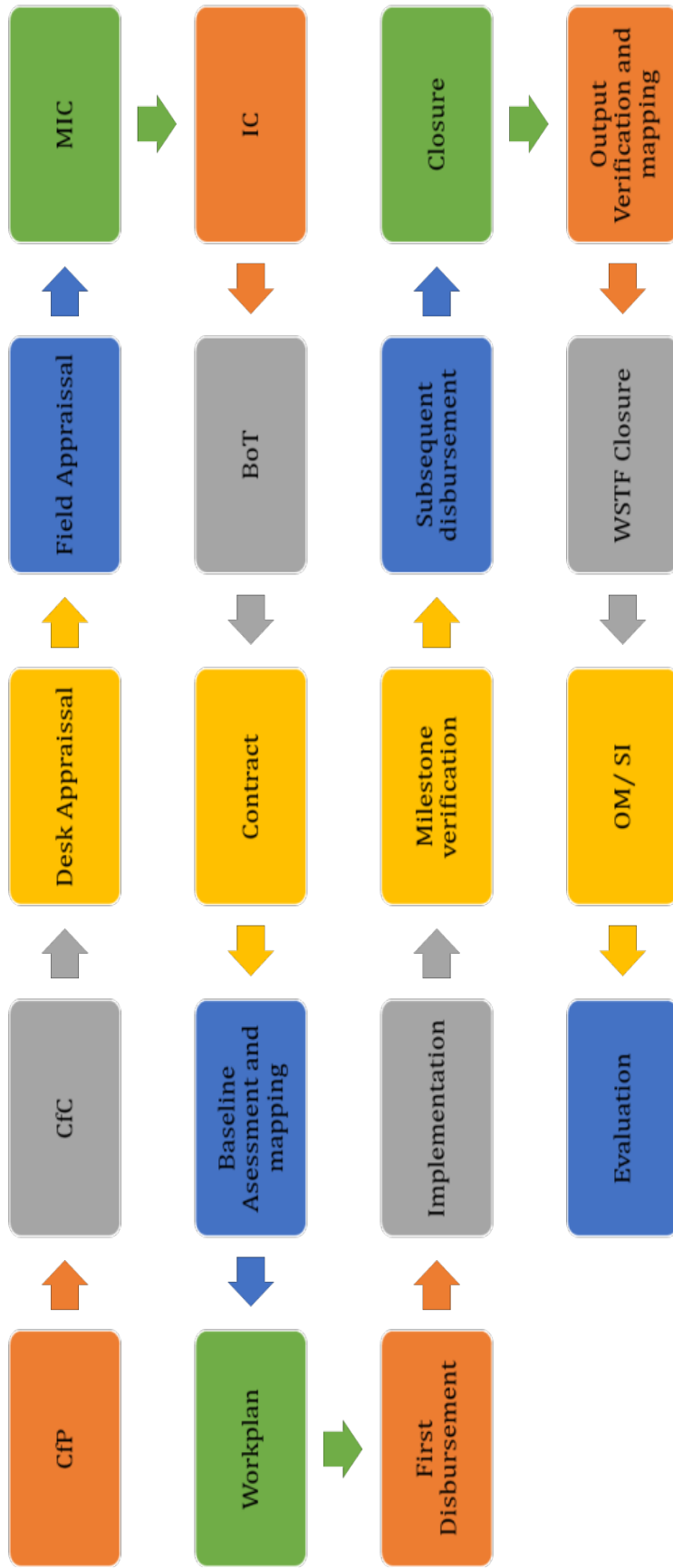

Figure 15: WSTF Harmonised project and investment cycle

7.1   County Government Contribution

In order to ensure success of implementation of projects, it is important that the County Government Contribution be highlighted. The county contribution could be paid at two levels: The county level, or at the water utility (through its own funds or local level well-wishers). This could take the form of cash or in-kind contribution. Suggested options must aim at the practical options available to the county, and that which accelerates the completion time. WSTF will also implement the following strategies in order to attract more funding: Co-funding; Capacity building; Counties achieving results will attract more funding; and enhancing better governance to attract more funding as development partners. An effective County Engagement Strategy will help enhance governance structures and improve service provision.

WSTF and the County Government are key partners. The objective of the county counterpart contribution was to enhance ownership and sustainability as a result of the investment stake in the projects. As WSTF engages with various county governments' Memorandums of Understanding (MOUs) will be signed in areas requiring co-financing. WSP equity contribution of at least 10% in Aid on Delivery will also be sought which is expected to originate from the County Government.

Contribution from County Governments will not be limited to cash injection, but will include viable alternatives such as material provision and technical assistance within the scope of works. Additionally, a cost benefit analysis of the different projects will be developed and reviewed by both WSTF and County Government Water Department. Clear engagement guidelines will also be stipulated at the planning phase of projects prior to implementations and all processes will be clearly documented and effectively communicated to all stakeholders.

