USAID KENYA INTEGRATED WATER, SANITATION AND HYGIENE

ANNUAL WORK PLAN
PROGRAM YEAR 1, FY2016

NOVEMBER 2015

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Access to improved water remains a challenge for Kenya’s urban and rural populations.
KENYA INTEGRATED WATER, SANITATION AND HYGIENE PROJECT

ANNUAL WORK PLAN
PROGRAM YEAR 1, FY2016

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<tr>
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## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>TABLE OF CONTENTS</td>
<td>I</td>
</tr>
<tr>
<td>LIST OF ACRONYMS</td>
<td>II</td>
</tr>
<tr>
<td>1 EXECUTIVE SUMMARY</td>
<td>1</td>
</tr>
<tr>
<td>2 INTRODUCTION</td>
<td>5</td>
</tr>
<tr>
<td>2.1 Overview of KIWASH</td>
<td>5</td>
</tr>
<tr>
<td>2.2 Five-Year Vision and Overall Targets</td>
<td>5</td>
</tr>
<tr>
<td>2.3 Geographic Scope</td>
<td>6</td>
</tr>
<tr>
<td>2.4 Guide to Workplan Organization</td>
<td>6</td>
</tr>
<tr>
<td>3 THEORY OF CHANGE AND APPROACH</td>
<td>8</td>
</tr>
<tr>
<td>3.1 Theory of Change</td>
<td>8</td>
</tr>
<tr>
<td>4 PARTNER LEVEL ENGAGEMENT STRATEGY</td>
<td>10</td>
</tr>
<tr>
<td>5 ESTABLISHING BASELINES</td>
<td>11</td>
</tr>
<tr>
<td>6 OUTPUT PLANS FOR YEAR I</td>
<td>12</td>
</tr>
<tr>
<td>6.1 Output 1 – Market-Based WASH Service Delivery Models Scaled Up</td>
<td>12</td>
</tr>
<tr>
<td>6.2 Output 2 – Sustained Access to Financing/Credit for WASH Increased</td>
<td>15</td>
</tr>
<tr>
<td>6.3 Output 3 – Access to Integrated WASH and Nutrition Services</td>
<td>17</td>
</tr>
<tr>
<td>6.4 Output 4 – Increased Production and Consumption of Nutrient-Dense,</td>
<td>19</td>
</tr>
<tr>
<td>Diverse Foods</td>
<td></td>
</tr>
<tr>
<td>6.5 Output 5 – Environmental Sustainability of WASH Services</td>
<td>21</td>
</tr>
<tr>
<td>6.6 Output 6 – WASH Services and Water Resources Institutions</td>
<td>24</td>
</tr>
<tr>
<td>Strengthened and Appropriately Governed</td>
<td></td>
</tr>
<tr>
<td>6.7 Output 7 – Targeted Policy Reforms Advanced Which Stimulate and</td>
<td>26</td>
</tr>
<tr>
<td>Support Access Improvements</td>
<td></td>
</tr>
<tr>
<td>7 PROJECT MANAGEMENT STRATEGY AND ACTIVITIES</td>
<td>29</td>
</tr>
<tr>
<td>7.1 General Project Management</td>
<td>29</td>
</tr>
<tr>
<td>7.1.1 Management Plan</td>
<td>29</td>
</tr>
<tr>
<td>7.1.2 Financial Projections (Pipeline Burn-Rate)</td>
<td>33</td>
</tr>
<tr>
<td>7.2 Mobilization and Quick Start Activities</td>
<td>34</td>
</tr>
<tr>
<td>7.3 Program Communications</td>
<td>35</td>
</tr>
<tr>
<td>7.4 Program Reporting</td>
<td>36</td>
</tr>
<tr>
<td>7.5 Grants Program</td>
<td>37</td>
</tr>
<tr>
<td>7.6 Geographic Information Systems and Mapping</td>
<td>38</td>
</tr>
<tr>
<td>7.7 Gender</td>
<td>38</td>
</tr>
<tr>
<td>7.8 Monitoring and Evaluation</td>
<td>39</td>
</tr>
<tr>
<td>7.9 Environmental Impact Mitigation and Monitoring</td>
<td>39</td>
</tr>
<tr>
<td>APPENDICES</td>
<td>40</td>
</tr>
<tr>
<td>Appendix 1: Year 1 Implementation Schedule</td>
<td>40</td>
</tr>
<tr>
<td>Appendix 2: Results Framework</td>
<td>44</td>
</tr>
</tbody>
</table>
LIST OF ACRONYMS

The following is a list of acronyms commonly used in this report and on the project as a whole.

AHADI  Agile and Harmonized Assistance for Devolved Institutions
APHIA  AIDS, Population, and Health Integrated Assistance
BCC    Behavior Change Communications
BDS    Business Development Services
BfA    Big Five Africa
CBO    Community-Based Organization
CIDP   County Integrated Development Plan
CLTS   Community-Led Total Sanitation
COP    Chief of Party
CWSSUSSPs  County Water Supply and Urban Sewerage Strategic Plans
DCA    Development Credit Authority
DCOP   Deputy Chief of Party
EMMP   Environmental Mitigation and Monitoring Plan
FIRM   Financial Inclusion for Rural Microenterprises
ENA    Essential Nutrition Actions
EWA    Essential WASH Actions
FTF    Feed the Future
GOK    Government of Kenya
IEE    Initial Environmental Examination
KAVES  Kenya Agricultural Value Chain Enterprises
KIWASH Kenya – Integrated Water, Sanitation and Hygiene
MAD    Minimum Acceptable Diet
MCH    Maternal Child Health
MFI    Micro-financing Institution
MoH    Ministry of Health
MoU    Memorandum of Understanding
MoWI   Ministry of Water and Irrigation
MUS    Multi-Use System
NGO    Non-Governmental Organization
NRW    Non-Revenue Water
ODF    Open Defecation Free
ORT    Oral Rehydration Therapy
PMP    Performance Monitoring Plan
PPCP   Public Private Community Partnership
PPP    Public Private Partnership
RCMRD  Regional Centre for Mapping of Resources for Development
SME    Small and Medium-sized Enterprises
TA     Technical Assistance
TAMIS  Technical and Administrative Management Information System
USAID  United States Agency for International Development
WARIS  Water Regulation Information System
WASH   Water, Sanitation and Hygiene
WASREB Water Services Regulatory Board
WHO    World Health Organization
WRMA   Water Resource Management Authority
WRUA   Water Resource Users Association
WSP    Water Service Provider
WSTF Water Services Trust Fund
I EXECUTIVE SUMMARY

The Kenya Integrated Water, Sanitation and Hygiene (KIWASH) Task Order (TO) under the Water and Development IDIQ supports USAID/Kenya’s WASH strategy, with its primary goal being to improve lives and health of Kenyan citizens in nine counties through development and management of sustainable water, sanitation and hygiene services. USAID has designed KIWASH to institutionalize catalytic models of sustainable WASH services delivery, improve hygiene behaviors and strengthen nutrition education while coordinating with other USAID programs to improve access to nutritious foods for highly vulnerable populations.

