



REGIONAL CENTRE ON GROUNDWATER RESOURCES EDUCATION TRAINING AND RESEARCH

STRATEGIC PLAN

2018-2022

A premier regional Centre in groundwater research and capacity building

VISION

To promote research, education and training for sustainable management and development of groundwater resources

MISSION

An Oasis of Groundwater Knowledge

MOTTO

Integrity, Professionalism, Innovativeness, Sustainability

CORE VALUES

ABBREVIATIONS AND ACRONYMS

AMCOW	-	African Ministers' Council on Water
BWRC	-	Basin Water Resource Committee
CoK	-	The Constitution of Kenya
DTVET	-	Directorate of TVET
IHP	-	International Hydrological Programme
KPI's	-	Key Performance Indicators
MTP III	-	Third Medium Term Plan
NEMA	-	National Environment Management Authority
NIMES		National Monitoring and Evaluation
NITA	-	National Industrial Training Authority
NWSA	-	National Water Storage Authority
PESTIEL	-	Political, Economic, Socio-cultural, Technological, Infrastructure, Environmental and Legal
PMF-A		Public Finance Management Act, 2012
PPAD-A	-	Public Procurement and Asset Disposal Act 2015
SDGs	-	Sustainable Development Goals
SEWA	-	Special Envoy for Water in Africa
ST&I	-	Science, Technology and Innovation
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TVET	-	The Technical and Vocational Education and Training
UNESCO	-	The United Nations Educational, Scientific and Cultural Organisation
WAP	-	Water Allocation Plan
WASREB	-	Water Services Regulatory Board
WRA	-	Water Resources Authority
WRMA	-	Water Resource Management Authority
WRUAs	-	Water Resource User Associations
WSPs	-	Water Services Providers
WWDAs	-	Water Works Development Agencies

FOREWORD

It is my pleasure to present the 2018-2022 Strategic Plan of the Regional Centre on Groundwater Resources Education, Training and Research in Eastern Africa (the Centre). This is the inaugural Strategic Plan of the Centre and will be the main instrument through which its mandate will be pursued. The Centre's mandate is to conduct research, capacity build, raise public awareness and generate scientific based information to inform policy on groundwater resources development and management in the Country and African Region.

This Strategic Plan draws a lot from Kenya's development agenda as outlined in the Vision 2030, the United Nation's Sustainable Development Goals (SDGs), the Big Four Agenda, the Africa Agenda 2063. It is expected that the plan will momentarily be aligned with the development of agenda of other countries in the region. In the meantime, Kenya will continue to play a coordinating role to ensure that other member countries are brought on board.

This Strategic Plan lays a strong foundation on how the Centre will contribute to the realization of Kenya and the region's socio-economic goals. In the achievement of the set objectives, the Centre will collaborate with UNESCO and neighbouring countries among other agencies and stakeholders to ensure capacity development and utilization of groundwater resources.

I wish to emphasize that the Strategic Plan is a statement of intent. Its key result areas, namely; Training and Outreach, Research and Consultancy and Institutional Capacity will only be realized if it is effectively implemented. The responsibility for the execution of the objective strategies rests with all stakeholders.

I sincerely thank the Board of Directors, the management and all those who participated in the formulation of the Strategic Plan for their ideas and commitment.

Amb. Dr. Mary M. Khimulu MBS

Chairperson

Board of Directors

Regional Centre on Groundwater Resources Education, Training & Research in Eastern Africa

PREFACE

As the Centre launches this Strategic Plan, major milestones have been achieved since its establishment through the legal notice 252 of 18th December 2015. These milestones includes: appointment and gazettiment of board of directors, categorization of the Centre by SCAC, acquisition of office space for the Centre through renting, recruitment and appointment of the CEO, deployment of staff from the Ministry, hiring of interns and temporary staff, provision of operation budget from National Treasury through the Mother Ministry, implementation of the first PC, participation in various international forums and development of a number of organizational documents.

Despite these achievements, the Centre has experienced delays in its operationalization and other challenges such as inadequate funding and staffing.

I wish to note that this Strategic Plan has been developed through a consultative process. The process was guided by Consultants from the Kenya School of Government with contributions from various stakeholders and partners. Once the objectives of this plan are realized, groundwater shall contribute the much-needed support to the National and the regional development agenda.

The funds to implement the activities proposed in this document will be raised through government budgetary allocation, A-i-A and collaborative initiatives with development partners.

I acknowledge and appreciate the support the Centre has continued to receive from the parent Ministry, National Treasury, Development Partners, County Governments, UNESCO and the Technical working group in the development of this document. We look forward for collaboration in the implementation of the same.

Agnes W.Mbugua
Chief Executive Officer
Regional Centre on Groundwater Resources Education, Training & Research

EXECUTIVE SUMMARY

The Strategic Plan for Regional Centre on Groundwater Resources Education Training and Research In Eastern Africa has been developed in line with the provisions of the Constitution of Kenya, Vision 2030, with special reference to MTP III and the prevailing legal and policy documents. Successful implementation of this Strategic Plan will be based on good governance, professional approach to doing business and stakeholder engagement. The Centre envisages being “*an oasis of groundwater knowledge*”

The Strategic Plan is presented in five chapters as outline below:

Chapter One of the Strategic Plan presents the historical development of the Centre. It also provides the institutional framework which expounds on the mandate as stipulated in the Legal Notice no. 252 of 2015. The Chapter also expounds on Kenya’s development agenda and outlines the role of the Centre in the realization of the national development agenda.

Chapter Two explains the situational and environmental conditions. These have been analysed using SWOT and PESTIEL models. The chapter also outlines the Centre’s stakeholders in terms of their expectations and Centre’s expectations from them.

Chapter Three presents the Strategy Focus of the Centre, which includes the Vision, Mission, Motto, Core Values, Key Result Areas, Strategic Objectives and Strategies. The four Key Result Areas which drive the Strategy Focus are:

- i. Training and Outreach
- ii. Research and Consultancy
- iii. Institutional Capacity
- iv. Partnerships and Collaboration

These will be achieved through the following strategic objectives:

- i. To create awareness and develop capacity in groundwater resources management and development
- ii. To enhance corporate governance
- iii. To build optimal human resource capacity
- iv. To establish innovative ways of managing and developing groundwater resources
- v. To provide technical support in management and development of groundwater resources.
- vi. To mobilize, utilize and manage financial resources
- vii. Build partnerships and collaboration in groundwater capacity building and research

Chapter Four analyses Centre's resource capacity by highlighting the staffing levels, organizational structure and governance structures. The chapter also presents the financial projections for the strategy. The chapter also presents an appropriate implementation and coordination mechanism which identifies what the Centre must do before, during and post implementation. Risk factors which may affect the implementation of the Strategic Plan have been identified and appropriate mitigating factors recommended.

Chapter Five highlights the Monitoring, Evaluation, Reporting and Learning framework.

Contents

FOREWORD	II
PREFACE	III
EXECUTIVE SUMMARY	I
HISTORICAL, LEGAL AND INSTITUTIONAL FRAMEWORK.....	3
1.1 Background.....	3
1.2 Mandate.....	3
1.3 Core Functions.....	3
1.4 Legislations relevant to Centre.....	4
1.6 Centre’s Products and Services	9
1.7 Rationale for Development of the Centre’s Strategic Plan 2018-2022.....	10
1.8 Methodology of Developing the Strategic Plan	10
1.9 Kenya Vision Framework and Third MTP 2018-2022:	11
1.10 Centre’s Role in advancing the “Big Four” Agenda	11
CHAPTER TWO.....	13
SITUATIONAL ANALYSIS	13
2.1 Introduction	13
2.2 Achievements	13
2.3 Challenges faced	13
2.4 Lessons learnt.....	14
2.5 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.....	14
2.5.1 Strengths.....	14
2.5.2 Weaknesses	14
2.5.3 Opportunities	15
2.5.4 Threats.....	16
2.6 Environmental Scanning (PESTEL Analysis).....	16
2.6.1 Political Factors.....	16
2.6.2 Economic Factors	16
2.6.3 Social Factors	17
2.6.4 Technological Factors.....	17
2.6.5 Environmental Factors	18
2.6.6 Legal Factors	18
2.7 Stakeholder Analysis.....	18
TABLE 2.13: STAKEHOLDER ANALYSIS.....	19
CHAPTER THREE	21
STRATEGY FOCUS.....	21
3.1 Introduction	21
3.1.1 Vision	21
3.1.2 Mission.....	21
3.1.3 Core values.....	21
3.1.4 Motto.....	22
3.2 Key Result Areas (KRA’s)	22
3.2.1 Training and Groundwater Outreach	22
3.2.2 Research and Consultancy	23
3.2.3 Institutional Capacity	23
CHAPTER FOUR	26
IMPLEMENTATION AND CO-ORDINATION FRAMEWORK.....	26
4.1 Introduction.....	26
4.2 Staffing Levels.....	26
4.3 Organizational Structure.....	33
4.4.1 Resource Mobilization.....	35

4.4.2 Strategies for Resource Mobilization.....	35
4.4.3 Revenue Projections.....	35
4.5 Expenditure.....	35
4.6 Development Budget	37
4.7 Measures to minimizing wastage and losses in Centre operations.....	37
4.8 Way Forward.....	37
4.9 Strategy Implementation	38
4.9.1 Pre-Implementation.....	38
4.9.2 During Implementation.....	38
4.9.3 Post Implementation	39
4.10 Linkages and Collaboration	39
4.11 Risk Management.....	39
CHAPTER FIVE.....	43
MONITORING EVALUATION AND REPORTING	43
1.11 Introduction.....	43
1.12 Centre’s Monitoring Evaluation Reporting and Learning Structure.....	43
1.13 Monitoring and Evaluation Unit	43
1.14 Monitoring Methodologies	44
1.15 Evaluation Mechanisms	44
1.16 Reporting.....	44
1.17 Performance Monitoring.....	44
1.18 Mid-Term Review.....	45
1.19 The Implementation Matrix.....	45
CONTACTS:	46

CHAPTER ONE

HISTORICAL, LEGAL AND INSTITUTIONAL FRAMEWORK

1.1 Background

Regional Centre on Groundwater Resources Education Training & Research in Eastern Africa was established as result of Resolution XIX-6 of the United Nations Education Scientific and Cultural Organisation (UNESCO) Intergovernmental Council of the International Hydrological Programme (IHP) of July 2010 which proposed the establishment of a Category 2 Centre within the auspices of UNESCO, to be situated in Nairobi, Kenya. The aim of the Centre is to promote regional cooperation on the 'Management of Groundwater Systems', develop capacity water management, support Member states in addressing regional needs and contribute to the achievement of Sustainable Development Goals (SDGs) with special reference to goal No.6.

To set the ball rolling, the foundation of the Centre was established in February 2013, following the signing of an agreement between the Government of Kenya and UNESCO. The Agreement spelt out the functions and objectives of the Centre and the obligations of each of the parties with regard to the Centre.

The Government of Kenya in its Legal Notice No. 252 of 18th December, 2015 established the Centre. The Chairman and Board members were appointed thereafter and the Centre became operational.

1.2 Mandate

The object and purpose of Regional Centre on Groundwater Resources Education, Training and Research in Eastern Africa is to conduct research and capacity building on groundwater resources development and management in the Eastern African Region.

1.3 Core Functions

The Legal Notice outlines the core functions of Regional Centre on Groundwater Resources Education, Training and Research in Eastern Africa's as follows:

- 1.3.1 Initiate and conduct research in mapping and assessment of aquifer systems;
- 1.3.2 Management, conservation, protection and Governance of groundwater resources;
- 1.3.3 Offer training programmes, workshops, seminars in groundwater resources management and development;
- 1.3.4 Provide a forum for effective collaboration with the public, private sectors and all other persons, whether local or foreign for the development of groundwater resources;
- 1.3.5 Promote civic education through public awareness programme in relation to groundwater management;
- 1.3.6 Prepare, disseminate and transmit scientific and technical information through the mass media, e-learning, distance learning and any other mode especially with regard to local and regional scientific, technical and management knowledge in the various domains of groundwater management and development;
- 1.3.7 Initiate and propose policy review on groundwater management;
- 1.3.8 Offer consultancy services in groundwater management; and
- 1.3.9 Undertake any functions, as may be directed by the Cabinet Secretary.