Additionally, low absorption of funds has historically been a problem for the Counties. Some of the recommended Strategies that will enhance County Government Fund Absorption Include:

- WSTF should involve the Counties early in projects;
- The Counties can support the implementers through capacity building in terms of technical, financial and socio-economic issues;
- Ensure that there is co-funding with the counties, as this will enable WSTF to do bigger projects and cover wider scope;
- WSTF can enhance its monitoring and oversight which can resolve issues;
- WSTF and the Counties can enhance capacity in terms of staffing utilities/implementers and ensuring time, efficiency and workmanship;
- Actualization of the WSTF Investment Strategy;
- WSTF should have tightened contracts where the roles of the County should be clearly defined and specific activities and conditions well-articulated and documented;
- The projects should be sustainable and ensure that there is investment in operations and maintenance;
- WSTF should come up with different products and funding vehicles

7.2   Agreements and Negotiations

In order for WSTF to ensure mutually acceptable outcomes in projects funded and implemented, it is imperative that the level of engagement ensures adequate information sharing with all stakeholders. Key areas that WSTF will focus on in order to ensure that negotiations and agreements with Stakeholders and the County Government are successful as follows:

I.   Development and implementation of a schedule of agreements, memorandum of understanding and other documentation necessary for the effective management of the project cycle and investment requirements with the County Government.

II.   Continuous and structured capacity building to ensure that the County government and all stakeholders understand their roles and obligations within relevant legal and governance requirements.

III. Ensure that all agreements and negotiations are integrated as early as possible within the project cycle.

IV.   Implementation of an effective grievance and dispute management system that considers all stakeholders.

V. The utilization of consultation during the drafting of agreements so as to ensure consensus.

VI. Regular meetings with County counterparts and adequate feedback on all issues pertaining to the projects to be provided to the relevant parties.

Public signing (with relevant stakeholder and involved parties) of all agreements in order to ensure legitimization of the process and enhance accountability and transparency.

7.3   Promotion of Good Governance

Good governance is critical for the achievement of the objectives of the Fund. WSTF does not implement projects directly but relies on implementing partners that include: Water Service Providers (WSPs), Water Resource Users Associations (WRUAs), Non-Governmental Organization (NGOs) and Community Based Organisations (CBOs). It is therefore imperative that the culture of good governance is promoted among the implementing partners.

WSTF will aim to ensure that there is transparency, responsiveness, equity, accountability and participation in WSTF funded projects. This be achieved by carrying out capacity building among implementing partners.

7.4   Engagement on Water Resources Management

Historically investment in the water and sanitation sector has mainly focused on service provision where resources have been mobilized to construct dams, water and sewerage treatment plants and the necessary reticulation to provide water and sanitation services. The result has been that Water Resources have been neglected resulting in degradation of water catchment areas which puts into question the sustainability of the investments in water services.

WSTF acknowledges the importance of managing water resources and has been an active player in the sector. Currently, WSTF's main mode of engagement is through the Water Resources Authority (WRA) which is mandated to "safeguard, conserve, control and regulate use of water resources through the establishment of a national water resource strategy in order to ensure sufficient water for everyone- now and in the future."

In addition, the WRA is responsible for

- Formulation and enforcement of standards, procedures and regulation for the management and use of water resources;
- Policy development;
- Planning and issuing of water abstraction permits; and
- Setting and collecting permits and water use fees.

In current mode of engagement, once WSTF has mobilized resources it contacts WRA requesting to be forwarded proposals for funding from Water Resource Users Associations (WRUAs), WSTF then screens and appraises the proposals before selecting the appropriate projects for funding based on WSTF's investment criteria.

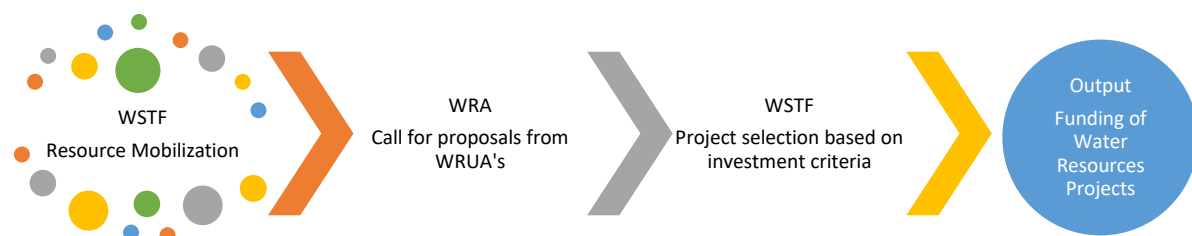This is illustrated in the figure 16 below:

WSTF
Resource Mobilization

WRA
Call for proposals from WRUA's

WSTF
Project selection based on investment criteria

Output
Funding of Water Resources Projects

Figure 16: WSTF Engagement in Water Resources Management

7.4.1 Engagement with the Counties

WSTF has encountered a number of challenges in water resources management namely:

I.   Water resources are transboundary in nature, therefore investment in Water Resources needs to involve a large number of stakeholders across various political and administrative boundaries to be effective. These requires significant resources and political will to address due to differing priorities of the stakeholders.

II. Water resources projects are long-term and require continuous monitoring in order to have an impact. This poses a challenge given that the project implementers may not have the capacity to sustain the investment in the long-term.

III. There is a lack of awareness on the importance on water resource conservation amongst people, although this is changing given that issues pertaining climate change and environmental conservation are increasingly been highlighted by Government, the media and NGO's.