In five years, the KIWASH project will significantly impact the supply of water and sanitation services and nutrition among poor urban and rural households. KIWASH will work with nine counties, six in Western Kenya (Busia, Kakamega, Kisumu, Migori, Nyamira and Siaya) and three in Eastern Kenya (Kitui, Makueni and Nairobi). Given the diversity of institutional capacity and need in each, we will tailor project support to the needs and opportunities in each.

This work plan presents the plan of action that will serve as a guide for KIWASH team during the critical first year of startup and formative stage of activity implementation. During this first year, the KIWASH team will put into place the foundation for meeting and exceeding project targets and achieving overall success.

Establishing Baselines

KIWASH places strong emphasis on monitoring and evaluation. Establishing verifiable baseline figures for the key outputs and targeted stakeholders is the critical first step towards setting in place a robust monitoring system to track progress. During the first months of the project, KIWASH will design and carry out a series of baseline surveys for each of the key project stakeholders and partners.

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household baseline survey status report produced</td>
<td>1</td>
</tr>
<tr>
<td>CAP assessments conducted for select government institutions, WSPs and WRUAs</td>
<td>20</td>
</tr>
<tr>
<td>Small enterprise market study report produced for each county</td>
<td>9</td>
</tr>
</tbody>
</table>

Output 1

In order for the private sector to have the financial incentives to more fully enter the WASH market, there is the need to create increased demand for WASH services (Output 3) and to improve access to capital for investments to expand services (Output 2). As these two enabling conditions are strengthened, KIWASH will focus on strengthening the private sector in two main ways as part of Output 1. First, KIWASH will target the larger, urban and peri-urban WSPs to professionalize their operations, helping them attract additional investment capital and improve revenue. Second, KIWASH will target the smaller WASH enterprises that currently exist in both the formal and informal sector. KIWASH will professionalize these operations by strengthening their business practices and increasing linkages with financial institutions.

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Shortlist of at least 200 WASH enterprises to begin incubation | 1
Completed sanitation behavior research reports for each county | 9
Grantees selected for WASH Enterprise Fund | 10
Grantees selected for WASH Innovation Fund | 10
WSP Performance Monitoring Index tool adapted for WSP use | 1

Output 2

KIWASH will build on and expand proven innovative financing models and pilot new ones with WSPs, county governments and small scale service providers to help fill this gap, while also improving access to finance for households so that they afford and benefit from greater WSP reach by investing in household water and sanitation upgrades. Activities under Output 2 will directly support the expansion of WASH services and improved operations of water and sanitation service providers.

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSP strategic business planning analysis reports</td>
<td>4</td>
</tr>
<tr>
<td>WSPs using Performance Index and Credit Ladder tools</td>
<td>2</td>
</tr>
<tr>
<td>WSP proposals for funding for expansion of service</td>
<td>2</td>
</tr>
<tr>
<td>WASH-specific loan product for enterprises and households developed</td>
<td>1</td>
</tr>
</tbody>
</table>

Output 3

The World Health Organization (WHO) estimates that 50 percent of malnutrition is associated with recurrent bouts of diarrhea, frequently caused by unsafe water, insufficient sanitation, and inadequate hygiene. There is growing evidence that environmental enteropathy, an intestinal disease caused by chronic exposure to fecal bacteria, contributes to stunting by diverting energy toward fighting infection and away from growth. Safe drinking water, adequate sanitation, and proper hygiene can prevent undernutrition and stunting in children by inhibiting environmental enteropathy and diarrheal disease, and reduce child deaths. Activities in Outputs 3 and 4 will serve as a platform for improved demand across other Output areas.

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated WASH/Nutrition Training Guide</td>
<td>1</td>
</tr>
<tr>
<td>TOT trainings on WASH/Nutrition integration</td>
<td>2</td>
</tr>
<tr>
<td>Job aids for EWA messaging</td>
<td>1</td>
</tr>
<tr>
<td>WASH promotion kits distributed</td>
<td>500</td>
</tr>
</tbody>
</table>

Output 4

According to the 2014 demographic health survey, only 21 percent of Kenyan children under the age of 2 consume a minimum acceptable diet. A key opportunity for increasing dietary diversity and quality at the household level is increasing household production. Rural families living below the poverty line have many specific challenges—limited land, insecure food access, limited capital, constrained time and energy, and irregular access to water—that require customized and innovative solutions. Our approach to increasing production and consumption of nutrient-dense and diverse foods responds to these household demands, which will, in turn, spur demand for improved sources and systems for water, including Multiple Use Systems.
Irrigation technology demonstration sites established | 5
Nutritious food production demonstration sites established | 5
Agricultural extension service workers trained in WASH/Nutrition | 50
Dietary diversity monitoring built into household survey instrument | 1

**Output 5**

Moving beyond water safety to water security, KIWASH incorporates demand with safety and adaptation planning to foster sustainability—building the capacity of county governments, institutions and water service providers to incorporate climate change and water safety to expand source water protection and improve sanitation. KIWASH will work with the relevant actors to improve Kenya’s ability to ensure that water supplies are available in both sufficient quantity and adequate quality to meet growing demand. Protecting Kenya’s valuable water resources is a complex issue of critical importance to the health and economy of the country. While management frameworks have been established, the local-level institutions are still nascent.

Sanitation also remains a serious challenge in all nine KIWASH counties, with open defecation and improper sludge disposal being widespread. These practices, along with the potential risks associated with climate change, threaten the sustainability of the region’s water resources.