1.4 Legislations relevant to Centre

The following legal instruments affect the way the Centre discharges its mandate.

1.4.1 The Constitution of Kenya

The CoK recognizes water and sanitation services as a basic right. It states that every person has the right to accessible and adequate housing and to reasonable standards of sanitation; to clean and safe water in adequate quantities under Economic and Social rights. To ensure that this is realized, the constitution assigns the responsibility for water supply and sanitation service provision to the counties. It is important to note that the old constitution did not provide for water provision as basic right.

1.4.2 Water Act 2016

The purpose of the 2016 Water Act is to align the water sector with the Constitution's primary objective of devolution. 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. As a result, the following institutions have been established:

1.4.2.1 Water Tribunal

The new Water Tribunal includes more members and is present in more locations to deal with disputes.

1.4.2.2 Water Sector Trust Fund (WSTF)

Source of funds for the WSTF mandate have been expanded to include funds from national budget, county government, equalization fund, donations and grants, among others.

1.4.2.3 National Water Storage Authority (NWSA)

The NWSA is responsible for development and management of national public water works for water resource management and flood control

1.4.2.4 Water Resources Authority (WRA)

The objective of the new WRA is to protect, conserve, control and regulate use of water resources through the establishment of a national water resource strategy.

1.4.2.5 Water Services Regulatory Board (WASREB)

WASREB holds the mandate to approve tariffs, monitor and enforce water services standards and issue licenses

1.4.2.6 Water Service Providers

WSP'S are mandated to provide water services within areas defined by their licenses and development of county assets for water service provision

1.4.2.7 Basin Water Resource Committee (BWRC)

The functions of BWRC among others are to manage catchments, to facilitate establishment of Water Resource User Associations and to play an advisory role to the WRA.

1.4.2.8 Water Works Development Agencies (WWDAs)

WWDAs are responsible for the development and management of national water works whilst county public works will be a responsibility of the respective county.

1.4.2.9 Water Resource User Associations (WRUAs)

The act provides for establishment of WRUAs, which are community based associations for collective management of water resources and resolution of conflicts concerning the use of water resources.

1.4.2.10 Water Services Providers (WSPs)

WSPs are now the responsibility of county governments who have the mandate to provide water services. WSPs are responsible for provision of water services within the area specified in their licenses and development of county assets. Currently, WSBs sign service level agreements with WSPs and the regulator issues licenses to WSB. Under the new Water Act 2016, WSPs must apply again for new licenses to WASREB.

1.4.3 The National Industrial Training Authority (NITA) Act of 2011

NITA is responsible for accrediting institutions engaged in skills training for industry; regulating trainers and developing industrial training curricula;

1.4.4 The Technical and Vocational Education and Training Act (TVET) Act 2013

The Act establishes Directorate of TVET (DTVET) which is charged with the responsibility of coordinating national skills training. It is responsible for policy, curriculum development, registration and supervision of TVET institutions in the Country. The TVET Act 2013 also indicates that the Cabinet Secretary in consultation with the other Ministries and the private sector involved in training shall (i) develop policies- and provide strategies for the development of a national training system (ii) have the overall responsibility in the provision of training and educating (iii) in collaboration with other Ministries and stakeholders, be responsible for promoting access, equity, quality and relevance in training.

1.4.5 Environment Management Coordination Act (1999 Amended 2015)

The Act establishes National Environment Management Authority (NEMA) whose one of the Objects and functions is to co-ordinate the various environmental management activities being undertaken by the lead agencies and promote the integration of environmental considerations into development policies, plans, programmes and projects with a view to ensuring the proper management and rational utilization of environmental resources on a sustainable yield basis for the improvement of the quality of human life in Kenya.

1.4.6 Science, Technology and Innovation Act, 2013

The ST&I Act facilitate promotion, coordination and regulation of the progress of science, technology and innovation in the country. This legislation also aims to assign priority to the development of science, technology and innovation. Finally, this new law is intended to entrench technology and innovation into the national production system.

1.4.7 Public Private Partnership Act, 2013

The Act of Parliament to provide for the participation of the private sector in the financing, construction, development, operation, or maintenance of infrastructure or development projects of the Government through concession or other contractual arrangements; the establishment of the institutions to regulate, monitor and supervise the implementation of project agreements on infrastructure or development projects and for connected purposes.

1.4.8 Geologists Registration Board Act (1993)

The Act establishes a Board known as the Geologists Registration Board that **has the** responsibility for regulating the activities and conduct of registered geologists in accordance with the functions and powers conferred upon it.

1.4.9 International Law on Transboundary Water Resources Management

The law brings forth the principles of international water law hence creating effective transboundary water resources management. These include; principles of equitable and reasonable utilisation, obligation not to cause significant harm, principles of cooperation, information exchange, notification. Consultation and peaceful settlement of disputes are widely acknowledged by modern international conventions, agreements and treaties. These principles could facilitate effective transboundary water resources management involving riparian countries of shared watercourses and hence, promote sustainable development around the world.

1.4.10 KEWI Act 2001

KEWI was established to provide directly or in collaboration with other institutions of higher learning, services in human resource development, consultancy, research and development in the water sector on a commercial basis to the public sector, state corporations, local authorities, the private sector and all other persons, local or foreign, who may request for such services from the Institute;

1.4.11 International Hydrological Programme Phase VIII

The Theme of the Eighth phase of the International Hydrological Programme is Water Security: Responses to Local, Regional and Global Challenges. The Centre will build capacity for research as well as develop regional and global partnerships for the exchange of research information

1.4.12 Intergovernmental Authority on Development (IGAD)

The "Intergovernmental Authority on Development" (IGAD) is a body currently comprising seven countries in the Horn of Africa. The regional organization based in Djibouti supports its member states in their development efforts, especially in the areas of peace processes and food security. Since the drought catastrophe in 2011, IGAD has also been coordinating a regional approach to strengthen drought resilience in Eastern Africa. On behalf of the German federal government, KfW Development Bank works together with IGAD as a strategic coordination body and thus promotes cross-border programmes in selected countries, especially those in favor of nomads. The aim is to sustainably improve the food situation and water supply for humans and livestock. The Centre will work with IGAD to develop cooperation between the member states for the sharing data and research information

1.4.13 East African Community

The East African Community (EAC) is a regional intergovernmental organization of 6 Partner States: the Republics of Burundi, Kenya, Rwanda, South Sudan, the United Republic of Tanzania, and the Republic of Uganda, with its headquarters in Arusha, Tanzania. The work of the EAC is guided by its Treaty which established the Community. It was signed on 30 November 1999 and entered into force on 7 July 2000 following its ratification by the original three Partner States - Kenya, Tanzania and Uganda. The Republic of Rwanda and the Republic of Burundi acceded to the EAC Treaty on 18 June 2007 and became full Members of the Community with effect from 1 July 2007. The Republic of South Sudan acceded to the Treaty on 15 April 2016 and became a full Member on 15 August 2016. As one of the fastest growing regional economic blocs in the world, the EAC is widening and deepening co-operation among the Partner States in various key spheres for their mutual benefit. These spheres include political, economic and social. The Center will build bridges using the EAC framework

1.4.14 Southern Africa Development Community

The overall aim of the Southern African Development Community (SADC) is to achieve Regional Integration and Eradicate Poverty within the Southern African region. To achieve these goals, Member States need to work together harmoniously in achieving effective results on common problems and issues. In order to enable this kind relationship, several legal and institutional instruments have been put into place to guide and standardize the work of SADC with Member States. One of these instruments is the SADC Protocols, which enshrine the aims of the Community by providing codes of procedure and practice on various issues, as agreed by Member States. This forms an important regional block with existing structures. It will serve as an important entry point into this block

1.4.15 Economic Community of West African States (ECOWAS)

The Economic Community of West African States (ECOWAS) is a regional organization of 15 West African countries established on 28 May 1975. Its main goal is the promotion of the economic integration among its members. Indeed, ECOWAS is one of the five regional pillars of the African Economic Community (AEC). ECOWAS has three official languages: English, French, and Portuguese. The Centre will aspire to develop links with member states through the ECOWAS framework

1.5 Policies and Guidelines

The following policies and guidelines affect service delivery at the Centre:

1.5.1 Vision 2030 and MTP III (2018-2022)

The Kenya Vision 2030 aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The Vision is based on three pillars, namely; Economic, Social, and Political. The Kenya Vision 2030 is to be implemented in successive five-year plans, with the first such plan covering the period 2008-2012. The MTP III is about to be launched.

1.5.2 The Big Four

This is the current national development agenda that the government will pursue for the next five years. The big four include; manufacturing, universal healthcare, affordable housing and food security.

1.5.3 Agenda Africa 2063

Agenda 2063 is Africa's strategic framework that aims to deliver on Africa's goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance.

The aspiration of this agenda is to position African countries amongst the best performers in global quality of life measures.

1.5.4 The Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a collection of 17 global goals set by the United Nations. The broad goals are interrelated though each has its own targets to achieve. The SDGs are also known as "Transforming our World: the 2030 Agenda for Sustainable Development" or 2030 Agenda in short.

The Sustainable Development Goals (SDGS) are a collection of 17 global goals set by the United Nations. The broad goals are interrelated though each has its own targets to achieve. The SDGs are also known as "Transforming our World: the 2030 Agenda for Sustainable Development" or 2030 Agenda in short. SDG 6.1 aims to achieve universal and equitable access to safe and affordable drinking water for all by 2030. The goal is to be achieved through the targets. These targets include;

Target 6.3 aims at improving water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

Target 6.4 substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity and target 6.5 implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.

The Centre will promote collaborative research, uptake of technologies and sensitization on sustainable groundwater resource management and development in the region

1.5.5 Kenya National Water Master Plan 2030

The National Water Master Plan 2030 was launched in 2014. The objectives of the Project were:

- 1.5.5.1 To assess and evaluate availability, reliability, quality, and vulnerability of country's water resources up to around 2050 taking into consideration climate change
- 1.5.5.2 To renew the National Water Master Plan towards the year 2030 taking into consideration climate change
- 1.5.5.3 To formulate an action plan for activities of WRMA up to 2022 to strengthen their capability
- 1.5.5.4 To strengthen the capacity of water resources management through transfer of technology

1.5.6 Water Allocation Plan

Water Allocation Plan (WAP) is meant to ensure that available water resources are shared amongst all users and therefore reflects an important component in

management, control, and regulation of this key resource. Regulation involves determining the reserve (which combines maintaining ecological integrity and basic human needs) and respecting international treaties

1.5.7 The Sessional Paper No. 1 of 1999 on National Policy on Water Resources Management and Development

The primary aim of which was to ensure availability of potable water, at reasonable distances, to all households by the year 2000

1.5.8 Transboundary Water Policy 2016

Transboundary waters - the aquifers, and lake and river basins shared by two or more countries - support the lives and livelihoods of vast numbers of people across the world. In an era of increasing water stress, how we manage these critical resources is vital to promoting peaceful cooperation and sustainable development. The policy aims to ensure that transboundary waters are co-managed through a network of legal agreements, domestic and international organizations, and cooperative projects to eradicate possible social unrest and spark conflict within and between countries.

1.5.9 The African Water Vision 2025

The Africa Water Vision for 2025 is designed to avoid the disastrous consequences of both natural and human threats. These threats pose challenges to the management of water resources on the continent and to the satisfaction of competing demands for basic water supply and sanitation, food security, economic development, and the environment. The vision envisages a future where the full potential of Africa's water resources will be readily unleashed to stimulate and sustain growth in the region's economic development and social well-being.

1.5.10 Draft Sessional Paper of 2018

The Centre is cognizance of Draft Sessional Paper of 2018 on National Water Policy. The provisions of the policy will be implemented once it is adopted.