WSTF recognises the need to involve the County Governments in Water Resource Management activities in order to have a greater impact. The County Governments are key stakeholders given that some Water Resources Users (WRUAs), Water Service Providers (WSPs) and Community Based Organisations (CBOs) are domiciled in their administrative boundaries. WSTF sees the important role the Counties have in community sensitization, engagement, capacity building and environmental protection.

Strong engagement with the Counties would help to solve some of the current challenges that WSTF encounters by having the Counties as a key partner in the Water Resources Investment process.

GRIEVANCE AND DISPUTE MANAGEMENT SYSTEM

8 GRIEVANCE AND DISPUTE MANAGEMENT SYSTEM

The County Government Act, No. 17 of 2012, provides for a mechanism by which citizens will be able to submit their grievances. WSTF dispute resolution system will provide a mechanism for dispute resolution with the County and other stakeholders. Grievance registry will be maintained to ensure that all disputes are documented, concerns and agreed solutions evidenced in writing by affected stakeholders.

A grievance mechanism is an important pillar of the WSTF County engagement process. It provides a mechanism for stakeholders to identify issues and discover possible solutions as well as evaluate the performance of the institutions management system. This will inevitably strengthen operations by informing WSTF on improvement areas and means of enhancing the environmental, social and management information systems. The Council of Governors can play a role in providing guidance and assistance on issues that affect a number of Counties.

8.1 Grievance Mechanism Procedure

The Grievance Mechanism Procedure is characterized by the following elements:

i.   Formalized and well documented – The grievance mechanism system is documented and can be analysed and tracked appropriately

ii. Accessible and responsive – The County and stakeholders have access to the grievance mechanism system at no cost to them. It is also understandable and easy to use. WSTF will communicate the grievance mechanism to the County and other stakeholders as per communication plan.

iii. Proportional – It is scaled to account for potential project risks and impacts.

iv. Transparent – The process is open and understandable by the County and other Stakeholders

v.   Accountable – WSTF can be held accountable by the County and other Stakeholders.

vi. Responsive and Protective - The WSTF will be responsive to the need to stakeholders and provide appropriate protection to those utilizing the system.

vii. Redress Mechanism – WSTF will allow the County and other relevant Stakeholders access for consideration of grievance where necessary

8.2 Grievance Mechanism Tools

WSTF County Engagement Grievance Mechanism Tools

i.   Grievance Register

ii. WSTF Environmental and Social Responsibility (CESR) Programs

iii. Public Access to Information Policy

iv. WSTF Communication Plan

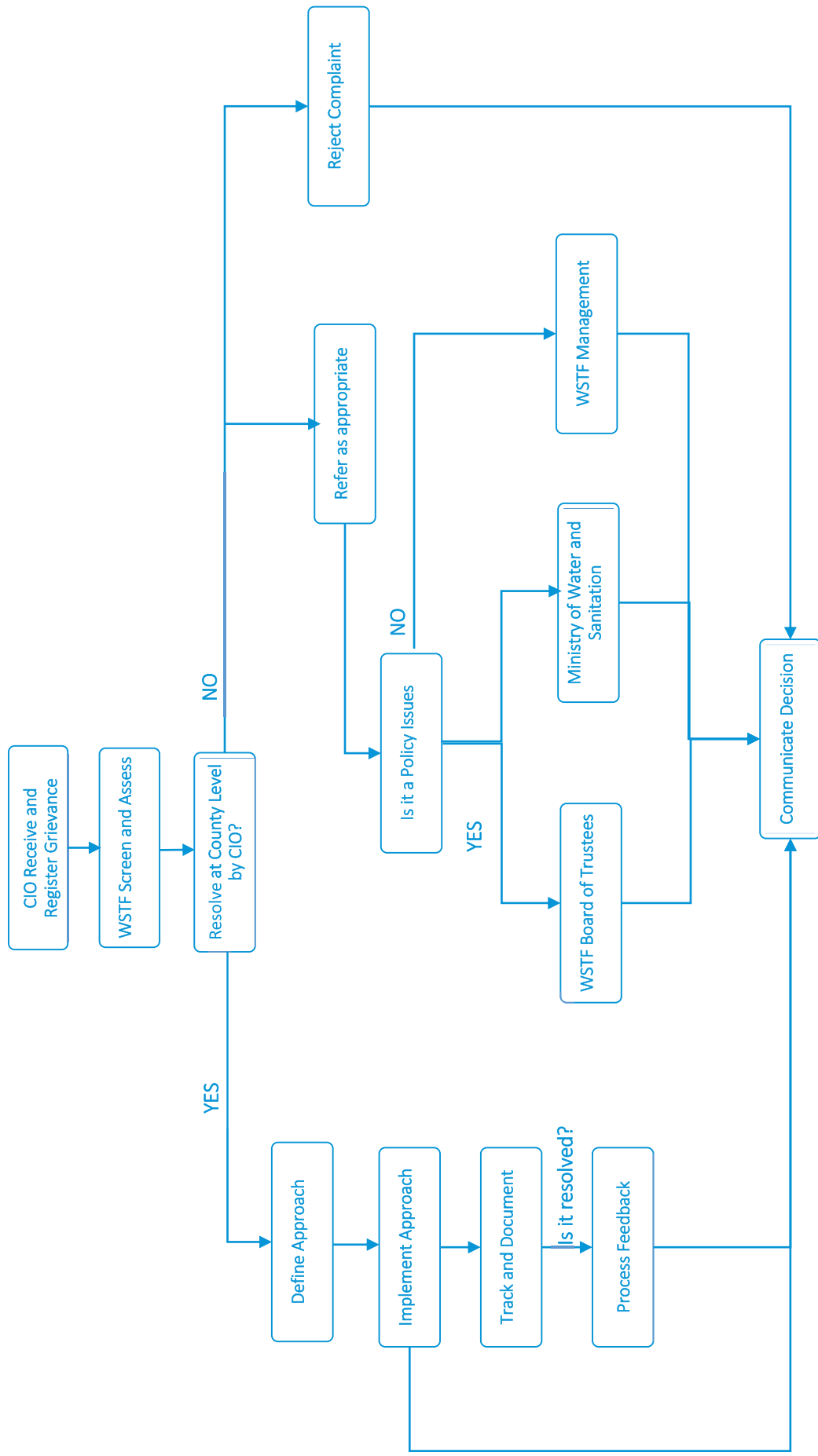The figure 17 below illustrates the proposed grievance mechanism process for County engagement issue.