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Map of existing WRUA coverage areas within each county</td>
<td>9</td>
</tr>
<tr>
<td>Draft standards for formalizing sludge management service providers for selected counties</td>
<td>2</td>
</tr>
<tr>
<td>Climate change resiliency and water security training manual</td>
<td>1</td>
</tr>
</tbody>
</table>

**Output 6**

In collaboration with USAID’s AHADI project, KIWASH will support WRUAs, WRMA regional and sub-regional offices, county government staff, and MOWI and MOH staff to create standard operating procedures to refine roles, receive training to improve institutional governance, develop and implement innovative private sector partnerships, effectively allocate budgetary resources, and refine funding streams. We will embed WASH governance advisors in each of the counties to identify and prioritize capacity gaps to address and coordinate strategic planning.

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>County capacity building road maps produced</td>
<td>4</td>
</tr>
<tr>
<td>PPCP trainings given to WSP and county government staff</td>
<td>2</td>
</tr>
<tr>
<td>Corporate governance trainings given to WSP Boards of Directors</td>
<td>2</td>
</tr>
</tbody>
</table>

**Output 7**

A key focus for KIWASH will be support for a smooth transition to devolution while facilitating an enabling environment for market-based, sustainable service delivery models and PPPs in the WASH sector. KIWASH will work closely with AHADI to provide training and technical assistance to develop improved incentive structures, accountability mechanisms, and alignment of expectations and enhanced use of data for decision making. We will collaborate with GOK partners and relevant stakeholders to analyze current
policies, anticipate impacts, and devise possible reforms and tailor County level laws and regulations to facilitate access and expansion of WASH.

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prototype WASH policy customized at the county level</td>
<td>3</td>
</tr>
<tr>
<td>Policy briefing notes drafted and disseminated</td>
<td>1</td>
</tr>
<tr>
<td>Annual forum on KIWASH implementation progress held</td>
<td>1</td>
</tr>
</tbody>
</table>
2 INTRODUCTION

2.1 OVERVIEW OF KIWASH

The Kenya Integrated Water, Sanitation and Hygiene (KIWASH) Task Order (TO) under the Water and Development IDIQ supports USAID/Kenya’s WASH strategy, with its primary goal being to improve lives and health of Kenyan citizens in nine counties through development and management of sustainable water, sanitation and hygiene services. USAID has designed KIWASH to institutionalize catalytic models of sustainable WASH services delivery, improve hygiene behaviors and strengthen nutrition education while coordinating with other USAID programs to improve access to nutritious foods for highly vulnerable populations. These combined efforts support the implementation of USAID’s Water and Development Strategy in Kenya. DAI will apply our expertise in WASH, nutrition, and Feed the Future programming—as well as our extensive experience in Kenya—to ensure that urban and rural families in the Lake Victoria and Tana/Athi regions have increased access to clean water, appropriate sanitation facilities, and demonstrate improved hygiene and nutrition behaviors.

USAID’s Water and Development Strategy calls for increased integration of water, sanitation, hygiene, and food security programs. Improvements in WASH and nutrition each have benefits on their own but at the same time are interlinked. Use of safe water, sanitation facilities, and good hygiene has been shown to positively affect nutritional outcomes by addressing both immediate and underlying causes of malnutrition. Research has shown that undernutrition remains a significant public health threat that requires both WASH and nutrition interventions. KIWASH will endeavor to add to this growing body of knowledge during the life of the project.

2.2 FIVE-YEAR VISION AND OVERALL TARGETS

In five years, the KIWASH project will significantly impact the supply of water and sanitation services and nutrition among poor urban and rural households in the nine counties targeted for assistance in Kenya. Overall, the project will meet or exceed the following achievements:

**Improved access to WASH services and improved hygiene**
- More than 1,000,000 people will have gained access to improved WASH services
- Access to improved water will have increased by 1.0%/year above current trend (1.9% overall increase)
- Access to improved sanitation will have increased by 1.0%/year above current trend (1.2% overall increase)
- 2.2 percent reduction in the population in target counties that practice open defecation
- 5 percent increase over baseline in households with water and cleansing agent at a hand washing station

**Improved access to nutrition services**
- At least 50,000 households gaining access to irrigation and nutrition services.
- At least 100,000 children between 6 and 23 months receiving a minimal acceptable diet.
Nutrition services will encompass a wide range of nutrition assessment, education, counseling and support activities that will be provided at both the health facility level and within the communities. These will include: interactive nutrition education sessions, nutrition assessment sessions, hands-on demonstrations on preparation of nutritious meals, hand washing demonstrations at Oral Rehydration Therapy (ORT) corners in health facilities, kitchen gardening, and distribution of safe water and hygiene kits.

2.3 GEOGRAPHIC SCOPE

KIWASH will work with nine counties, six in Western Kenya (Busia, Kakamega, Kisumu, Migori, Nyamira and Siaya) and three in Eastern Kenya (Kitui, Makueni and Nairobi). Given the diversity of institutional capacity and need in each, we will tailor project support to the needs and opportunities in each. Figure 1 shows the geographic location of the nine targeted counties.

![Figure 1. KIWASH Project Implementation Zone](image)

2.4 GUIDE TO WORKPLAN ORGANIZATION

This work plan presents the plan of action that will serve as a guide for KIWASH team during the critical first year of startup and formative stage of activity implementation. During this first year, the KIWASH team will put into place the foundation for meeting and exceeding project targets and achieving overall success. Important themes of this work plan include:

1. Full and complete mobilization of the Project at all levels, including putting into place the human resources and operational infrastructure necessary for effective implementation;
2. The identification and initiation of rapid start activities that can build from past successes, quickly register results, and inform the Project in further program development;

3. The integration of technical components to ensure that, as designed, the Project takes full advantage of the mutually reinforcing nature of what could otherwise evolve into disparate and unconnected efforts;

4. Clear linkages of all work plan activities to the KIWASH Performance Monitoring Plan (PMP) and the Project’s targeted outcomes and deliverables;

5. Emphasis from the outset on quality assurance and quality control to ensure excellence in all KIWASH efforts;

6. Evidence-based decision making using baseline and monitoring data as well as GIS spatial data to identify gaps and guide programmatic priorities;

7. Putting into place sound systems for capturing, documenting, reporting and disseminating best practices and lessons learned;

8. Establishing strong working relations with our key partners at the community, county and national levels;

9. Leveraging WASH/Nutrition related efforts of other donors and USAID partners;

10. Developing a common vision among all of the Project’s stakeholders that will guide KIWASH beyond the immediate horizon and establish a clear and confident course over its full five-year duration.