1.6 Centre's Products and Services

S. no.	Products and Services	Explanation
1.6.1	Regional Groundwater Database	The Centre will generate and consolidate regional data and information in groundwater resources. This data will inform policy development and management of groundwater resources.
1.6.2	Policy briefs	A policy brief is a concise summary of a particular issue. Recommendations of research work undertaken by the Centre will inform government policymakers and others who are interested in formulating or influencing policy on development and management of groundwater resources.
1.6.3	Research Publications	Research findings for work undertaken by the Centre, water sector professionals and institutes of higher

learning will be published in the Centre journal. These publications will inform on the way forward on development and management of groundwater.

1.6.4 Consultancy and Advisory Services

The Centre will offer consultancy and advisory services on all matters concerning groundwater

1.6.5 Training and groundwater outreach

The Centre will offer both short and long programs to develop capacity for water sector professionals and create groundwater awareness at all levels

1.7 Rationale for Development of the Centre’s Strategic Plan 2018-2022

This is the first strategic plan for the Centre. An all-inclusive approach was used to develop this strategic plan that charts the way forward for the Centre for the next five years. The strategic planning process enabled the Directors, management and staff to agree on the strategic goals and what the Centre needs to achieve them.

The Strategic plan therefore gives an orderly framework that the Centre will use to pursue its goals. In developing the Plan, the Centre put into consideration the provisions of Vision 2030 with special reference to MTP III and the Big Four. Special reference has been made to Africa Agenda 2063 and Sustainable Development Goals since they will influence Kenya’s development agenda during the plan period.

The plan is a forward looking strategy providing an overall framework for prioritization and allocation of resources. Implementation of the strategic plan will be operationalized through annual corporate work plans which will be actioned through departmental work plans.

1.8 Methodology of Developing the Strategic Plan

The Strategic Plan was developed in line with guidelines for developing fourth Generation Strategic Plans issued by State Department of Planning. A consultative process which allowed stakeholders to provide primary data and validating the strategy was used. Secondary data was obtained through review of a number of organizational documents, relevant laws and policies. Workshops were organized to enable the Board and management team deliberate on the strategy for the Centre before it was subjected to stakeholder validation and subsequent launch.

The following steps were followed in developing the strategic plan for the period 2018-2022

S. no.	Activity	Justification
1.8.1	An inception meeting with the consultant	Discussed the logistics of the assignment and the data collection tool
1.8.2	Filling the questionnaires as provided by the consultant	Generated primary data
1.8.3	Review of documents	Generated secondary data
1.8.4	Analysis of questionnaires and report writing	Developed working document
1.8.5	First management workshop with management	Management input and validation of information as captured in the working

S. no.	Activity	Justification
1.8.6	Board of Directors' workshop	document Directors input and advice
1.8.7	Management and consultants	Finalized the strategic Plan
1.8.8	Stakeholder engagement workshops	Stakeholders' input
1.8.9	Board of Directors, Management and consultants	Board adoption and recommendation for launch and implementation of the Strategic Plan
1.8.10	Consultant's exit from the assignment	Successful completion of the assignment

1.9 Kenya Vision Framework and Third MTP 2018-2022:

Kenya Vision 2030 is the long-term national economic blueprint that aims to transform Kenya into a newly-industrialized, middle-income economy providing a high quality of life to all its citizens with access to clean and safe water. Water is a major resource to the country's socio-economic development and achievement of Kenya's Vision 2030. The Medium Term Plan III (2018-2022) target is to achieve 80% coverage of water services by the year 2020 from the current level of 60% and 100% coverage by 2030 to ensure availability and sustainable management of water for all. To improve the availability of water resources, the country should conserve and protect water catchments, carry out assessment and mapping of ground water resources, increase groundwater recharge from storm water and investment in research of the ground water resources to inform planning, development and management of water catchment areas is key to ensure sustainable development in the Country. Therefore the Centre will address the MTP III through the implementation of the following programmes:

Water resources management: This will entail assessment of groundwater resources in some selected aquifers both local and transboundary, Mapping of groundwater resources, building capacity on the management of groundwater resources and groundwater quality assessment.

Water Research: This will involve conducting research on the current status of the groundwater resources to inform policy and promote capacity building by providing technical support on groundwater research. Research will also inform on the potential groundwater recharge zones to enhance water harvesting and storage.

1.10 Centre's Role in advancing the "Big Four" Agenda

Adequate water is an enabler to the delivery of the Big four Agenda. The Centre will play a key role in the support of the Big Four Agenda as follows:

1.10.1 Manufacturing:

The Centre will undertake research and assessment of groundwater potential in areas around proposed industrial parks such as Naivasha, Mombasa, Athi River, Machakos, constituency industrial development Centres, among others.

1.10.2 Food Security and Nutrition:

The Centre will collaborate with other stakeholders to carry out mapping and Assessment of groundwater potential in Turkana, Marsabit and Wajir among other ASAL Counties. It will also undertake mapping and assessment of groundwater resources to support small holder irrigation schemes, milk cooling plants for small holders' dairy commercialization, livestock holding grounds in areas with limited surface water.

1.10.3 Affordable Housing:

The Centre through collaboration and partnerships will design programs in groundwater resources that are geared towards supporting reliable water for proposed housing units in Parkroad, Starehe, Shauri Moyo, NSSF Mavoko, Ruai industrial park, Kibera, south B and Maruguini among other estates.

1.10.4 Universal Health Coverage:

The Centre through partnerships will support Universal Health Coverage through assessment and development of groundwater resources around the identified 2,555 level 2; 399 level 3; and 52 level 4 health facilities which have no reliable and safe water.

1.10.5 Sustainable Development Goals:

The SDGs 2030 Agenda finds Kenya at vantage point as it builds on the lessons learnt and foundations laid by the MDGs. The government directed all Ministries, Departments and Agencies to mainstream the SDGs into their policy, planning, budgeting as well as in the monitoring and evaluation systems/processes.

The Centre through the Ministry is mandated to contribute to the implementation and monitoring of the SDG 6 as per targets and indicators. The Centre will seek for inclusion in the established National Steering Committee, which draws membership from the public and the private sector, civil society and Development Partners. Further, the Centre will create a forum for stakeholders' engagement and report dissemination.

1.10.6 Africa Agenda 2063

Africa Agenda 2063 vision is "integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in International arena". The Implementation of Agenda 2063 calls for collective responsibility at continental, regional, national, county and institutional levels of governance. The Centre will put in place mechanisms to mainstream aspirations on inclusive growth and sustainable development in environmentally sustainable and climate resilient economies and communities. This will be done by aligning and incorporating the aspirations of the Agenda in the Centre work plans. A framework for Collaboration with other countries in Africa on groundwater research, training and education will also be established.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Introduction

The situational assessment for the Centre focuses on achievements, challenges and lessons learnt. An external and internal analysis was undertaken using the Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Socio-cultural, Technological, Infrastructure, Environmental and Legal (PESTIEL) analysis. A stakeholder analysis was also undertaken with the aim of establishing the role of each stakeholder in the implementation of the strategy.

2.2 Achievements

The achievements of an organization are the results of the combined effort of each individual. The following are the achievements of the Centre:

Table 2.1: Achievements

No.	Achievements	Evidence
2.2.1	Establishment of the Centre through Legal Notice 252 of 18 th December 2015.	Gazette Notice
2.2.2	Appointment of Directors	Gazette Notice of appointments
2.2.3	Categorization of the Centre by SCAC	Letter from SCAC
2.2.4	Acquisition of office space for the Centre	MOU with Kenya Water Institute
2.2.5	Appointment of an Acting CEO and deployment of two Ministry staff, interns and temporary staff	Appointment and Deployment Letters
2.2.6	Operationalize the Centre	<ul style="list-style-type: none">• Provision of Operation Budget• Approved performance contracts• Approved annual work plans• Operational Bank Account of the Centre
2.2.7	Hosting regional groundwater training workshop	Minutes of planning committee, invitation letters, attendance sheets and Workshop report
2.2.8	Participation in various international forums	Forum reports
2.2.9	Development of organizational documents	<ul style="list-style-type: none">• HRM manual• Schemes of services• Human Resource Plan• Draft groundwater policy
2.2.10	Centre Branding	<ul style="list-style-type: none">• Website• Centre Logo• Service Charter

2.3 Challenges faced

Table 2.2: Challenges of the Centre

No.	Challenges	Mitigation Measures
2.3.1	Inadequate Staffing	Recruit and develop capacity of staff
2.3.2	The Centre is established under	Recommend and lobby for Centre to be

No.	Challenges	Mitigation Measures
2.3.3	a Legal Notice Inadequate Funding	established under an Act of Parliament Mobilization of more resources from the exchequer and development partners
2.3.4	Low visibility of the Centre	Enhance visibility through branding

2.4 Lessons learnt

- There is need to enhance staff establishment to enable the Centre undertake its functions.
- The interns are critical in filling human resource gap
- Proper financial planning to cushion institution from the challenge of late release of funds
- Strategic Partnerships and collaborations are critical for realisation of targets

2.5 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. SWOT Analysis is a useful technique for understanding an organization Strengths and Weaknesses, and for identifying both the Opportunities open and the Threats an organization may face. SWOT analysis helps to carve a sustainable niche for an organization in its market.

2.5.1 Strengths

Strengths are characteristics of an organization that give it an advantage over others. The following are the strengths of the Centre:

Table 2.3: Strengths

No.	Strength	Strategic implication	Strategic Response
1.	Legal Notice No. 252 of 2015	Legally established and recognized government entity	<ul style="list-style-type: none"> • Comply to the provisions of the Legal Notice • Propose enhancement of the legal notice to an Act of parliament
2.	Supportive Board of Directors	Strategic guidance and policy formulation	Continuous capacity building of the Directors
3.	Competent Management team	Provide leadership and administration of the Centre	<ul style="list-style-type: none"> • Recruitment of a substantive CEO and staff for the Centre • Acquire adequate office and training space • Acquire appropriate tools and equipment

2.5.2 Weaknesses

Weaknesses are characteristics of an organization that place the business or project at a disadvantage relative to others. The following are weaknesses of the Centre:

Table 2.4: Weaknesses

No.	Weakness	Strategic implication	Strategic Response
1.	Inadequate	Planned programs cannot be	Recruit and develop capacity of

No.	Weakness	Strategic implication	Strategic Response
	workforce	implemented	staff
2.	Inadequate Infrastructure	Low employee productivity	Secure adequate office space and equipment
3.	Weak resource mobilization strategy	Dependence on external funding(Low implementation rate)	Diversify sources of funds

2.5.3 Opportunities

Opportunities are elements in the environment that an organization could exploit to its advantage. The following are opportunities for the Centre:

Table 2.5 Opportunities

No.	Opportunities	Strategic implication	Strategic Response
1.	Unique Centre focused on ground water resources	<ul style="list-style-type: none"> Provides opportunity to implement programmes Opportunity to host AMCOW/African Groundwater Commission 	Leverage opportunities that exist in groundwater resources development
2.	MOU between the Kenya Government and UNESCO	<ul style="list-style-type: none"> International recognition of the Centre A funding opportunity for programmes 	Comply with provisions of the MOU
3.	Government support through the Ministry of Water and Sanitation	Funding from exchequer is guaranteed	Adhere to budgeting regulations of the State Corporations
4.	Local and international research institutions	A collaboration platform	Initiate collaborations and partnerships with institutions.
5.	Regional and international treaties, protocols and conventions	Regional and international platforms for developing groundwater management	Advocate for ratification of protocols
6.	Availability of Water resources data	Source of baseline data Development of comprehensive water policies	Utilize available data Undertake more research
7.	Water Act, 2016	Enhanced legal mandate	Incorporation of the Centre into the Act
8.	KNATCOM and Kenya Delegation to UNESCO	Enhance Visibility and recognition	Establish MoUs

2.5.4 Threats

Threats are elements in the environment that could cause trouble for an organization. The following are threats of the Centre:

Table 2.6: Threats

No.	Threats	Strategic implication	Strategic Response
1.	Inadequate funding	Delayed implementation of projects	<ul style="list-style-type: none"> • Diversify sources of funds • Utilize available resources prudently
2.	Change of Government Policy	<ul style="list-style-type: none"> • Change of Government Priorities • Merging of institutions 	<ul style="list-style-type: none"> • Comply with provisions of the Legal Notice No. 252 of 2015 • Enhance Visibility

2.6 Environmental Scanning (PESTEL Analysis)

A PESTEL analysis is a framework or tool used to analyze and monitor the macro-environmental (external marketing environment) factors that have an impact on an organization.