Figure 17: WSTF Grievance Mechanism Process Flow

The flow chart contains the following elements:

- CIO Receive and Register Grievance
- WSTF Screen and Assess
- Resolve at County Level by CIO?
  - YES → Define Approach → Implement Approach → Track and Document → Is it resolved? → Process Feedback → Communicate Decision
  - NO → Reject Complaint
  - NO → Refer as appropriate
    - Is it a Policy Issues
      - YES → WSTF Board of Trustees
      - NO → Ministry of Water and Sanitation
    - WSTF Management
  - Communicate Decision

MONITORING AND EVALUATION

9 MONITORING AND EVALUATION

9.1 Monitoring and Evaluation

The Monitoring and Evaluation tools for the County Engagement Strategy are aligned to WSTF's Results Measurement Framework and is expected to cascade an enhanced results culture across all levels of engagement with stakeholders. The development of this County Engagement Monitoring and Evaluation Framework (MEF) is based on WSTF Result Based Framework and is envisaged to facilitate the attainment of the following:

1. Improved access to water services

2. Improved access to sanitation services

3. Improved water resources management

4. Enhanced capacity of WSTF to support projects

5. Enhance capacity of the Implementing and support partners to implement projects

The development of this Monitoring and Evaluation Framework (MEF) is envisaged to attain the following monitoring and evaluation principles as articulated in the WSTF Results based framework:

- Commonality: A common understanding of the conceptual monitoring framework required of an institution acting in the capacity of an investor in the water sector articulating the key M&E principles and elements addressing the M&E information needs of WSTF.

- Consistency: A consistent approach to the monitoring and evaluation of the WSTF's' Investment Programmes and Projects, so that sufficient relevant information is captured to review the progress and Impact of interventions.

- Comprehensive: A coherent approach across each of its investment programme.

- Mutually supportive: A M&E framework mutually supportive across each of the investment programmes, promoting clarity, effectiveness and efficiency.

- Results Based: A results-based system of M&E that underpins a focused system of results-based planning and budgeting.

- Performance Ranking: An M&E system that contributes to the quantitative measurement of performance allowing for the ranking and prioritization of the level of effort in respect to responding to challenges.

- Knowledge based: A structure within which lessons learnt will also be used to inform best practice guidelines.

- Sustainability: An efficient approach in its implementation.

The County Engagement Strategy is linked to the WSTF Strategic Plan's Key Result Area of Enhancing County Capacity. The Fund is supporting the Counties to realise the devolved functions relating to water and sanitation services provision. To achieve this, there is emphasis on equity and transparency in respect to the allocation of resources. Additionally, to ensure that the benefits derived are equal throughout all elements of society with particular consideration for the vulnerable and marginalised. The realisation of the key objectives under this KRA will entail substantial investment in capacity development of the implementing partners through the project implementation cycle. The Engagement strategy will assist both WSTF and the County Governments enhance the achievement of their strategic goals.

WSTF will monitor County Engagement in the following manner

I. Project Management System
II. County Engagement Surveys
III. County Stakeholder Registry – Analyse for needs, impact and Risk assessment
IV. Compliance to Memorandum of Understanding and agreements

V.   Grievance Mechanism and Registry
VI.   Periodic Publications on Projects
VII.   Minutes of Meetings
VIII.   Survey and Questionnaire responses and analysis

9.2 Monitoring and Evaluation Responsibility

Monitoring

- Programme Managers
- County Programme Officers
- Monitoring and Evaluation Unit

Reporting

- Monthly, Quarterly and Annual reports and Project Completion Reports

Verification

- Through independent Mid-term review and project completion review

9.3   County Engagement Key Performance Indicators

The Key performance indicators will measure the level of WSTF engagement with the County Governments based on the engagement approach and process implemented and the type of project.

The table below contains key performance indicators that will ensure WSTF engages strongly with the Counties. Specific key performance indicators have been identified together with the relevant tools, methods of data collection and responsible parties.