The detailed implementation schedule, results framework and performance monitoring plan of this first work plan are attached in the appendixes. Subsequent chapters of this work plan will discuss:

- Our overall approach/theory of change to achieving results under KIWASH:
- Our strategy and plan for initial engagement with key partners;
- How we will establish baselines against which KIWASH will measure progress and impact;
- Planned activities under each Output in Year 1, and
- Our project management strategy and activities.
3 THEORY OF CHANGE AND APPROACH

3.1 THEORY OF CHANGE

The goal of KIWASH over the next five years will be to improve lives and health through development and management of sustainable water, sanitation, and hygiene services in Kenya. Through this new project, USAID/Kenya aspires to take a greater leadership role in the Kenyan WASH sector by adopting an ambitious approach that goes beyond past efforts to directly provide services for the few, and seeks to contribute to transformational, sector-level change that will enable sustainable provision of services for all. An analysis of decades of sector learning both within Kenya and internationally led to the following hypothesis: Through adopting an integrated and market-based WASH approach, greater impact at scale and economic, environmental and social sustainability of services will be achieved.

This hypothesis statement encourages a more catalytic and systems-level approach to WASH sector change. It draws a strong contrast with the recent approach taken by USAID/Kenya, calling for a shift in programming away from direct provision of WASH services to individual communities that has characterized the portfolio to date.

This proposed evolution is based on a growing body of evidence that the 30+ years of international aid investment largely focused on voluntary, community-centered approaches to WASH has not been effective in either reaching scale or ensuring the sustainability of basic services over time. The traditional focus on grant-funded construction of small-scale infrastructure, training of local technicians for ongoing Operations and Maintenance, building capacity of village water/sanitation committees and providing some maintenance inputs such as tools or limited stores of spare parts is no longer seen as sufficient to achieve increased access to dependable services. In response there is an increasing trend towards more professionalized and formalized approaches to service delivery coupled with a multi-level approach that includes interventions at the national, district/regional and local scale.

The gap in achieving universal basic water supply and sanitation coverage in Kenya is much larger than can be filled by GoK and donor funding combined, even under the most ambitious projections of budget increases. Accelerated expansion of sustainable service delivery requires harnessing the capital and capacity of the private sector at all levels, and “re-visioning” basic WASH as a service value chain that presents numerous untapped business opportunities.

The key assumptions underlying the conception of KIWASH that will lead to significant change within the Kenyan WASH/Nutrition sectors are as follows:

- If we strengthen the operations and improve the financial performance of WSPs, then they will be able improve WASH service delivery and more effectively secure outside financing for network upgrades and expansion.
- If we effectively engage diverse private sector actors in the delivery of water and sanitation services, then households will benefit from improved and more affordable services and products.
- If we combine improved citizen understanding with actions to improve hygiene practices and the consumption of more diverse and nutritious foods, then we can
dramatically reduce the incidence of diarrheal disease and malnutrition in targeted households, communities and counties.

Approach

KIWASH is an ambitious program that aims to significantly move the needle in regards to water and sanitation service provision, both of which currently lag national and international standards. To reach the overall project targets, the KIWASH team will work through and leverage the work of others.

To improve access to improved water services, the KIWASH team will prioritize assistance to water service providers (WSPs) that exhibit the strongest commitment for using KIWASH support to expand household connections and extend their networks to unserved communities within their service areas. In rural areas outside WSP coverage, we will work with counties, WSPs and private entrepreneurs to expand and improve the operations and management of existing community drinking water systems. We will also work with Water Resource Users Association (WRUAs) that can play important roles in improving catchment area protection and water access, and improve sanitation and multi-use services that reinforce KIWASH interventions in nutrition.

To improve access to sanitation services and reduce open defecation, we will work with counties that make strong commitments to apply the community-led total sanitation (CLTS) approach and engage with private sector service providers to make access to household latrines/toilets more affordable. We also will pilot and demonstrate small-scale sanitation infrastructure and new WASH technologies in these locations for broader uptake. Where County Water Supply and Urban Sewerage Strategic Plans (CWSUSSPs) exist, KIWASH will assist in county-wide rollout, so we can use ODF results as demonstrations for other counties that are behind in implementation. Where CWSUSSPs do not yet exist, KIWASH will provide technical assistance to assist the counties to complete the plan.

To achieve KIWASH’s nutrition outcomes (50,000 households gaining access to irrigation and nutrition services and a minimum of 100,000 children between 6 and 23 months receiving a minimal acceptable diet), we will support and work through public health clinics and local organizations already active in the agricultural and health/nutrition sectors (community savings groups, farmer groups, community care groups), prioritizing locations with high percentages of malnourished or stunted children as well as where there are opportunities to link with other USAID-funded health and agriculture programming. We will identify service and reach gaps, and use a combination of grants and technical support to deepen or expand nutrition service offerings.
4 PARTNER LEVEL ENGAGEMENT STRATEGY

A critical element in KIWASH success will be the effective engagement of both national and county level partners – both public and private in actively joining in the design and implementation of WASH activities. The majority of the high-level KIWASH project targets are related to improved service delivery of WASH services, which through devolution are the responsibility of the county governments and the county-level WSPs, placing the counties squarely in the center as the primary KIWASH implementation partners. However, the KIWASH team will also engage with national entities such as the Ministry of Water and Irrigation, Ministry of Health, Water Services Regulatory Board, Water Resource Management Authority and the Water Services Trust Fund, to ensure that the complementary regulatory, legal and financing frameworks exist for the counties to fulfill their mandates. Private sector innovation will also be leveraged to develop low-cost, market-based solutions for WASH service provision.