2.6.1 Political Factors

Political factors determine the extent to which a government may influence the economy or a certain industry.

Table 2.7: Political Factors

No.	Factor	Strategic implication	Strategic Response
1.	Political goodwill	Facilitate resource mobilization required for the execution of the Mandates of the Centre.	Continue creating awareness to the political class on the importance of the Centre.
2.	Change in political leadership	Change in Government policies Change of priorities of the Government impacting on the running of the Centre	The Centre should be able to accommodate the new change in political leadership The Centre should be able to adapt to the new Changes

2.6.2 Economic Factors

Economic factors are determinants of an economy's performance that directly impacts a company and have resonating long term effects.

Table 2.7: Economic Factors

No.	Factor	Strategic implication	Strategic Response
1.	High Inflation and interest rates	Dynamic exchange rates	Seek for waivers
2.	High Taxation	High cost of equipment and technical services	Use of locally available materials and services

2.6.3 Social Factors

Social factors scrutinize the social environment of the market, and gauge determinants like cultural trends, demographics and population analytics.

Table 2.8: Social Factors

No.	Factor	Strategic implication	Strategic Response
1.	Growth in population	Increased abstraction of groundwater Pollution of ground water resources	<ul style="list-style-type: none"> • Lobby for laws that provide for protection of water catchment areas • Advice on water catchment areas • Promote use of technology to optimize water utilization • Promote reuse and managed aquifer recharge
2.	Growth in mainstream media and use of social Media	Influences perception of products and services of the center	Work collaboratively with the media and bloggers to publicize Centre. Enhance Centre visibility through existing social media accounts
3.	Beliefs, values and attitudes towards ground water resource	Perception of groundwater as unlimited in quantity and always safe to drink	Sensitize the public on groundwater use, quality management and development
4.	Informed stakeholders	Increased demand for quality services	Continuous stakeholder sensitization and participation in the center's activities.
5.	Encroachment and interference with water catchment areas	Loss of vegetation cover	Promote implementation of water catchment policies

2.6.4 Technological Factors

Technological factors pertain to innovations in technology that may affect the operations of the industry and the market favorably or unfavorably.

Table 2.9 Technological Factors

No.	Factor	Strategic implication	Strategic Response
1.	Emerging technologies	<ul style="list-style-type: none"> • Ease in prospecting for and monitoring groundwater 	<ul style="list-style-type: none"> • Modernize equipment • Automate and integrate Centre activities • Capacity building for staff
2.	Social media	Improved information dissemination to stakeholders	Develop and implement public communication strategy Enhance use of social media platforms
3.	Cyber security	Increased propensity to hacking	Develop and implement cyber security guidelines Update and secure ICT system

2.6.5 Environmental Factors

Environmental factors include all those that influence or are determined by the surrounding environment. Environmental factors include, weather, geographical location and global changes in climate.

Table 2.11: Environmental Factors

Factor	Strategic implication	Strategic Response
Climate change	Water scarcity and reduced quality	<ul style="list-style-type: none"> • Embrace Managed Aquifer Recharge technology, • Rehabilitate groundwater recharge zones • Use and encourage use of green energy
Land cover change	Reduced rate of groundwater recharge	Enhance public awareness on development and management of groundwater Advise on management of water catchment areas
Topography	Rate of groundwater recharge	Undertake groundwater research to understand topography Train on slope and aquifer technology

2.6.6 Legal Factors

Legal factors affect the business environment. For example, consumer laws, safety standards and labour laws.

Table 2.12: Legal Factors

Factor	Strategic implication	Strategic Response
The Constitution of Kenya 2010	provision of clean and safe water in adequate quantities	Comply with the COK by aligning the Centre guidelines
International and Regional conventions and protocols	Setting of standards, sharing of information, platform for capacity building, international exposure and opportunities of accessing financial support.	Coordinate and promote water related protocols and ratified conventions
water related laws and regulations	Clear roles for each party involved.	comply with the water laws and regulations

2.7 Stakeholder Analysis

Stakeholder analysis is the process of assessing the impact of a decision on relevant parties. This information is used to assess how the interests of those stakeholders and

those of the organization should be addressed in a project plan, policy, program, or other action. The following is the outcome of the stakeholder analysis:

Table 2.13: Stakeholder Analysis

Stakeholder	Stakeholder expectation	Expectations of the Centre
UNESCO	<ul style="list-style-type: none"> ▪ Realization of UNESCO- IHP groundwater targets 	<ul style="list-style-type: none"> ▪ Financial and technical support ▪ A networking platform
Ministry of Water and Sanitation	<ul style="list-style-type: none"> ▪ Implementation of projects to realize mandate of the Centre. 	<ul style="list-style-type: none"> ▪ Financial and technical support
Water Resources Authority	<ul style="list-style-type: none"> ▪ Advisory services on development and management of groundwater resources 	<ul style="list-style-type: none"> ▪ Regulate and protect water resources
Universities and Research Institutions	<ul style="list-style-type: none"> ▪ Capacity development of groundwater experts 	<ul style="list-style-type: none"> ▪ Opportunities for exchange programs ▪ Collaboration in research activities
Water works development agencies and Water Services providers	<ul style="list-style-type: none"> ▪ Advisory services on development and management of groundwater resources 	<ul style="list-style-type: none"> ▪ Fair harnessing and distribution of quality water
County Governments	<ul style="list-style-type: none"> ▪ Information on groundwater aquifers for development and management 	<ul style="list-style-type: none"> ▪ Award of permits for groundwater prospecting and management
Local and international research organizations	<ul style="list-style-type: none"> ▪ Collaboration on groundwater research and education 	<ul style="list-style-type: none"> ▪ Collaboration on groundwater research and education
Development partners	<ul style="list-style-type: none"> ▪ Provision of data on groundwater 	<ul style="list-style-type: none"> ▪ Financial and technical support
Ministry of Education	<ul style="list-style-type: none"> ▪ Compliance with relevant Education Laws 	<ul style="list-style-type: none"> ▪ Technical support in the development curriculum for groundwater courses
The National Treasury	<ul style="list-style-type: none"> ▪ Prudent management of the resources allocated 	<ul style="list-style-type: none"> ▪ Allocate adequate financial resources
KEWI	<ul style="list-style-type: none"> ▪ Specialized training on groundwater ▪ Sharing of information and facilities 	<ul style="list-style-type: none"> ▪ Sharing of information and facilities ▪ Collaboration
Water Sector Trust Fund	<ul style="list-style-type: none"> ▪ research proposals on groundwater resources 	<ul style="list-style-type: none"> ▪ funding of research proposals
Category II Centers	<ul style="list-style-type: none"> ▪ Collaboration ▪ Provision of information 	<ul style="list-style-type: none"> ▪ Collaboration ▪ Provision of information
UNESCO-SEWA	<ul style="list-style-type: none"> ▪ Adherence to MoU 	<ul style="list-style-type: none"> ▪ Continuous support on capacity development
Media	<ul style="list-style-type: none"> ▪ Sensitize on Centres mandate and functions ▪ Timely Update on Centre 	<ul style="list-style-type: none"> ▪ Fair and responsible coverage

Stakeholder	Stakeholder expectation	Expectations of the Centre
	activities	
Parliament	<ul style="list-style-type: none"> ▪ Prudent utilization of allocated resources ▪ Timely reporting 	<ul style="list-style-type: none"> ▪ To support the programmes for the Centre ▪ Approval of budget ▪ Approval of legislative framework
Civil Society and partners	<ul style="list-style-type: none"> ▪ Timely communication and dissemination of relevant information ▪ Partner and collaborating programme in formation ▪ Compliance with contractual obligation 	<p>Collaboration and partnerships in program implementation and stakeholder mobilization</p> <ul style="list-style-type: none"> ▪ Compliance with contractual obligation
Public	<ul style="list-style-type: none"> ▪ Prudent utilization of allocated resources ▪ Timely feedback ▪ Transparency and accountability ▪ Timely resolution of public complaints 	<ul style="list-style-type: none"> ▪ Participate in Centres activities ▪ Participate in policy formulation
Suppliers of goods and services	<ul style="list-style-type: none"> ▪ Timely communication and dissemination of relevant information ▪ Timely payments 	<ul style="list-style-type: none"> ▪ Supply of quality goods and services
Internal Customers	<ul style="list-style-type: none"> ▪ Favourable terms and conditions of employment ▪ Conducive work environment 	<ul style="list-style-type: none"> ▪ Delivery of quality services to clients
Salaries and Remuneration Commission	<ul style="list-style-type: none"> ▪ Timely communication and dissemination of relevant information 	<ul style="list-style-type: none"> ▪ Set and regularly review remuneration and benefits of staff

CHAPTER THREE

STRATEGY FOCUS

3.1 Introduction

This highlights the strategic model of the Centre. This includes the Vision, Mission, Motto, Core Values, Key Results Areas, Strategic Objectives and Strategies.

3.1.1 Vision

A Centre of excellence in Groundwater Research and Capacity building

3.1.2 Mission

3.1.3 Core values

Core values are principles that guide an organization's internal conduct as well as its relationship with the external world. The values underlie our work, how we interact with each other, and which strategies we employ to fulfill our mission. They are the practices we use (or should be using) every day in everything we do. The following matrix outlines core values of the Centre.

Table 3.1: Core Values

Core values	Description	Strategic Response
1. Integrity	1.1 We will guarantee Water integrity by ensuring that all actors and institutions adhere to the principle of Transparency, Accountability and Participation (TAP) in water governance based on principles of honesty, equity and professionalism.	1.1.1 Build capacity of individuals and institutions 1.2 Create awareness to all stakeholders
2. Professionalism	2.1 Professionalism can be interpreted as the combination of abilities and knowledge that enable an individual to satisfy specific work requirements. The job market should provide professional figures that meet changing industrial and production requirements, changes that naturally also occur in the water industry sector.	2.1.1 Continuous training 2.1.2 Ensuring professionals adhere to their respective code of ethics
3. Innovativeness	3.1 The Centre will be on the forefront to develop new ideas and products to address	3.1.1 Establishing and innovation hub 3.1.2 Connecting

Core values	Description	Strategic Response
	challenges facing groundwater management.	innovators to appropriate agencies to nurture their innovativeness
4. Credibility	4.1 The Centre will ensure that its products and services can be trusted in the market	4.1.1 Engage experts in the development and provision of services 4.1.2 Obtain ISO certification
5. Human dignity	5.1 The Centre is cognizant of the fact water is life and sanitation is dignity. To this end, Centre activities will aim at enhancing water quality and accessibility for all to enable people meet their respective water needs.	5.1.1 Improve capacity for water sector professionals 5.1.2 Undertake research on harnessing water resources 5.1.3 Create awareness to the public
6. Sustainability	6.1 The Centre understands the need to embrace a pattern of resource use that aims to meet human needs while preserving the environment so that these needs can be met in the present, and also for generations to come. The Centre will therefore embrace development strategies that meet the needs of the present without compromising the ability of future generations to meet	6.1.1 Inculcate National Values 6.1.2 Training on resource management

3.1.4 Motto

An Oasis of groundwater knowledge

3.2 Key Result Areas (KRA's)

Key Result Areas refer to general areas of outputs or outcomes for which the organization is responsible. KRAs serve as the critical success factors for the organization. They are derived from organization mandate and are aligned to the organization's goals.