Table 27: WSTF County Engagement Key Performance Indicators

Key Performance Indicator	Definition	Tools	Method of data collection	Responsibility	Timelines
County Satisfaction Index	Level of County Government Satisfaction score with level of partnership and services with WSTF	• County Survey • Mid Term Review	Data collected from County and other Stakeholders through Surveys, feedback sessions	• WSTF CPO • Project managers	Annually
Partner Satisfaction Index	Level of Partners Satisfaction score with level of engagement partnership and services with WSTF	• Project Surveys • Partner Satisfaction Score in County Survey	Data collected from County and other Stakeholders through Surveys, feedback sessions	• WSTF CPO • Project Managers	Annually
Number of Projects successfully completed within Time and budget constraints	Level of efficiency and effectiveness of managing projects	• Project Reports • Project Resourcing Plan and Budgets • Grievance and Dispute resolution registry • Post County Engagement report	Data collected from Projects reports, mid-term review and surveys and administrative reports	• PCM • WSTF CPO • Project Managers	Annually
Number of County Engagement Strategies Implemented	Measures the number of County Engagement Strategies implemented o address County Concerns	• County Engagement Plan • Grievance Mechanism	Data collected from County and other Stakeholders through Surveys, feedback sessions	• WSTF CPO • Project Manager	Quarterly
Number of County stakeholders identified	Measures the number of County stakeholders identified during the stakeholder identification, analysis and mapping phase	• Stakeholders Register	• County Government • National Government • Non-Governmental organizations • Community Groups Other	• WSTF CO • Project Manager	Monthly

Key Performance Indicator	Definition	Tools	Method of data collection	Responsibility	Timelines
Number of identified risks	Measures the number of risks arising from County engagement	• Risk register • County engagement activities	Type of Risk and Risk level • Stakeholder • Financial • Social • Human Rights • Environmental • Health and Safety • Reputational • Others	• WSTF CPO • Project Manager	Monthly
Number of capacity building activities conducted	Measures the number of capacity building activities conducted by WSTF for the County	• Capacity building registration • Annual WSTF County Training Program • Seminars and Workshop	Data collected through • Training Programs • Seminars • Public Barazas • Key informant Interviews • Focus groups discussions • Roundtable meetings • Stakeholder workshops	• WSTF	Quarterly
Number of Disputes and grievances reported in grievance management mechanism	Measures number of disputes and grievances.	• Grievances Register • Minutes of meetings • Complaints Register	Type of grievances and stakeholders affected:	• WSTF • County	Monthly
Number of Disputes and grievances resolved	Measures number of disputes and grievances resolved.	• Grievances and Disputes Management Register	Type of grievances and stakeholders affected	• WSTF • County	Quarterly
%age of Grievance resolved	Measures proportion of disputes and grievances resolved.	• Grievances and Disputes Management Register	Type of grievances and stakeholders affected	• WSTF • County	Annually
Number of mitigated Identified Risks	Measures the number of identified risks mitigated by County Engagement	• Risk Register	Data collected during County and Community engagement activities	• WSTF • County	Monthly
Number of Agreements, Memorandum of understanding developed with County and other Stakeholder Buy-in	Measures all agreements and plans developed for County Engagement	• County Communication Plan • Memorandum of Understanding • Grievance Management Plan • County Engagement Activities Plan	Type of Plan and affected Stakeholders	• WSTF • County	Annually

CONCLUSION

The County Engagement Strategy outlines the Funds commitment to provide the county and stakeholders with genuine opportunities to contribute to and inform projects, strategies, services and decisions that affect them.

The strategy guides the delivery of community engagement processes across the organization to better inform decisions in the planning of services, setting budgets and developing policies and strategies.

The strategy is based on the principle that community engagement is the foundation of good decision-making, and is mutually beneficial to the County, stakeholders and WSTF.

Based on consultation, research and expert advice strategies have been developed to create a culture of leading practice in County and stakeholder engagement at Water Sector Trust Fund (WSTF). These strategies are supported by strategic actions aimed at enhancing the way WSTF undertakes community engagement. The proposed engagement strategies are aimed at ensuring:

- WSTF Staff have the capacity and skills to undertake County and stakeholder engagement in-line with the strategy
- WSTF has systems and tools in place to support leading practice in County and stakeholder engagement
- County and stakeholder engagement findings and processes are a standard part of decision-making at WSTF
- County and stakeholder engagement effectively results in better decisions and service provision to the community served by WSTF.

In implementing the strategy WSTF we propose the adoption of the following steps (adapted from the Design, Plan, Manage model, IAP2 2015):

- Think Strategically: The project is defined and the scope outlined including the project negotiables for engagement. Key Strategic elements are considered and outlined within the Engagement plan.
- Analyse and Plan phase: The purpose of the engagement is set; stakeholders are analysed and appropriate engagement methods chosen.
- Engage phase: The engagement plan is implemented, with stakeholder relationships and participation monitored.
- Monitoring and Evaluation phase: The engagement data is collated and analysed, with results reported back to the County and stakeholders to 'close the loop'. The plan is evaluated and lessons learnt documented.