KIWASH will utilize a tailored engagement strategy with each entity that provides tangible value right from the outset. To forge these initial linkages, the KIWASH team and our partners will use their existing relationships with national and county government officials and potential private sector partners to begin building strong working partnerships with key national and county governments and private sector WASH service providers. Specifically,

- **National Government Partners.** In coordination with USAID, COP Joe Sanders, DCOP Japheth Mbuvi and Agriculture and Nutrition Advisor Margaret Indimuli will organize introductions and the presentation of KIWASH to senior leaders in the Water and Sanitation Regulatory Board (WASREB), the Ministry of Water and Irrigation (MoWI), the Ministry of Health (MoH), the Water Resource Management Authority (WRMA), the Water and Sanitation Trust Fund (WSTF), and the Ministry of Agriculture, Livestock and Fisheries. The objectives of these meetings will be to: (1) provide an overview of KIWASH objectives, targets and strategy, and (2) identify areas where KIWASH can support national priorities and initiatives to improve WASH reporting by county governments and WSPs; strengthen the capacity of national government offices in line with KIWASH objectives; and support the formulation and rollout of national policies.

- **County Government Partners and Water Service Providers.** COP Sanders and DCOP Mbuvi along with other members of the KIWASH/Nairobi and regional teams will organize meetings with senior county officials and WSP managers in each county. In these initial meetings, the KIWASH team will provide an overview of KIWASH and discuss potential areas where KIWASH can support county and WSP priorities. We will follow up these meetings with more in-depth planning meetings with County and WSP management staff to: review County and WSP WASH and nutrition priorities; review current business plans and reporting systems; identify and discuss specific areas where KIWASH can provide initial support. We will develop initial agreements on specific areas of support and expected commitments, and formulate a more formal memorandum of understanding with targeted WSPs and counties.

- **Private Sector.** The private sector will be engaged using a market analysis approach to identify WASH technology suppliers (e.g., latrine slab manufacturers, exhausters, latrine builders) and business development service providers. Shortlisted, viable partners will be approached to identify synergies and map out potential
collaboration. In some cases, vetted suppliers will be entered into a longer-term business development training program (incubation) that will help them to improve production capacity, management, marketing and creditworthiness. COP Sanders will draw on the existing relationships that the USAID Kenya FIRM project and BfA have with private banks to organize meetings to discuss KIWASH objectives and identify areas of work where KIWASH can facilitate financing for WSPs and households for latrine construction or piped water connections.

• Donors. Other donor partners will be engaged where possible to leverage existing efforts and to avoid duplication. DCOP Mbuvi, in coordination with USAID, will participate in the bi-monthly WASH coordination meetings hosted by the World Bank/WSP during the initial stages of KIWASH to better integrate within the donor landscape.

• USAID Projects. To augment our capacity- and demand-driven approach, COP Joe Sanders will seek opportunities to engage and leverage efforts by other USAID projects, such as: Agile and Harmonized Assistance for Devolved Institutions (AHADI); Financial Inclusion for Rural Microenterprises (FIRM); Kenya Agricultural Value Chain Enterprises (KAVES); AIDS, Population, and Health Integrated Assistance (APHIA); Accelerated Value Chain Development (AVCD) program; and the Nutrition and Health Program Plus (NHP plus).

5 ESTABLISHING BASELINES

Understanding the importance of the old adage “If you can’t measure it, you can’t manage it”, KIWASH places strong emphasis on monitoring and evaluation. Establishing verifiable baseline figures for the key outputs and targeted stakeholders is the critical first step towards setting in place a robust monitoring system to track progress. During the first months of the project, KIWASH will design and carry out a series of baseline surveys for each of the key project stakeholders and partners. The set of surveys is as follows:

• Household Survey: KIWASH will survey a representative sample of households in each of the nine counties to establish baselines and monitor improvements in access to improved water and sanitation, WASH practices (hand washing with soap, etc.) and nutrition status (Minimum Acceptable Diet (MAD) indicator, diverse food consumption, etc.). This survey will form the baseline for the primary M&E activities and will be repeated in Year 3 and Year 5 of the project. Survey results will be used across all project Outputs to prioritize interventions.

• Capacity and Performance (CAP) Survey: KIWASH will establish baseline and monitor progress with each beneficiary institution, organization and enterprise via a tailored Capacity and Performance (CAP) assessment tool. This tool will be composed of three technical area modules:
  o Institutional Module – Targeted at national and county-level government institutions, including WASREB, WRMA, WSTF and county governments to document current institutional mandates, service delivery capacity gaps, other donor support areas, challenges, etc.
  o Water Service Provider Module – Targeted at major urban and peri-urban WSPs to document current coverage areas, management & operational capacity, existing project plans, non-revenue water (NRW) reduction and
sludge management programs, creditworthiness, M&E capacity, priority areas for improvement/expansion, etc.
- Water Resource Users Association Module – Targeted at priority WRUAs operating within each county to document effective geographic coverage, staffing capacity, status of sub-catchment management plans, priority areas for assistance, etc.

- **Small Enterprise Survey**: KIWASH will survey WASH and business development services (BDS) enterprises on product/service provision domain, coverage area, sales volume, priorities for expansion, challenges, etc. Particular focus will be given to the sanitation value chain, including sludge management service providers.

### Key Year 1 Achievements

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household baseline survey status report produced</td>
<td>1</td>
</tr>
<tr>
<td>CAP assessments conducted for select government institutions, WSPs and WRUAs</td>
<td>20</td>
</tr>
<tr>
<td>Small enterprise market study report produced for each county</td>
<td>9</td>
</tr>
</tbody>
</table>

### 6 OUTPUT PLANS FOR YEAR 1

In each Output below, we provide an overview of the output, key stakeholders, targets we expect to achieve in the first year of operation, and brief overview of the tasks the KIWASH team will carry out to achieve those results.

#### 6.1 OUTPUT 1 – MARKET-BASED WASH SERVICE DELIVERY MODELS SCALED UP

WASH services are currently being provided by WSPs, community organizations, and to a lesser extent, private sector operators. Engaging with the private sector offers an approach for accelerating the scaling up of WASH services and access to products. Historically, private sector interventions in the WASH sector have focused primarily on water supply, and sanitation and hygiene have lagged behind significantly. For the private sector to have the financial incentives to more fully enter the WASH market, there is the need to create increased demand for WASH services (Output 3) and to improve access to capital for investments to expand services (Output 2). As these two enabling conditions are strengthened, KIWASH will focus on strengthening the private sector in two main ways as part of Output 1. First, KIWASH will target the larger, urban and peri-urban WSPs to professionalize their operations, helping them attract additional investment capital and improve revenue. Second, KIWASH will target the smaller WASH enterprises that currently exist in both the formal and informal sector. KIWASH will professionalize these operations by strengthening their business practices and increasing linkages with financial institutions.