3.2.1 Training and Groundwater Outreach

Education and training are major instruments in teaching people how to manage groundwater resources. The Centre will offer courses and outreach programs on groundwater to facilitate technology transfer, technical training and workshops across the country. These courses will be designed to provide key skills and latest groundwater

knowledge to enable professional and general public know how to jointly manage their common water resources. Areas of focus will include; ground water potential and quality, water policy and management, environmental consulting, hydrogeology, environmental science and education. The programs will offer practical understanding of the concepts and principles underpinning groundwater governance in the African context. The following strategic objectives were formulated to help the Centre realize this KRA:

- viii. To develop capacity in groundwater management and development
- ix. To create awareness on groundwater management and development

3.2.2 Research and Consultancy

The Centre will offer research and consultancy services. To achieve this, the Centre will constitute a think tank made up of ground water experts and policy makers. These experts will undertake all aspects of groundwater studies including scoping, prefeasibility and feasibility studies to inform advisory services and policy formulation which are part of Centre's services and products. Research and consulting services will cover a range of services related to groundwater quality and quantity including resource exploration, pollution evaluation and remediation design. The following strategic objectives were formulated to the Centre realize this KRA:

- i. To establish innovative ways of management and development of groundwater resources
- ii. To provide technical support in management and development of groundwater resources

3.2.3 Institutional Capacity

Institutional capacity refers to the skills, abilities, processes and resources that organizations need to survive, adapt, and thrive in the fast-changing world. The Centre recognizes that its capacity to implement this strategic plan is pivotal to its ability to drive its own agenda. Development of institutional capacity will be realized through the following strategic objectives:

- i. To Enhance Corporate Governance
- ii. To build Optimal Human Capacity
- iii. Develop infrastructural capacity for the Centre
- iv. To mobilize, utilize and manage financial resources
- v. To leverage ICT

3.2.4 Partnerships and Collaboration

The Centre will strengthen collaborations and form partnerships which research and learning institutions and other UNESCO Centers to carry out joint or complimentary activities

This will be realized through carrying out:

- i. Collaborative research
- ii. Joint training and capacity building
- iii. Partnerships to carry out consultancies
- iv. Organizing and participating in scientific forums.

The strategic elements of the Centre have been summarized in the following matrix:

Table 3.2: Strategy Matrix

Key Result Areas	Strategic Objectives	Strategies
<ul style="list-style-type: none"> ▪ Training and Groundwater Outreach 	.1 To Offer Quality training in groundwater development and management s	.1.1 To develop training programmes in groundwater management and development .1.2 To conduct training programmes in groundwater management and development
	.2 To enhance awareness on groundwater resources	.2.1 Develop groundwater awareness programmes
		.2.2 To reach out to all levels of society with groundwater management information and best practices. .2.3 Participate in relevant forums and articulate groundwater best practice
<ul style="list-style-type: none"> ▪ Research and Consultancy 	<ul style="list-style-type: none"> ▪ To generate knowledge on groundwater resources 	.1.1 Validate and implement groundwater research guidelines NB: Registration with NACOSTI
		.1.2 Undertake research activities
	.2 To provide consultancy services on management and development of groundwater resources	.2.1 Develop capacity for the Centre to offer consultancy services
		.2.2 Offer consultancy services in groundwater management and development
<ul style="list-style-type: none"> ▪ Institutional Capacity 	.1 To Enhance Corporate Governance	.1.1 Enhance Effectiveness of the Board of Directors
		.1.2 Ensure Compliance with laws and policies
		.1.3 Create corporate image and customer experience
		.1.4 Enhance Centres Regional presence
		.1.5 Embrace Corporate Social Responsibility

Key Result Areas	Strategic Objectives	Strategies
	.2 To build Optimal Human Capacity	.2.1 implement the approved staff establishment
		.2.2 Undertake Human Resource development
		.2.3 Nurture a conducive working environment
		.2.4 Establish performance management system
		.2.5 Manage talent
	.3 Develop infrastructural capacity for the Centre	.3.1 Determine infrastructural and equipment requirements
		.3.2 Acquisition and equipping of Offices and Laboratories
	.4 To mobilize, utilize and manage financial resources	.4.1 Develop and implement resource mobilization strategy
		.4.2 Ensure Prudent utilization of financial resources
	.5 To Integrate ICT in Centre's system	.5.1 Automate Centre's systems
.5.2 Ensure safety of Centre's ICT systems		
Partnerships and collaborations	• To create synergy towards realisation of Centres mandate	.5.3 Develop and implement Collaboration framework
		.5.4 Sharing of resources and information
	• To Promote Inclusivity and ownership of the Centre programmes among partners	.5.5 Market the Centre's products and services
		.5.6 Stakeholder engagement

CHAPTER FOUR

IMPLEMENTATION AND CO-ORDINATION FRAMEWORK

4.1 Introduction

Given its mandate, the Centre will enhance its institutional capacity to keep pace with demands of its stakeholders. This chapter outlines resource requirements of the Centre, responsibilities of teams in the implementation of the strategic plan and the risk management framework.

4.2 Staffing Levels

The Centre is currently being managed by three members of the Ministry of Water and Sanitation. The Centre therefore anticipates hiring a number of employees to meet its human resource needs as shown in table 4.1.

Table 4.1: Proposed Staffing Level

In order to realize its mandate, RCGW will be staffed as follows;

Table 1: Summary Staff Establishment

MANAGING DIRECTOR'S OFFICE			
S/No.	Designation	Grade RCGW	Staffing Level
1.	Director/CEO	1	1
2.	Personal Assistant	*	To be deployed from any department (but not below level 4)
3.	Executive Office Administrator	5	1
4.	Office Administrator / Senior	7/6	
5.	Driver / Senior	9/8	1
6.	Office Assistant / Senior	10/9	1
TOTAL			4
DIRECTORATE OF RESEARCH, MAPPING AND MANAGEMENT			
S/No.	Designation	Grade RCGW	Optimal Staffing
1	Deputy Director Research, Mapping and Management	2	1
TOTAL			1
RESEARCH AND MAPPING DEPARTMENT			
S/No.	Designation	Grade RCGW	Optimal Staffing
1	Assistant Director, Research and Mapping	3	1

HYDROLOGY DIVISION			
1	Principal Research Officer	4	1
2	Research Officer/Senior	6/5	3
	TOTAL		4
WATER QUALITY DIVISION			
S/No.	Designation	Grade RCGW	Optimal Staffing
1.	Principal Research officer	4	1
2	Research officer/ senior	6/5	2
	TOTAL		3
	DEPARTMENTAL TOTAL		8
WATER MANAGEMENT AND GOVERNANCE DIVISION			
	Designation	Grade RCGW	Optimal Staffing
1.	Assistant Director Ground Water Management	3	1
2.	Principal Environment Management Officer	4	1
3.	Environment Management Officer /Senior	6/5	2
	TOTAL		4
DIRECTORATE OF CAPACITY BUILDING AND KNOWLEDGE MANAGEMENT			
S/No.	Position	Grade RCGW	Optimal Staffing
1	Deputy Director Capacity Building and Management	2	1
	TOTAL		1
TRAINING AND CAPACITY BUILDING DEPARTMENT			
S/No.	Position	Grade RCGW	Optimal Staffing
1	Assistant Director- Training and Capacity Building	3	1
2	Principal Training Officer	4	1
3	Training Officer/Senior	6/5	3
	TOTAL		5
CIVIC EDUCATION DIVISION			
S/No.	Position	Grade RCGW	Optimal Staffing
1	Assistant Director Information Education and Communication	3	1
2	Principal Information Education and	4	

	Communication officer		3
3	Information Education and Communication Officer / senior	6/5	
	TOTAL		4
DEPARTMENT OF KNOWLEDGE MANAGEMENT			
S/No.	Position	Grade RCGW	Optimal Staffing
1	Assistant Director, Knowledge Management	3	1
2	Principal Information Science Officer	4	1
3	Information Science Officer/Senior	6/5	3
	TOTAL		5
DIRECTORATE OF CONSULTANCY AND PARTNERSHIP DEVELOPMENT			
S/No.	Position	Grade RCGW	Optimal Staffing
1	Deputy Director, Consultancy and Partnership Development	2	1
	TOTAL		1
CONSULTANCY AND RESOURCE MOBILIZATION DEPARTMENT			
S/No.	New Position	Grade RCGW	Optimal Staffing
1	Assistant Director Consultancy and Resource Mobilization	3	1
CONSULTANCY DIVISION			
S/No.	New Designation	Grade RCGW	Optimal Staffing
1	Principal Hydrologist	4	1
2	Hydrologist/Senior	6/5	1
3	Principal Geologists	4	1
4	Geologist/Senior	6/5	1
5	Principal Environmental Scientist	4	1
6	Environmental Scientist/Senior	6/5	1
	TOTAL		5
RESOURCE MOBILIZATION DIVISION			
S/No.	Designation	Grade RCGW	Optimal Staffing
1	Principal Resource Mobilization Officer	4	1
3	Resource Mobilization Officer/ Senior	6/5	1
	TOTAL		2
	DEPARMENTAL TOTAL		8
DEPARTMENT OF PARTNERSHIP DEVELOPMENT			
S/No.	Position	Grade RCGW	Optimal Staffing

1	Assistant Director Partnership Development	3	1
2.	Principal Resource Mobilization Officer (Partnership)	4	1
3	Resource Mobilization Officer (Partnership)/Senior	6/5	
	TOTAL		2
STRATEGY PLANNING AND COMPLIANCE DEPARTMENT			
S/No.	Position	Grade RCGW	Optimal Staffing
1	Assistant Director Strategy Planning and Compliance	3	1
	STRATEGY AND PLANNING DIVISION		
1	Principal Strategy and Planning Officer	4	1
2	Strategy and Planning Officer / Senior	6/5	1
	TOTAL		2
	COMPLIANCE DIVISION		
1	Principal Compliance Officer	4	1
2.	Compliance Officer / Senior	6/5	1
	TOTAL		2
	DEPARTMENTAL TOTAL		5
DIRECTORATE OF CORPORATE SERVICES			
S/No.	Designation	Grade RCGW	Staffing Levels
1	Deputy Director, Corporate Services	2	1
HUMAN RESOURCE MANAGEMENT& ADMINISTRATION DEPARTMENT			

S/No.	Designation	Grade RCGW	Staffing Levels
1	Assistant Director Human Resource & Administration	3	1
HUMAN RESOURCE MANAGEMENT DIVISION			
1	Principal Human Resource Management Officer	4	1
2	Human Resource Management Officer/Senior	6/5	1
	TOTAL		2
ADMINISTRATION DIVISION			
S/No.	New Designation	Grade RCGW	Staffing Levels
1	Principal Administration Officer	4	1
2	Administration Officer/senior	6/5	
3	Customer Care Assistant/Senior	8/7	1
4	Security Officer/Senior	6/5	1
5	Driver / Senior / Principal	9/8/7	3
6	Office Assistant / Senior	10/9	2
	Total		8
RECORDS MANAGEMENT UNIT			
1	Records Management Officer/Senior	6/5	1
2	Library Assistant / senior	8/7	1
	Total		2
	TOTAL		10
FINANCE AND ACCOUNTS DEPARTMENT			
S/No.	Designation	Grade RCGW	Staffing Level