The strategy to be adopted in engaging the stakeholders has been developed depending on the county level of influence and WSTF level of interest and classified under the following categories:

- Communication
- Participation
- Consultation
- Partnerships

Strategies to enhance county engagement include:

- Sustainable Funding Initiatives
- Ensure Efficient Utilization of Resources
- Reduce Risk
- Create sustainable Partnerships
- Strengthen County Capacity
- Improve Stakeholder Relationships
- Effective Networks and Collaboration
- Enhance Operational Efficiency
- Enhance Knowledge Management Systems
- Enhance Research Capability
- Improve Information Technology

- Improve Communication Systems
- Enhance Project Management Tools
- High Performance Culture
- Greater Institutional Strengthening
- Enhance WSTF Capacity Development
- Employee Empowerment

Evaluation and learning will be part of County and stakeholders' engagement practice at the Fund. WSTF management are responsible for applying the framework at each phase of their engagement plan to ensure that there is a consistent approach to the evaluation of, and reporting on, County and stakeholders' engagement plans. This will help to both provide evidence that good practice community engagement is being delivered at the project level and reinforce a culture of continuous improvement.

Key performance indicators have been developed as part County Engagement Strategy Evaluation Framework, KPI's will be used to evaluate the effectiveness of this strategy and report on the progress of the strategy.

The strategy will be affected by the changes in the operating environment leading to the need for continuous review of the document to ensure that remains relevant and in tandem with the legislation governing the Fund.

ANNEXES

Water Sector Trust Fund

Financing the Water Sector

(INSERT LOGO OF COUNTY)

MEMORANDUM OF UNDERSTANDING

Between

WATER SECTOR TRUST FUND (WSTF)

AND

COUNTY GOVERNMENT OF ………………………

WATER SECTOR TRUST FUND

AND

COUNTY GOVERNEMENT OF …………………………

MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING (MOU) is made on the ………day of ……….………… 2019 between **County Government of …………………………** ("the County"), and the **Water Sector Trust Fund** ("the WSTF"), a State Corporation established under Section 83 of the Water Act, 2002 of Post Office Box 49699 – 00100 in the Republic of Kenya, (herein after referred to as the Parties) which expression shall, where the context so admits includes its successors on the other hand.

Whereas:

The Constitution states that: "The territory of Kenya is divided into the Counties specified in the First Schedule, of which the County is one, and the Government at the National and County levels are distinct and inter-dependent and shall conduct their mutual relations on the basis of consultations and cooperation".

Whereas:

    i.   The Water Sector Trust Fund is responsible for resource mobilization and provision of financial assistance towards water and sanitation services to areas of Kenya without adequate water and sanitation services

    ii.   In discharging its mandate, the WSTF gives priority to poor and disadvantaged communities by resource mobilization and disbursing donations, grants and funds allocated by the exchequer, development partners and others.

    iii.   To achieve its mandate, the Trustees of the Water Sector Trust Fund have developed mechanisms/principles governing the disbursement of moneys from the Fund to the recipients for achieving the above-mentioned objective of the Fund.

And Whereas:

The County functions and powers include: The implementation of specific National Government policies on natural resources and environmental conservation, including;

    i.   soil and water conservation; and

    ii.   forestry.

And further include County public works and services, including;

    iii.   storm water management systems in built-up areas, and

    iv.   water and sanitation services.

The Parties recognising the above now come to an Agreement on collaboration arrangements for supporting projects implementation through this MOU as follows:

1   BACKROUND

The Water Sector Trust Fund has received Financial Support from the Governments of Kenya (*OR FILL AS APPROPRIATE*) in support of equitable access to quality water, basic sanitation and enhanced water resources management in Rural Kenya.

The overall objective of the Programme is improved equity in access to quality water, basic Sanitation and enhanced water resources management in the underserved areas of rural Kenya. This objective will be achieved through strengthening capacity of counties and local communities to assure pro-poor water services.

Cognizant that provision of water and sanitation services as well as soil and water conservation have been devolved to the Counties, WSTF intends to engage the Counties in the implementation of this Programme as part of its Devolution Strategy and County Engagement Framework. Acknowledging that whereas this Memorandum of Understanding is entered into by Parties, the implementation of the actual programme activities will be undertaken by Implementing Partners jointly selected and approved by Water Sector Trust Fund and the County Government of ………….

2   PURPOSE

i.   The purpose of this MOU is to outline an acceptable partnership framework and provide details of an acceptable arrangement between the Parties with clearly outlined mandates and responsibilities of each Party towards the implementation of the programme including project selection, funding and implementation for the purposes of sustained water service provision and improved management of the catchments for the term of this MOU.

ii. In this respect the primary objective of this MOU is to provide a partnership framework: -

   a.   That facilitates and funds capacity building and development support to the County, to improve the provision of adequate and sustainable access to sufficient quality and quantity of water and basic sanitation to the poor and underserved communities in an efficient and sustainable manner;
   b.   That facilities and funds capacity building and development support to the County, to improve soil and water conservation in an efficient and sustainable manner;
   c.   That establishes strong linkages between the WSTF and the County, to ensure implementation of water, sanitation and water resources management   projects.
   d.   Under which the WSTF and the County would enter into an agreement with existing or emerging Water Service Providers, (WSPs), (registered legal entities) to operate under Service Provider Agreements (SPAs);
   e.   Under which the WSTF and County would enter into agreement with existing Water Resources Users Associations (WRUAs);
   f.   That establishes strong linkages between the WSTF and the County to develop service delivery mechanisms which may include Professional Managers, Private Operators, Lease Operators or self-operating WSPs as may be relevant and as found potentially viable.
   g.   Within which all projects will ensure transparency, accountability and equity while mainstreaming good governance, gender, climate change mitigation, while addressing particularly the needs of the poorest within our society.
   h.   That ensures consistency with the Government's water and sanitation, strategies and the Water Act, 2002, and any subsequent relevant National and/ or County legislation.