DCOP Japheth Mbuvi will oversee work planning and implementation related to improving service delivery scale up (Outputs 1.1, 1.3, and 1.4); Agriculture and Nutrition Advisor Margaret Indimuli will work with EXP marketing staff and SNV advisors and oversee work planning and implementation related to sanitation marketing and hygiene promotion (Output 1.2). Mr. Mbuvi and Ms. Indimuli will rely on Nairobi- and Kisumu-based Technical Managers and staff embedded with county-level institutions and water service providers in each county.
to strengthen local capacity, design, pilot and ramp up approaches that will expand access to WASH services and technologies. Mr. Mbuvi and Ms. Indimuli will coordinate interventions under Output 1 to ensure that activities under each task are demand driven and mutually reinforcing across all other Outputs.

### Key WASH Network Actors and Roles Within Output 1

<table>
<thead>
<tr>
<th>WASH Private Sector for Services and Products</th>
<th>BDS Providers</th>
<th>County Governments</th>
<th>National Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>BDS Providers: Provide business planning, technical training, and other assistance to SMEs to improve performance.</td>
<td>BDS providers to improve performance; scale up marketing and promotion of WASH products.</td>
<td>Endorsement and support of CLTS, improved monitoring and reporting into the WASREB WARIS.</td>
<td>MOH promotion of CLTS, WASREB monitoring of Water Services via WARIS.</td>
</tr>
</tbody>
</table>

#### Incentives Across the Network
- Helping water and sanitation service providers improve services and products will lead to better service performance, increased productivity, enhanced credit worthiness, and expanded markets.
- Government engagement with the private sector as both vendor and partner will enable the rapid expansion of services and products and improve water resources management in support of Kenya’s 2030 vision.

#### Benefits to KIWASH Households
- Increased availability and affordability of WASH products, services, and technologies.
- Improved environmental quality and reduced incidence of diarrheal disease by living in ODF communities.

### Targets and Assumptions.

<table>
<thead>
<tr>
<th>Output</th>
<th>LOP Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses incubated to deliver WASH services</td>
<td>200</td>
</tr>
<tr>
<td>Business service provider staff trained</td>
<td>400</td>
</tr>
<tr>
<td>Communities certified as ODF with plan in place for sustained monitoring of status</td>
<td>200</td>
</tr>
<tr>
<td>Appropriate WASH technologies introduced to local market</td>
<td>4</td>
</tr>
<tr>
<td>Stakeholder institutions improving M&amp;E, reporting and sector accountability</td>
<td>200</td>
</tr>
</tbody>
</table>

Key assumptions include:
- WSPs will embrace support from KIWASH.
- WSPs and county governments will support the involvement by private operators in water service provision.
- WSP managers and county governments will embrace WASH services business planning and more transparent performance monitoring and reporting.
- Private entrepreneurs are interested in developing products and services for the WASH sector.

### Year 1 Tasks

#### Task 1.1: Provide business development services for WASH services and products.

The majority of small to medium-size WASH enterprises in the nine counties lack the professional business skills required attract financing to expand or improve their businesses. In Kisumu and Nairobi, KIWASH will work with existing BDS providers and targeted SMEs in the WASH sector to improve their capacity to provide high-quality services. In the other counties, KIWASH will develop innovative approaches through other actors (e.g., MFIs) to provide the capacity building to the targeted SMEs.

- Identify at least 200 WASH service providers for “incubation”, and develop a preliminary plan of action for capacity building and support to improve their business models, business and financial planning, products/services offered, and operations.
• Working with local BDS providers, develop training materials and conduct training of trainers capacity building programs to strengthen their ability to support WASH service and product providers.
• Design and operationalize WASH Enterprise Fund
• Select ten grantees to benefit from the WASH Enterprise Fund in Year 1.

Task 1.2: Scale up sanitation, sanitation marketing, and hygiene promotion. Motivation for individual households to adopt an improved sanitation practice or invest in sanitation improvements varies greatly, often according to the profile of the individual household and type of sanitation improvement being considered. KIWASH will work with county governments to identify successful approaches that lead to an increase in the uptake of sanitation products and services.

• Conduct county-wide survey to identify inhibiting and enabling factors for sanitation behavior change.
• Assist county governments to design and rollout sanitation and hygiene promotion campaigns linked to their CLTS programs.
• Conduct market survey of sanitation and hygiene products to identify gaps in supply chain.
• Assist sanitation service/product providers to design and test approaches for marketing of sanitation services and products linked to county efforts to improve sanitation and hygiene.

Task 1.3: Introduce and promote appropriate low-cost sanitation products and services. Limited private sector engagement in the sanitation sector until now has led to limited competition and resultant high prices, keeping sanitation beyond reach for a large part of the Kenyan population. Building on the extensive innovations and groundwork already laid in Kenya, KIWASH will focus on strengthening the sanitation market rather than developing new products.

• Prioritize needs/gaps that impede household adoption of improved sanitation, based on results of baseline survey.
• Design and operationalize WASH Innovation Fund.
• Identify prospective sanitation enterprises and provide assistance to incubate and scale up technology/service.
• Select ten grantees to benefit from the WASH Innovation Fund in Year 1.

Task 1.4: Strengthen the effective monitoring and evaluation (M&E) of WASH Monitoring WSP system performance is more than something that WSPs are mandated to report on through WASREB’s WARIS. Tracking key performance indicators help a WSP to prioritize areas for improvement with the aim of improving service delivery and increase generated revenues. KIWASH will target urban and peri-urban WSPs to improve visibility over their entire business operation, as well as helping counties to improve their efforts to monitor coverage levels of improved water and sanitation facilities.

• Adapt the WSP Performance Monitoring Index tool that DAI has used in other countries for use in Kenya.
• Assist WSP managers to adopt and adapt the WSP Performance Monitoring Index tool to analyze both strengths and weaknesses in their organization, operations and finances, and can be linked to the WSP’s annual business
planning/prioritization process and their annual reporting to the Water Regulation Information System (WARIS) managed by WASREB.
- Strengthen existing county government efforts to track essential WASH coverage and behavior data.