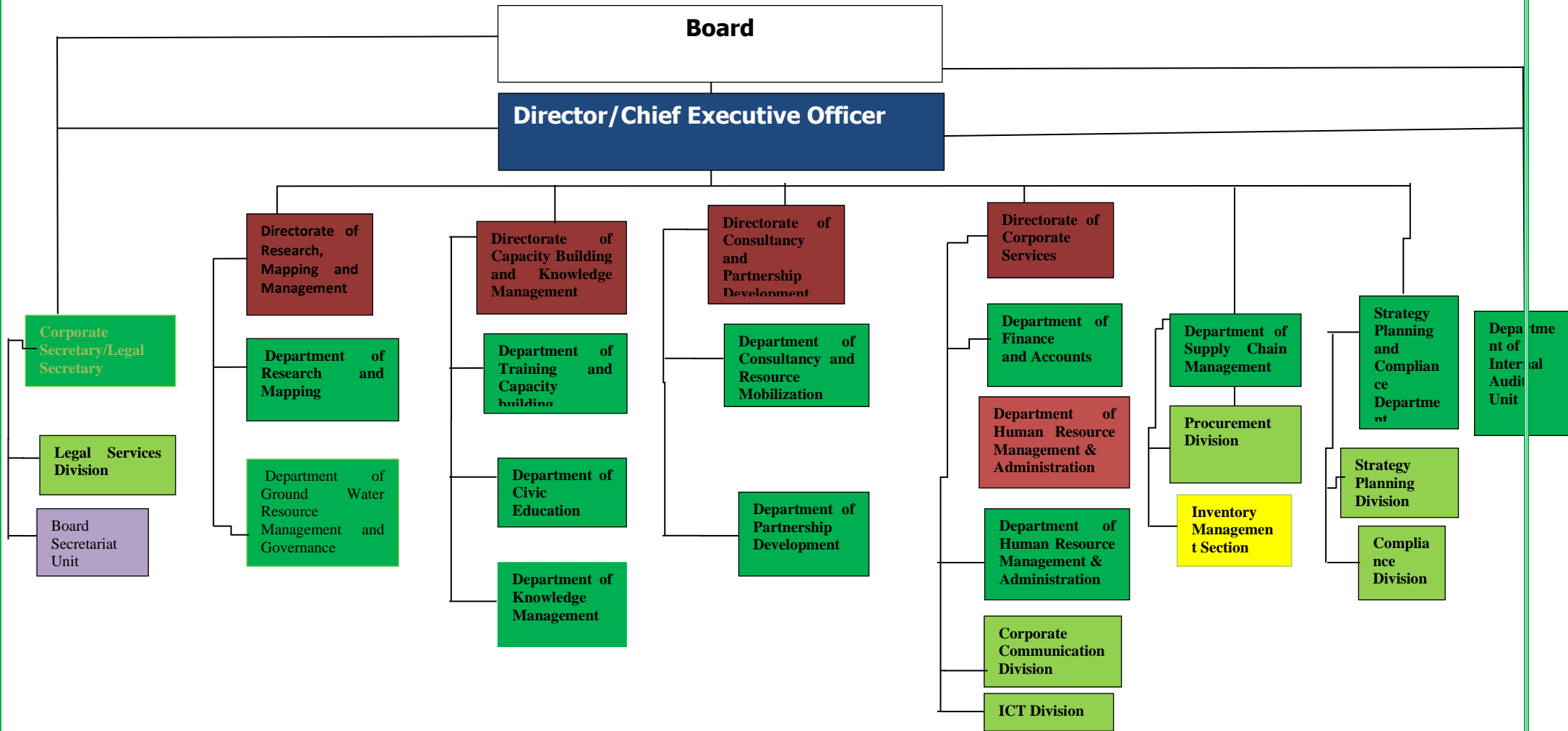
1	Assistant Director, Finance and Accounts	3	1
2	Principal Accountant	4	1
3	Finance Officer/Senior	6/5	1
4	Accountant/Senior	6/5	1
5	Accounts Assistant/Senior	8/7	1
	TOTAL		5
CORPORATE COMMUNICATION DIVISION			
S/No.	Designation	Grade RCGW	Staffing Level
1	Principal Corporate Communication	4	1
	TOTAL		1
INFORMATION COMMUNICATION AND TECHNOLOGY DIVISION			
S/No.	Designation	Grade RCGW	Staffing Level
1	Principal ICT Officer	4	1
2	ICT Officer/ Senior	6/5	1
	TOTAL		2
CORPORATE COMMUNICATION DIVISION			
1	Principal Corporate Communications Officer	4	1
2	Corporate Communications Officer/Senior	6/5	1
	Total		2
CORPORATION SECRETARY AND LEGAL SERVICES DEPARTMENT			
S/No.	New Designation	Grade RCGW	Optimal Staffing

1.	Corporation Secretary and Assistant Director Legal Services	3	1
2.	Principal Legal Officer	4	1
3.	Legal Officer/Senior	6/5	
4.	Legal Assistant	8/7	1
	TOTAL		3
SUPPLY CHAIN MANAGEMENT DEPARTMENT			
S.NO.	POSITION	Grade RCGW	Staffing level
1	Manager, Supply Chain Management.	3	1
2	Principal Supply Chain Management Officer	4	1
3	Supply Chain Management Officer/ Senior	6/5	1
4	Supply Chain Management Assistant/Senior	8/7	1
	TOTAL		4
INTERNAL AUDIT DEPARTMENT			
S.NO.	POSITION	Grade RCGW	Staffing level
1	Manager Internal Audit	3	1
	Principal Internal Auditor	4	1
2	Internal Auditor/Senior	6/5	
	TOTAL		2
	Grand Total		80
	TECHNICAL		46
	SUPPORT		34

4.3 Organizational Structure

In line with its core business, the Centre has developed an organizational structure that seeks to facilitate effective delegation, management processes and information flow. Figure 4.1 Show Centre's proposed organizational structure.

ORGANISATION STRUCTURE FOR REGIONAL CENTRE ON GROUND WATER RESOURCE EDUCATION, TRAINING AND RESEARCH IN EASTERN AFRICA



4.4 Mobilization and Utilization Resources

4.4.1 Resource Mobilization

Resource mobilization for assured financial sustainability is a fundamental concern during this strategic plan period. Successful implementation of the 2018-2022 Strategic Plan will depend on goodwill from management and commitment of stakeholders to prioritize activities and avail resources respectively.

4.4.2 Strategies for Resource Mobilization

The overall goal of resource mobilization is to strengthen Centre's funding through diversification of revenue streams. In this regard, the following strategies will be used to raise revenue for the Centre. Government grants

- i. Grants from development partners
- ii. Development Partners
- iii. Internally generated funds

4.4.3 Revenue Projections

Government Grant, Development Partners and A-i-A will be the main sources of revenue for the Centre. It is estimated that the Centre will raise an estimated total of 136.4 m. out of this 100.4 m will be raised from government grant with development partners and A-i-A sources raising 30.0 m and 6.0 m respectively. The Centre revenue projections are summarized in table 4.2.

Table 4.2 Revenue Projections

Vote Head	2018	2019	2020	2021	2022	Total
Government Grant	16.4	25	44	72	80	237.4
	21.05	42	48.2	30.2	23.8	165.25
Development Partners	2.0	4.0	6.0	8.0	10.0	30.0
	33.55	14.4	13	35.9	46.1	142.95
A-in-A	0	0	1.0	2.0	3.0	6.0
	0	5	7	9	12	33
Total	73	90.4	119.2	157.1	174.9	614.6

4.5 Expenditure

The Centre will have to fund its establishment and run all the projects and programs anticipated in the first five years of its operation against a backdrop of rising recurrent expenditures within a budget with statutory constraints. This will require the organisation to cover its recurrent costs within its resource envelope and seek for additional funding for its development activities.

Table 4.3 provides an estimate of the recurrent expenditure for the Strategic Plan 2018-2022 period:

Table 4.3: Total Estimated Recurrent Expenditures

Vote Heads	2018	2019	2020	2021	2022	Total
Staff Costs	21	33	38	57	64	212
Operations and Maintenance	10	15	14	15	16	67
Total Recurrent Expenses	31	48	52	72	80	279
Total Development Expenses	0	5	10	15	20	30
Total Recurrent Revenues	25	44	50	60	70	249
A in A	0	5	7	9	12	33
Deficit	6	4	5	18	18	51

Total recurrent expenditures are expected to be **Kshs 279 m.** against a revenue base of **Kshs 249m.** Therefore, recording a / Deficit of **Kshs 51m.**

1.6 Financial Requirements

Financial Requirements per Key Result Area for the Centre is as shown in table 4.4

Table 4.4 Financial Requirements

Thematic Area	Financial Year (In Kshs. Million)					
	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Training and Groundwater Outreach	5.5	10	10	12	15	52.5
Research and Consultancy	5.5	11	12	15	25	48.5
Institutional Capacity	20	25	30	35	40	150
Total	31	44	52	72	80	249

1.7 Resource Requirements

The overall resource requirement for the Centre in in the next five years is as outlined in table 4.5.

Table 4.5 Summary of Resource Requirements

Budget Vote	Financial Year (In Kshs. Million)					
	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Recurrent	31	44	52	72	80	279
Development	0	5	10	15	20	30
A-in-A	0	5	7	9	12	33
Deficit	6	14	20	40	43	221

4.6 Development Budget

The Centre will require a considerable amount of money to establish the required facilities. Table 4.6 provides estimates of expected development expenditure requirements:

Table 4.6 Total Estimated Development Expenditures

	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Development Budget	0	5	15	15	20	20
Development Expenditure	0	5	10	15	20	30
Surplus or deficit	0	0	-5	0	0	-10

4.7 Measures to minimizing wastage and losses in Centre operations

During the Strategic Plan period, the Centre plans to make efficient and timely resource utilization a key priority area. In this regard, it will ensure that current government efficiency monitoring and evaluation guidelines, such as performance contracting and performance management and appraisal system are fully applied. Once this is implemented, it is hoped that over-all productivity and efficiency will be realized with resources saved, being directed to programme areas of the Centre.

The Centre will put in place measures to ensure prudent resource management and avoid duplication of effort and wastage of resources. These will include implementation of efficient and effective systems, processes and procedures such as:

- i. Activity-based costing. This will ensure that the Centre allocates costs of inputs based on each planned and prioritized activity as depicted in the implementation matrix (Appendix 1)
- ii. Put in place prudent resource management measures. These will include:
 - o Install Enterprise Resource Planning (ERP) system
 - o Strengthen Performance Management and Appraisal System
 - o Auditing and risk management
 - o Undertake Monitoring, Evaluation and Reporting programmes
 - o Outsourcing of non-core activities
 - o Hire out facilities and services

4.8 Way Forward

For this Strategic Plan to be successfully implemented, it is incumbent upon the Centre to:

- i. Continue lobbying at the Ministry/ Treasury and sensitizing the Ministry staff to make them understand the absolute imperative of ensuring the Centre is adequately funded.
- ii. Recommend for the amendment of the Act to allow the Centre offer more programs. This will go a long way in enabling the Centre raise funds internally
- iii. Lobby for a one off payment to cater for development of facilities and recruitment of staff that are key to service delivery.

4.9 Strategy Implementation

The successful implementation will be determined by the commitment of all stakeholders. Implementation responsibilities of this strategy will, be communicated to all levels in order to allow maximum involvement and participation of all relevant stakeholders. The strategic plan is cognizant of activities that need to be undertaken before, during and post implementation.

4.9.1 Pre-Implementation

The following critical factors will be invoked for the successful implementation of the Strategy:

- i. Effective communication among all staff to ensure clarity of vision and purpose
- ii. Development of an appropriate organizational structure to ensure effective communication and reporting.
- iii. Assignment of roles and responsibilities to different players necessary for successful implementation
- iv. Sensitization of all stakeholders on the strategic plan.
- v. Development of corporate, departmental and individual annual work plans are aligned to the strategic plan and performance management system
- vi. Intensive mobilization and fair allocation of resources as prioritized in the implementation matrix.
- vii. Undertake training needs, assessment and provide relevant training for implementation of the strategy.
- viii. Develop and or review appropriate policies to support the implementation of the strategy.
- ix. Inculcate an appropriate organizational culture to deliver the strategy.

4.9.2 During Implementation

The Board will be in charge of policy formulation and direction. The management, headed by the CEO, will be responsible for the development of strategies for effective implementation, monitoring and evaluation of the Strategic Plan. The day-to-day operationalization of the Strategic Plan will be the responsibility of heads of departments, divisions and sections. Each employee will be responsible for achievement of the targets assigned to the respective areas. Specifically, the following will be expected:

- i. Put in place a performance management committee to monitor progress on implementation of the strategy
- ii. Review the monitoring, evaluation and reporting framework on a continuous basis.
- iii. Hold quarterly monitoring meetings in which each head of department will present a status report on implementation of their annual plans, highlighting quantifiable achievements, challenges, lessons learnt and suggestions for continuous improvement. The report will indicate the extent to which the implementation is achieving the overall objectives of the Strategic Plan.
- iv. Review annual work plans throughout the plan period. The annual work planning for the successive year will be completed by June of each financial year.
- v. Carry out customer satisfaction, employee satisfaction and work environment surveys and communicate findings to all stakeholders for implementation.
- vi. Monitor implementation, review and revise the strategies and corresponding activities as appropriate.