3   DELINEATION OF KEY RESPONSIBILITIES AND ROLES – BY   INSTITUTION/ENTITY

The Water Sector Trust Fund will:

i.   Develop a Financing and reporting framework for the efficient realization of the programme objectives; this will include constant review and improvement.
ii.   Disburse in a timely manner finances within the mutually agreed financing framework, budgets and work plans.
iii. Support the County in the development of acceptable project management systems.
iv.   Support the County in water point data collection and mapping of water resources within the areas of scope.
v.   Approve implementation work plans outlining the means to develop water sanitation, and water resource management services.
vi.   Support the County in the development of an integrated water resources management and a pro-poor water and sanitation strategy ensuring the needs of all with due regard for gender and social inclusion.
vii. Appraise and approve the Implementing Partners as well as the projects to be funded. The criteria for eligibility, prioritization and screening parameters will be developed and agreed between the WSTF and the County before a project is financed as contemplated under this MOU.
viii. Provide funding to the eligible Water, Sanitation and Water Resources Projects within the agreed financing framework by the Parties.

ix. Support the Counties in the development of an acceptable monitoring and quality assurance systems for effective and efficient delivery of project objectives.

x. The Fund will offer Technical support to the Counties and shall engage full time County Resident Monitors to aid in monitoring programme progress in the areas of jurisdiction.

xi. Have the overall responsibility for monitoring all supported projects to ensure that the funds are accounted for, used for the purpose intended and result in value for money.

The County Government of ……………. will:

i. Identify eligible priority projects for funding in line with set criteria for WSTF funding.

ii. Constitute and convene regular meetings of the County Water Steering Group.

iii. Support the collection of data on water resources and water service and other data in promotion of means for transparent allocation of resources to serve the underserved.

iv. Develop an integrated water resources management and pro-poor water and sanitation strategy ensuring the needs of all with due regard for gender and social inclusion.

v. Develop an implementation work plan outlining the means to develop water and sanitation, and water resources management services.

vi. Identify and propose implementing partners, (Water services Providers or other Legal Entities) noting that in principle neither the WSTF not the County will be involved in direct construction and/ or provision of services, but rather are to be engaged in the quality assurance and oversight supervision ensuring an enabling environment in the promotion of effective and suitable services.

vii. Screen and select eligible projects for onward submission to WSTF for appraisal and Funding. The criteria for eligibility, prioritization and screening parameters will be developed and agreed between the WSTF and the County before a project is financed as contemplated under this MOU.

viii. Budget/Allocate counterpart funds as greed in this MOU to the funded projects and ensure that these finds are disbursed to the projects in a timely manner

ix. Effectively monitor project implementation and report progress as agreed under the reporting framework of this MOU to ensure that the funds are accounted for, used for the intended purpose and results in the achievement of the project objectives and resultant value for money

x. Accommodate WSTF - appointed County Investment Officers (CIOs) hosting them within the County Water Directorate's Offices/ Water Services Providers offices;

xi. Support Programme auditors, missions, technical advisors and consultants during evaluation or consultancy assignments

xii. Bear responsibility of completion and economic sustainability of interventions

The WSTF and the County will jointly work to ensure that the Implementing Partners will:

i. Be responsible for ensuring that the principles of accountability, governance, anti –corruption and transparency are upheld in the overall project management cycle.

ii. Bear responsibility for prudent financial management of the funds disbursed to them as well as bear liability for incidents of financial impropriety

iii. Adhere and promote the principles of gender equity and social inclusion addressing the needs of all within the communities supported

iv. Develop with the support of the County concept, project designs and proposals for screening by the County

v. Implement the projects according to the approved designs and project documents, work plans and budgets

vi. Identify and report any project management risks and/ or occurrences that have a deleterious effect on the achievement of the projects objectives

vii. Report (financial and technical progress) on a timely basis, within the agreed reporting framework to the County Government and the WSTF

viii. Support Programme auditors, missions, technical advisors and consultants during evaluation or consultancy assignment.