### Key Year 1 Achievements

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shortlist of at least 200 WASH enterprises to begin incubation</td>
<td>1</td>
</tr>
<tr>
<td>Completed sanitation behavior research reports for each county</td>
<td>9</td>
</tr>
<tr>
<td>Grantees selected for WASH Enterprise Fund</td>
<td>10</td>
</tr>
<tr>
<td>Grantees selected for WASH Innovation Fund</td>
<td>10</td>
</tr>
<tr>
<td>WSP Performance Monitoring Index tool adapted for WSP use</td>
<td>1</td>
</tr>
</tbody>
</table>

### 6.2 OUTPUT 2 – SUSTAINED ACCESS TO FINANCING/CREDIT FOR WASH INCREASED

The Kenyan Government National Water Master Plan 2030 shows that at present the GoK has the ability to cover only one-third of the anticipated funding needs to achieve its national water supply goals. This estimate does not estimate the investments and budget needed to meet the country’s sanitation targets, which given the current state of access, collection and treatment are far higher than for water supply. Under Output 2, KIWASH will build on and expand proven innovative financing models and pilot new ones with WSPs, county governments and small scale service providers to help fill this gap, while also improving access to finance for households so that they afford and benefit from greater WSP reach by investing in household water and sanitation upgrades. DCOP Japheth Mbuvi will oversee work planning and implementation related to Output 2, working in close collaboration with Eric Adams, Nic Wahome, and Annabell Waititu from BfA—an existing BDS provider working with WSPs in Kenya—who will carry out technical assistance and training with WSPs in all nine KIWASH counties. Activities under Output 2 will directly support the expansion of WASH services and improved operations of water and sanitation service providers.

<table>
<thead>
<tr>
<th>Key WASH Network Actors and Roles Within Output 2</th>
<th>Incentives Across the Network</th>
<th>Benefits to KIWASH Households</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WSPs:</strong> Deliver WASH services; improve performance to enhance access to credit and other investments.</td>
<td><strong>WSPs:</strong> Meet service delivery quality mandates, expand coverage and strengthen financial performance.</td>
<td><strong>Increased availability and affordability of WASH products, services, and technologies.</strong></td>
</tr>
<tr>
<td><strong>County Governments:</strong> Through direct investment and by facilitating private sector investment in WASH infrastructure and services.</td>
<td><strong>County governments, WSPs, and households have increased access to financial products for WASH services and products.</strong></td>
<td><strong>Increased quality of WASH services reaching households based on WASH investments.</strong></td>
</tr>
<tr>
<td><strong>National Government:</strong> WSTF provides early WASH financing, particularly for small scale WSPs and communities to improve WASH services</td>
<td><strong>Government:</strong> Shared investment with the private sector for WASH improvements to increase coverage and reduce costs.</td>
<td></td>
</tr>
<tr>
<td><strong>Financial Sector:</strong> Offer financial products and investments for WASH—this includes banks making loans backed by the DCA guarantee and MFIs providing tailored loan products that enable HHs to invest in improve water/sanitation facilities and service upgrades.</td>
<td><strong>Financial sector:</strong> Profit and return on investment.</td>
<td></td>
</tr>
<tr>
<td><strong>Households:</strong> Use financial products to access WASH services and products.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Targets and Assumptions

<table>
<thead>
<tr>
<th>Output</th>
<th>LOP Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds mobilized and financing WSP projects to improve services and efficiency</td>
<td>$4.0 million</td>
</tr>
<tr>
<td>Funds leveraged from private sector and donors to accelerate WASH service deliver</td>
<td>$30 million</td>
</tr>
</tbody>
</table>

Key assumptions include:
- Creditworthy WSPs exist that banks will lend to with appropriate guarantees.
- WSPs will pursue private sector financing for projects that offer quick returns.
- Increased competition and better knowledge of the WASH sector will lead banks to extend tenors and apply more risk-based pricing to loans to WSPs.
- MFIs will devise loan products that facilitate household connection to piped water systems and investments in household sanitation.

### Year 1 Tasks

**Task 2.1: Assist WSPs to upgrade business and strategic plans to improve likelihood that they will qualify for debt or equity financing from the private sector.**

Understaffed and overwhelmed by the task of continuing to provide a reasonable level of service to their current customer base, WSPs often lack the resources and foresight to take a longer-term strategic view of their overall business operations. Through embedded personnel within the WSPs, KIWASH will provide the technical support required to allow the WSPs to carry out detailed analyses of their long-term strategic plans.

- Analyze WSP strategic business level plans to determine priorities.
- Assist WSPs to map their current coverage areas.
- Assist WSPs to upgrade their five-year strategic plans and develop five-year business plans.

**Task 2.2: Assist WSPs to improve operations and financial performance.**

WSP capacity to manage O&M costs, NRW, and creditworthiness, among others, varies widely among the WSPs operating in the nine counties. KIWASH will take an adaptive approach to provide each WSP the tailored expertise needed to improve their overall performance.

- Assist WSP managers to institute the use of the performance index and credit ladder tools to monitor and improve performance.
- Assist WSPs to develop and carry out specific programs aimed at reducing NRW and improving billing and collections.
- Conduct gender equality mainstreaming training and support the development of WSP department level plans to apply gender equality mainstreaming into WSP policies, practices and procedures.

**Task 2.3: Assist WSPs develop investment strategies that will substantially expand coverage.**

In Tasks 2.1 and 2.2, KIWASH will assist WSPs to develop more substantial business plans and improve overall operational and financial management leading to more substantial revenue streams. KIWASH will provide the additional technical assistance to the WSPs to
leverage their new-found bankability to leverage investment capital to expand coverage and improve service delivery.

- Assist WSPs to develop proposals for donors, and commercial banks to expand coverage.
- Link WSPs to the Development Credit Authority (DCA) and other financing facilities and mechanisms.

**Task 2.4: Support the creation of new financial products for WASH service providers and consumers.**

Lending at the household and small-scale enterprise level for WASH activities is relatively underdeveloped. KIWASH will use a demand lens to help local finance institutions to design products that meet the needs of households and the SMEs providing WASH services at the county-level.