- vii. Share monitoring and review information with staff and other key actors in the implementation.
- viii. Carry out performance appraisals of staff based on the annual work plan and performance management system.

4.9.3 Post Implementation

The heads of departments will facilitate comprehensive review of the implementation of the strategic plan and identify achievements, challenges and lessons learnt to inform the next cycle of planning and share the results of the review with all internal stakeholders.

4.10 Linkages and Collaboration

The Centre will mobilize and enhance linkages, partnership and collaborations with appropriate stakeholders and other players in implementation of the strategy.

4.11 Risk Management

The implementation of the Strategic plan faces potential risks that have to be mitigated if the Centre's strategic objectives are to be achieved. This requires that, possible risks be analysed to take precautionary measures in good time to prevent failure of the Plan's implementation. The table below gives list of the risks, their ranking and suggested mitigation strategies.

Table 4.7 Risk Matrix

Risk Factor	Associated Risk(s)	Probability - (P) 1,2,3	Severity - (S) 1,2,3	Risk Score (PxS)	Method(s) to Manage the Risk
Research	Plagiarism	1	3	3	<ul style="list-style-type: none"> • Install anti-plagiarism software • Sensitization of the Researchers
	Relevance of research				Adhere to the provision of the Legal Notice No. 83 of 2015
	Quality of research work	1	3	3	Develop capacity for the Centre and researchers Develop research policy
	Loss of data	2	3	6	<ul style="list-style-type: none"> • Patent data • Secure research tools and equipment • Back up research work
	Infringement of copyrights	1	3	3	<ul style="list-style-type: none"> • Patent the Center's intellectual property • Commercialize research products • Establish a water sector Journal
Training	Failing to achieve high value via transfer of the learning	1	3	3	<ul style="list-style-type: none"> • Develop curricula based on comprehensive Training Needs Assessment • Conduct Training Impact Assessment
	Failure by stakeholders to acknowledge programs offered by				<ul style="list-style-type: none"> • Ensure programs are accredited by necessary authorities

Risk Factor	Associated Risk(s)	Probability - (P) 1,2,3	Severity - (S) 1,2,3	Risk Score (PxS)	Method(s) to Manage the Risk
	the Centre				<ul style="list-style-type: none"> Market programs offered by the Centre Entrench programs offered by the Centre in the Schemes of Service
	Inadequate infrastructure	1	2	2	Hire or lease facilities
Human Resource	Labour turnover	1	3	3	<ul style="list-style-type: none"> Remunerate staff competitively Have good work environment Continuously update skills of staff
	Resistance to change	1	2	2	Motivate staff
	Labour disputes	1	3	3	Have dispute resolution mechanisms in place
	Health and safety of employees	1	3	3	Develop and implement workplace health and safety guidelines
Integrity	Corruption	1	3	3	Adequate internal and external controls
	Insincerity among the staff	1	3	3	Inculcate values, develop organizational culture
	Resources misuse	1	3	3	Instil core values and enforce discipline
Financial	Inadequate finances	2	3	6	Resource mobilization
	Late disbursements	1	3	3	<ul style="list-style-type: none"> Install internal controls Sensitization, value for money audits
	Misappropriation of funds	1	2	2	Sensitize on PFM-A, PPAD-A 2015 and, Leadership and

Risk Factor	Associated Risk(s)	Probability - (P) 1,2,3	Severity - (S) 1,2,3	Risk Score (PxS)	Method(s) to Manage the Risk
					Integrity Act No. 19 of 2012
Technological	Outdated technology	1	2	2	Embrace and appraise new technology
	Security	1	2	2	Install virus and firewalls Put in place Information security management systems
Reputation Risks	Loss of credibility	1	3	3	<ul style="list-style-type: none"> • Exercise utmost diligence • Promote professionalism • Promote corporate image of the Centre
Legal and Policy Risks	Contraventions of laws and regulations Change of government policies and priorities	1	3	3	<ul style="list-style-type: none"> • Study and adhere to existing laws and regulations • Adapt to the new policies
Security	Loss of life, equipment, records	1	3	3	<ul style="list-style-type: none"> • Installation of CCTV camera • Put place security system • Sensitize staff on disaster preparedness • Put in place policy on disaster preparedness and management

CHAPTER FIVE

MONITORING EVALUATION AND REPORTING

1.11 Introduction

Monitoring, Evaluation and Reporting (ME&R) is a key tool that will be used in tracking implementation of Plans. Monitoring and evaluation is geared towards identifying and measuring the gains made from specific instituted programmes and projects. The overarching goal of having monitoring and evaluation system in place is to assist in:

- Evaluating and adjusting strategies and activities;
- Reporting on progress on the key issues being implemented;
- Identifying lessons learned; and
- Improving the programming of new interventions and strategies.

In developing its M&E system the Center will ensure that it adheres to the National Monitoring and Evaluation (NIMES) system to enable it provide a consistent framework for ensuring the efficiency and effectiveness of Government policies and programmes as well as track and provide feedback on all Centre projects and programs.

1.12 Centre's Monitoring Evaluation Reporting and Learning Structure

The Centre will have a Monitoring Evaluation Reporting and Learning team. This will include the following:

- i. Project implementation and coordination team
- ii. Project monitoring and evaluation team

1.13 Monitoring and Evaluation Unit

The Unit will develop an ME&R framework for the Centre. This will enable the Unit to:

- i. Prepare Centre-wide annual work plans for the Plan implementation and their cascading to individual departments.
- ii. Provide a framework, including standardized templates for reporting on a quarterly, semiannual and annual basis.
- iii. Generate, maintain and review a set of key performance indicators drawn from the Strategic Plan as well the Water Sector Third Medium Term Plan (2018-2022).
- iv. Carry out periodic visits to project and programme sites to ensure reported implementation conforms to facts on the ground.
- v. Co-ordinate meetings to review progress and resolve issues that may arise in the implementation.
- vi. Provide relevant reports to the top management to ensure the management is fully updated on the Plan implementation status.

1.14 Monitoring Methodologies

- i. Application of various methods of collecting, analysing and interpreting performance data
- ii. Collect performance information on a continuous basis
- iii. Communicate the plan
- iv. Constant reminders on what is to be implemented through meetings
- v. Develop a monitoring plan
- vi. Establish a monitoring committee appraisal
- vii. Having quarterly reports which in turn will inform intervention
- viii. Research statistics and surveys
- ix. Midterm review of Strategic Plan
- x. Preparation of monitoring reports
- xi. Monitor activities at all levels on a continuous basis
- xii. Work planning, target setting, and budgets

1.15 Evaluation Mechanisms

- i. Performance Contracting committee to review and evaluate performance against set targets and come up with measures to address short fall
- ii. Appraisal system with sanctions and reward embedded.
- iii. End year evaluation of performance both qualitatively and quantitatively.
- iv. Identify appropriate remedial measures including a review of the objectives and strategies
- v. Midterm reviews on plans

1.16 Reporting

- i. Quarterly progress reports
- ii. Performance Contracting reports
- iii. Midterm and end year reports
- iv. Monthly reports to ensure competence
- v. Allocated budget and expenditure reports
- vi. Extract of reports by sections showing; objectives, strategies and expected outcome
- vii. Managements reports
- viii. Stakeholders report

1.17 Performance Monitoring

Actual results will continually be checked against planned results and variances investigated. If necessary, action plans will be amended so that they are brought in line with the available resources or the budget will be revised to take account of new developments that require action. Table 5.1 shows the key performers indicators that will be monitored.

1.18 Mid-Term Review

The purpose of the Mid-Term Evaluation and Review (MTER) will be to assess the extent to which the Plan has been implemented, objectives achieved and timelines adhered to ensure that it remains relevant and feasible. The MTER will be carried out in December 2020 and will therefore provide an opportunity to provide recommendations for the remaining phase of the Plan.

1.19 The Implementation Matrix

The Implementation Matrix is a critical management tool for mobilization, allocation and utilization of resources for plan implementation; management and coordination of the Strategic Plan's implementation; and monitoring of progress as well as evaluating results/outputs and impact.

The implementation matrix is presented below. The matrix consists of:

- i. Key Result Areas
- ii. Strategic Objectives
- iii. Strategies
- iv. Key activities for the respective strategies
- v. Performance Indicators
- vi. Targets
- vii. Implementation Time Frame within the five year period
- viii. Responsibility (actors)
- ix. Estimated Budget (KES. million.)

It is important to note that detailed Corporate Annual Work Plans (AWPs) as well as shorter term Annual Operational Plans are to be developed for each year of the plan as initial and subsequent operationalization of the Strategic Plan processes.

Implementation Matrix

KRA 1: Training and Groundwater Outreach												
Strategic Objective 1 :To Offer Quality training in groundwater development and management												
Strategies	Key Activities	Output	KPIs	Reporting Schedule	5 Yrs. Target	Annual Target					Total 5 yrs Bud (M)	Resp. Person
						2018 /19	2019 /20	2020 /21	2021 /22	2022 /23		
To develop training programmes in groundwater management and development	Drafting of training guidelines	Draft guidelines	No. 1 of report	Quarterly	2no.	1			1		2	DDT
	Validating/ approving guidelines	Approved guidelines	No. of guidelines	Quarterly	2 no.	1			1		0.4	DDT
	Conducting TNA.	Skills gap identified	Concept paper Approved TNA report	Quarterly	2 no.	1			1		5	DDT
	Developing curricula	Draft curricula	No. of Curricula	Quarterly	4		1	1	1	1	4	DDT
	Validating and approving curricula	Curricula approved	No. of Curricula	Quarterly	4		1	1	1	1	2.3	DDT
	Induction of ToTs	ToTs inducted	No. of (ToT) Trainees	Quarterly	2			1		1	1	DDT
	Undertake training	Implementation report	No. of trainees	Quarterly	3			1	1	1	3.3	DDT
	Training Impact Assessment	Performance index	No. of TIA Reports	Annually	1					1	1.8	DDT

KRA 1: Training and Groundwater Outreach												
Strategic Objective 2: To enhance public awareness on groundwater resources												
Strategies	Key Activities	Output Indicator	KPIs	Reporting Schedule	5 Yrs. Target	Annual Targets					Total 5yrs Bud. (M)	Resp. Person
						2018/19	2019/20	2020/21	2021/22	2022/23		
Develop groundwater awareness programmes	Mapping stakeholders	Profile of stakeholders	No. of reports	Annually	5 reports	1	1	1	1	1	0.5	DCA
	Developing public awareness guidelines	Draft guidelines	No. of reports	Biennially	2 reports	1		1			4.0	DDT&CE
	Validating/ approving guidelines	Approved guidelines	No. of guidelines	Biennially	2 no.		1		1		0.8	DDT&CE
	Carrying out needs assessment	Identified Civic Education Needs	No. of Needs assessment reports	Biennially	2 no.	1		1			2.6	DDT&CE
Implement public awareness programs	Developing public awareness programs	Programs developed	No. of programs developed	Annually	5 no	1	1	1	1	1	2.6	DDT&CE
	Undertaking TOT	Trainers trained	No. of trainers trained	Annually	21no		6	5	5	5	2.6	DDT&CE
	Rolling out programs	Programs rolled out	No. of programs rolled out	Annually	5no			2		3	3.6	DDT&CE

KRA 2: Research and Consultancy												
▪ Strategic Objective 1: To generate knowledge on groundwater resources												
Strategies	Key Activities	Output	KPIs	Reporting schedule	5 Yrs. Target	Annual Targets					Total 5Yrs Budget	Resp. Person
						2018 /19	2019 /20	2020 /21	2021 /22	2022 /23		
Develop and implement groundwater research guidelines	Drafting of groundwater research guidelines	Approved guidelines	No. of reports	Biennially	100%	30	30	40			4.0	DDR&M
	Validating/ approving research guidelines	Research guidelines approved	Approved guidelines	Biennially	2	1			1	0	0.8	DDR&M
Undertake research activities	Identification of thematic areas	Thematic areas of research identified	No. of research thematic areas	Annually	5 no		2	3			5	DDR&M
	Prepare concept papers	Research programs justified	No. of concept papers approved	Biannually	4 no.		1	1	1	1	4	DDR&M
	Prepare proposals	Proposals approved	No. of proposal approved	Quarterly	4 no.		1	1	1	1	4	
	Conducting research on selected thematic areas	Research projects reports	No. of policy briefs	Biannually	4no.		1	1	1	1	2	DDR&M
			No. of position papers		4no.		1	1	1	1	2	
			No. of research projects		4no.		1	1	1	1	16	