4 THE PURPOSE AND USE OF FUNDS

The purpose of the funds to be provided as indicated in the approved project proposals can include, but not necessary be limited to covering the costs of:

Capacity building

i. Training and capacity build County Water Office, Water Service Providers, Water Resources User's Association and water sector service providers;

ii. Supporting water and sanitation service data collection and the development and operationalization of information management systems for improved planning, decision making and equitable resource allocation, including the development of a database on water points, water and sanitation system service coverage

iii. Supporting the strategic planning and development of existing and emerging WSPs which may include the clustering of existing informal water service systems

iv. Promoting improved intra and inter county water management and reduced conflicts

Development of water services

v. Water systems development and rehabilitation, pipeline extensions, water storage development, water treatment facilities, bulk and consumer metering;

vi. Protection and development of water sources

vii. Billing systems, billing software and other hard and soft investments for improved efficiency and effectiveness of revenue collection systems

Promotion of institutional sanitation and household sanitation and hygiene

viii. The promotion of improved household sanitation and hygiene through Community –led Total Sanitation (CLTS) / Hygiene behaviour change communication;

ix. The development of institutional sanitation facilities

Improved water resources management

x. The development and implementation of Water Resources Management Plans including Sub Catchment Management Plans, water pollution surveys and Water Resources Allocation Plans etc

xi. The development of infrastructure and activities in promoting improved measurement and monitoring of the quantity and quality of the water resource, its allocation and compliance to permit regulations e.g. gauging stations and bulk water metering.

xii. The development of water storage infrastructure, catchment and River bank protection and improved land use and delineation, conservation or protection of riparian land etc

xiii. Source and catchment protection including the costs of riparian protection, seedlings and other related activities

xiv. Activities and works for the protection of wetland and other water bodies

xv. Development of livelihood activities geared towards enhancement of catchment protection activities and environmental protection

xvi. Works to control runoff, promote soil conservation and reduce soil erosion such as check dams, terraces, storm water drains etc

xvii. Works and activities on water related reduction and adaptation to impacts of climate change and flood management

5 FINANCING ARRANGEMENTS

In promotion of a common learning agenda and integration of County and the WSTF financed investments, both parties agree to work toward the co-financing of common water and Sanitation projects. The ratio of co-financing is agreed as 70% WSTF Funding to the Project Cost and 30% County Funding on the total approved project cost. The payments will be made directly to the Implementing Partners Accounts.

The payment can either be cash or in-kind contribution. The County and the WSTF will work towards establishment of efficient, credit worthy rural water utilities with full cost recovery that can in the future access commercial investment capital.

6 PROGRESS AND FINANCIAL REPORTING

The County is responsible to support the submission of:

   i.   Monthly technical progress and financial reports
   ii. Quarterly progress and financial reports

to be prepared by Implementing Partners (WSP / WRUA as applicable) and the submission of these reports to WSTF within 15 days after the end of each quarter.

   iii. Delivering at the end of each project a technical and financial completion report 30 days after the end of the programme

The County is responsible to support the submission of:

   i.   Annual progress and financial reports

The County is responsible to ensure that the implementing partners prepare and deliver the annual progress reports and financial reports within 30 days after the end of each financial year.

7 ETHICS, GOVERNANCE AND ACCOUNTABILITY

All the operations within the scope of this MOU will be guided by principles of transparency, accountability and good governance as expected of all public funds. Any suspected incidences of fraud, corruption or any form of poor governance practices will be reported to the Water Sector Trust Fund on first incidence. The implementing partners and the Counties will be expected to report such incidences to other competent arms of the law and to ensure any losses are recovered. All County offices an all those required by the investigating/ prosecuting authorities will provide the required support to ensure efficiency and effectiveness in investigations, prosecution and conclusion of the judicial processes.

8 RECORD RETENTION

All records must be retained following this partnership. This requirement applies to all information regarding this programme. Supporting documentation may be kept at the offices of both the Water Sector Trust Fund (WSTF) and the County and must be available for review from the date of MOU.

9 CONFIDENTIALITY

The terms of this Agreement shall be held confidential by both parties except as required or appropriate to be disclosed to a party's legal, financial, accounting advisers or any judicial, governmental or regulatory body.

10 DISPUTE AND COMPLAINT RESOLUTION

   i.   Both parties shall adhere to the terms of this Memorandum of Understanding and shall continuously engage in consultations, exchange of information and review of processes of the mechanisms in order to avoid disputes;
   ii. Both parties shall endeavour to settle all disputes amicably in the event of unresolved disputes between the parties (WSTF and the County may mutually select an ombudsman to chair and engage a disputes resolution committee)
   iii. Complaints arising from other stakeholders will be settled at the first stage by the institution directly responsible for recruitment of the stakeholder in line with the signed contract;
   iv. Complaints by the County relating to grievances related to the terms of this MOU will be settled by a joint committee of both WSTF and the County;

11 ENTRY INTO OPERATION AND VALIDITY

This Memorandum of Understanding will become effective from the date of signature and remain in force up to 3st December, 2018 (commensurate with the duration of the agreement between the WSFT and the Development Partners).

   i.   The parties may amend the consent of this MOU and validity period with mutual written consent.
   ii. Either party may withdraw from this MOU at any time by written notification given at least three months prior to the date of withdrawal.
   iii. Any subsisting obligations by either party shall be undertaken during the notice period.

12 SIGNATORIES

IN WITNESS WHEREOF both parties have hereunto executed this Agreement the day herein above written.

Signature _____(Specimen)_____)

duly authorised representative of)

Water Sector Trust Fund (WSTF))

in the presence of:)

)

)

)

)

)

)

Signature _____(Specimen)_____)

duly authorized representative of)

County Government of…………………………,)

in the presence of:)

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)

)

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WaterFund

Financing the Water Sector

COUNTY ENGAGEMENT STRATEGY