KRA 2: Research and Consultancy												
Strategic Objective 2: To provide consultancy services on management and development of groundwater resources												
Strategies	Key Activities	Output	KPIs	Reporting Schedule	5 Yrs. Target	Annual Targets					Total 5Yrs Budget	Resp. Person
						2018 /19	2019 /20	2020 /21	2021 /22	2022 /23		
Develop capacity for the Centre to offer consultancy services	Developing consultancy guidelines	Consultancy guidelines developed	Approved consultancy guidelines	Quarterly	2 no.	1			1		4.6	DDR&M
Offer consultancy services in groundwater management and development	Marketing Centre's consultancy services	Marketing strategy developed	Level of completion	Annually	1 no.		50%	50%			2	DDR&M
	Undertake consultancies	Contracts awarded	No. of consultancies successfully undertaken	Annually	6		1	1	2	2		

KRA 3: Institutional Capacity												
Strategic Objective 1: To Enhance Corporate Governance												
Strategies	Key Activities	Output	KPIs	Reporting Schedule	5 Yrs. Target	Annual Targets					Tot. 5Yrs Budget	Resp. Person
						2018 /19	2019 /20	2020 /21	2021 /22	2022 /23		
Enhance Effectiveness of the Board of Directors	Development of the Board charter	Board Charter developed	Approved Board Charter		2	1				1	3.0	CEO
	Development of the Board calendar	Board calendar	Approved Board Calendar	Triannually	5No.	1	1	1	1	1	2.5	CEO
	Board Training	Training reports	No. of Training programs attended	Triannually	25 No.	1	1	1	1	1	25	CEO
	Evaluation	Evaluations conducted	No. Of Board evaluation conducted	Annually	5 No	1	1	1	1	1	5	

KRA 3: Institutional Capacity												
Strategic Objective 1: To Enhance Corporate Governance												
Strategies	Key Activities	Output	KPIs	Reporting Schedule	5 Yrs. Target	Annual Targets					Tot. 5Yrs Budget	Resp. Person
						2018 /19	2019 /20	2020 /21	2021 /22	2022 /23		
Ensure Compliance with laws and policies	Conducting Legal Audit	Legal Audit Report	Level of Legal Compliance	Biannually	100%	100%	100%	100%	100%	100%		
Create corporate image and customer experience	Create awareness among stakeholders	Awareness report	Survey Questionnaires, interview schedules, stake holders meeting		2		1		1		3	DDCA
	Developing a Service Charter	Service Charter developed	approved Service charter	Once	1 no.	1			1		1.0	DDCA
	Assessing Customer satisfaction	Survey Report	Survey Questionnaires	Biennially	4no		1	1	1	1	3.0	DDCA
	Conducting Employees satisfaction survey	Survey Report	Survey Questionnaires	Biennially	2 no.		1			1	1.0	
Enhance Centres Regional presence	Conduct sensitization forums with regional bodies	Workshop report	List of participants, invitation letters, minutes of planning committee	Quinquennially	2	0.5	1		1		4	
	Establish MoUs with institutions with similar mandates in the region	Signed MoUs	No. of Signed MoUs		5	1	1	1	1	1	2.5	
2	Develop and implement CSR framework	CSR framework	No. of CSR projects implemented	Annually	3			1	1	1	6.0	DDCA

KRA 3: Institutional Capacity												
Strategic Objective 2: To build Optimal Human Capacity												
Strategies	Key Activities	Output	KPIs	Reporting schedule	5 Yrs. Target	Annual Targets					Tot. 5Yrs Budget	Resp. Person
						2018 /19	2019 /20	2020 /21	2021 /22	2022/ 23		
implement the approved staff establishment												
	Recruit staff	Staff recruited	No. of staff recruited	Annually	32	6	8	4	11	15	107	CEO
Undertake Human Resource development	Undertaking Training Need Assessment	Skills gap identified	TNA report	Biennially	2. No		1		1		2.0	HRM
	Implement TNA report	Staff trained	No. of staff trained	Annually	36	0	8	10	12	6	4.0	HR
	Developing Knowledge management	Knowledge management framework developed	Approved knowledge management framework	Annually	5 Reports	1	1	1	1	1	5.0	CEO
Nurture a conducive working environment	Develop staff welfare guidelines	Guidelines for staff welfare developed	No. of Approved staff welfare guidelines	Biennially	3	3	1	1	1		3	CEO
	Develop workplace policies on cross cutting issues	Workplace policies for cross cutting issues developed	No. of Approved workplace policies for cross cutting issues		5	1	2	2			5	
Establish performance management system	Develop performance management framework	Performance management framework developed	Approved performance management framework		1		1				2.0	ADM
	Sensitize employees on performance management system	Employees sensitized	Percentage of employees sensitized.	Annually	100%	100%	100%	100%	100%	100%	1.0	ADM
	Implement performance management framework	Staff appraised	Percentage of staffs appraised	Quarterly	100%	100%	100%	100%	100%	100%	0	HR

KRA 3: Institutional Capacity												
Strategic Objective 2: To build Optimal Human Capacity												
Strategies	Key Activities	Output	KPIs	Reporting schedule	5 Yrs. Target	Annual Targets					Tot. 5Yrs Budget	Resp. Person
						2018 /19	2019 /20	2020 /21	2021 /22	2022/ 23		
	Develop and implement rewards and sanctions strategy	Rewards and sanctions strategy developed	Approved rewards and sanctions strategy	once	1		1				1	HR
Manage talent	Develop succession management strategy	Succession management strategy developed	Approved succession management strategy		1		1				1.0	
	Implement succession management strategy	Roll out plan	Percentage of implementation	Annually	4		25%	25%	25%	25%	1.0	

KRA 3: Institutional Capacity												
Strategic Objective 3: Develop infrastructural capacity for the Centre												
Strategies	Key Activities	Output	KPIs	Reporting schedule	5 Yrs. Target	Annual Targets					Tot. 5 yrs Budget	Resp. Person
						2018	2019	2020	2021	2022		
.3.1 Determine infrastructural and equipment requirements	List of equipment and infrastructure requirement	Report on equipment and infrastructure requirement	Appointment letters to the committees, List of committee membership, committee minutes,				1				2	
Acquisition and equipping of Offices and Laboratories	Determine office and laboratories space required	Office space determined	Report on size and location of facilities	Quarterly	1	1					0.2	
	Procure office space	Office and laboratories space acquired	Lease /purchase agreement	Biennially	5	1	1	1	1	1	12	CEO
	Furnishing offices and laboratories	Furnished offices and laboratories	Inventory of offices and laboratories furnished	Quarterly	100%	25%	25%	25%	25%		15	CEO

KRA 3: Institutional Capacity									
Strategic Objective 4: To mobilize, utilize and manage financial resources									
Strategies	Key Activities	Output	KPIs	Reporting	5 Yrs.	Annual Targets	Total 5Yrs	Resp. Person	

				schedule	Target	2018 /19	2019 /20	2020/ 21	2021 /22	2022/ 23	Budget	
Develop and implement resource mobilization strategy	Develop resource mobilization guidelines	Resource mobilization guidelines developed	Approved resource mobilization guidelines	Biennially	1		1		1		1	CEO
	Mapping out potential development partners	List of potential development partners	Approved potential development partners	Biennially	1						0.5	CEO
	Develop proposals for funding	Funding proposals developed	No. of Successful proposals	Annually	5	1	1	1	1	1	3	DDC&R
Ensure Prudent utilization of financial resources	Sensitization of staff on relevant legislations	Staff sensitized	Percentage of employees sensitized	Annually	5	100	100	100	100	100	1.0	CEO
	Establish internal processes and controls	Internal Audit work plans	No. Audit reports	Annually	5	1	1	1	1	1	0	ADM
		Procedure guidelines	Procedure guidelines	Once	1	1					1.0	ADM
		Risk management framework	Approved Risk management framework	Once	5	1	1	1	1	1	0.5	ADM
		Develop Monitoring and Evaluation framework	Approved Monitoring and Evaluation framework	Annually	1	1					0.5	CEO
			Monitoring and Evaluation Reports		5	1	1	1	1	1	2.5	

KRA 3: Institutional Capacity												
Strategic Objective 5: To Integrate ICT in Centre's system												
Strategies	Key Activities	Output	KPIs	Reporting schedule	5 Yrs. Target	Annual Targets					Total 5yrs Budget	Resp. Person
						2018 /19	2019 /20	2020 /21	2021 /22	2022/ 23		
Automate Centre's	Develop ICT strategy	ICT strategy developed	Approved ICT strategy	Biennially	2		1		1		2.0	DDCA

KRA 3: Institutional Capacity												
Strategic Objective 5: To Integrate ICT in Centre's system												
Strategies	Key Activities	Output	KPIs	Reporting schedule	5 Yrs. Target	Annual Targets					Total 5yrs Budget	Resp. Person
						2018 /19	2019 /20	2020 /21	2021 /22	2022/ 23		
systems	Install LAN and WAN	LAN and WAN installed	Level of integration	Biennially	100%		1		1		3.0	DDCA
	Link to IFMIS/e Government	Linkage to IFMIS	Percentages of services using E-Government	Quarterly	100%	1					1	DDCA
	Develop Groundwater Resources database and sharing portal	Database and Portal developed	Approved Database	Biannually	1			1			5	DDCA
	Develop Human Resources management systems	Human Resource management system developed	Approved IHRMIS	Once	1	1					2	DDCA
Ensure safety of Centre ICT systems.	ICT needs assessment	ICT needs assessment report	Survey Questionnaires and recommendations	Annually	1	1	1	1	1	1	2.5	ADM
	Install ICT security measures	ICT Security systems established	No. of software installed and updated	Annually	5	1	1	1	1	1	2.5	ADM

KRA 4: Partnerships and collaborations												
Strategic Objective 6: To create synergy towards realisation of Centres mandate												
Strategies	Key Activities	Output	KPIs	Reporting schedule	5 Yrs. Target	Annual Targets					Total 5yrs Budget	Resp. Person
						2018 /19	2019 /20	2020 /21	2021 /22	2022/ 23		
Create partnerships and collaborations	Develop and implement partnerships and Collaboration framework	partnerships and Collaboration framework	Approved partnerships and Collaboration framework		1		1				1	CEO
	Establish MoUs with partners	Signed MoUs and Agreements	No. of Signed MoUs and Agreements		5	1	1	1	1	1	2.5	CEO

M/E framework

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-Term Period Target	End of Plan Period Target
KRA 1	1.Increase in enhanced skills of groundwater professionals	Curricula offered Certification	0	3	12
	2.Increased groundwater awareness	Percentage Level of awareness		50%	95%
KRA 2	1.increased publications and policy on groundwater resources	Percentage increase in publication	0	30	70
	2.increased consultancy services offered	Percentage increase in revenue	0	50%	200%
		Percentage increase in consultancy offered	0	50%	200%
KRA 3	1.Enhanced corporate governance	Percentage increase in legal and regulatory compliance Level of compliance with service charter		30%	70%
	2.Increased human capacity	Level of compliance with staff establishment	5%	50%	100%
	3.increased infrastructure	Level of Implementation	0	75%	100%
	4.improved financial efficiency and effectiveness	Percentage increase in revenue Degree of absorption Project completion rate	100	100	100
	5. Data Integrity and timely service delivery.	Level of automation	20%	75%	100%
	6.Enhanced regional presence	Ratio of participants from region compared to Kenya	0	25%	45%

CONTACTS:

**REGIONAL CENTRE ON
GROUNDWATER RESOURCES
EDUCATION TRAINING &
RESEARCH**

P. O. BOX 41156-00100
NAIROBI