- Assist financial institutions to develop loan products to improve the ability of households and WASH enterprises to borrow funds for investments in WASH.

**Key Year 1 Achievements**

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSP strategic business planning analysis reports</td>
<td>4</td>
</tr>
<tr>
<td>WSPs using Performance Index and Credit Ladder tools</td>
<td>2</td>
</tr>
<tr>
<td>WSP proposals for funding for expansion of service</td>
<td>2</td>
</tr>
<tr>
<td>WASH-specific loan product for enterprises and households developed</td>
<td>1</td>
</tr>
</tbody>
</table>

**6.3 OUTPUT 3 – ACCESS TO INTEGRATED WASH AND NUTRITION SERVICES IMPROVED**

In Kenya, approximately one-third of child deaths annually are due to undernutrition. The World Health Organization (WHO) estimates that 50 percent of malnutrition is associated with recurrent bouts of diarrhea, frequently caused by unsafe water, insufficient sanitation, and inadequate hygiene. There is growing evidence that environmental enteropathy, an intestinal disease caused by chronic exposure to fecal bacteria, contributes to stunting by diverting energy toward fighting infection and away from growth. Safe drinking water, adequate sanitation, and proper hygiene can prevent undernutrition and stunting in children by inhibiting environmental enteropathy and diarrheal disease, and reduce child deaths.

COP Joseph Sanders and Agriculture and Nutrition Advisor Margaret Indimuli will oversee Outputs 3 and 4, given their close linkages, supported by Nairobi- and Kisumu-based technical experts in household nutrition and WASH, and embedded specialists in each county. For Output 3 specifically, embedded nutrition/WASH specialists will be supported by Water/Sanitation Advisor Timothy Grayling and county-based WASH infrastructure teams to advise on design and implementation of small- to medium-scale infrastructure, including MUS where appropriate, to increase access to clean water. Activities in Outputs 3 and 4 will serve as a platform for improved demand across other Output areas.
County Governments: Continued oversight, monitoring, and learning of WASH and nutrition integration.
Health Facilities: Communication channel and demonstration point for learning and documenting lessons on WASH nutrition integration.
NGOs: Community outreach, messaging, and learning for integrated WASH and nutrition behaviors within households.
Households: Participate in integrated WASH and nutrition activities, including accessing and utilizing services and products.

- Government: Increased accountability and performance to deliver health services and promote healthy child growth.
- Health facilities and NGOs, improved performance that is documented.
- Reduced duration and recurrence of illness, increased access to WASH services and products.

Targets and Assumptions

<table>
<thead>
<tr>
<th>Output</th>
<th>LOP Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people benefitting from multiple-use services</td>
<td>150,000</td>
</tr>
<tr>
<td>Number of water and hygiene kits distributed</td>
<td>10,000</td>
</tr>
<tr>
<td>Number of knowledge products created on coordinated WASH-nutrition programming</td>
<td>10</td>
</tr>
</tbody>
</table>

Key assumptions include:

- USAID partners and Health facilities in targeted counties have the capacity to rollout the integration of nutrition and WASH.
- Participating communities and households will readily embrace small-scale infrastructure improvement and increase uptake of the same.

Year 1 Tasks

Task 3.1: Integrate and promote essential nutrition and WASH interventions.
KIWASH will promote low-cost, high-impact WASH interventions such as optimal hand washing with soap at appropriate times, treatment and safe storage of household drinking water, and adequate sanitation/ feces management that prevent diarrhea and under-nutrition. Essential WASH Actions (EWA) will be integrated into Essential Nutrition Actions (ENA) and appropriate food hygiene practices to address this gap.

- Develop Integrated WASH/Nutrition Training Guide tailored to county needs in collaboration with APHIA partners and MOH.
- Conduct Training-of-Trainers (TOT) refresher courses with the APHIA partners, community health workers, nutritionists and other key groups at the county level on the training guide.
- Design BCC campaign materials on CLTS.
- Design and operationalize Healthy Behaviors Grant Fund to support county-based organizations conduct CLTS BCC campaigns.

Task 3.2: Improve integration of WASH, MCH, and nutrition services
Today, nearly half of malnutrition cases worldwide can be attributed to poor water, sanitation and hygiene. Diarrhea, pneumonia and birth complications are the top three killers of children under age 5 worldwide.1 Each year diarrhea alone causes the death of 760,000 children under 5 (11 percent of all child mortality).2 Diarrhea is also a leading cause of

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undernutrition in this age group and one-third to one-half of all child mortality cases are linked to under nutrition.\textsuperscript{3,4} UNICEF estimates that more than 90 percent of deaths from diarrheal illnesses in young children can be attributed to unsafe or inadequate water, sanitation, and hygiene (WASH) practices.\textsuperscript{5} If mothers and other caregivers used basic hygiene practices and had better access to safe water and adequate sanitation this could greatly reduce under 5 deaths and improve child nutrition. KIWASH will work with mainline health services that offer unique opportunities for integrating WASH interventions to deliver optimal impact. Interventions will include:

- Develop targeted EWA job aids to reinforce training efforts on best practices.
- Support the introduction of EWA into ORT corners at Health Facilities/Clinics.
- Design WASH promotion kits and distribution program.

**Task 3.3: Strengthened evidence base and programming guidance for coordinated WASH-nutrition programming**

KIWASH will provide evidence on how to combine concrete WASH and nutrition programming actions that address the challenges of diarrhea and under nutrition and improve health outcomes. Documentation of what is working well and what is not on integration of WASH and nutrition interventions will be done through special studies.

- Identify university or research institute to design multi-year research program on evaluating effectiveness of integrated WASH/Nutrition programs.

**Key Year 1 Achievements**

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated WASH/Nutrition Training Guide</td>
<td>1</td>
</tr>
<tr>
<td>TOT trainings on WASH/Nutrition integration</td>
<td>2</td>
</tr>
<tr>
<td>Job aids for EWA messaging</td>
<td>1</td>
</tr>
<tr>
<td>WASH promotion kits distributed</td>
<td>500</td>
</tr>
</tbody>
</table>

**6.4 OUTPUT 4 – INCREASED PRODUCTION AND CONSUMPTION OF NUTRIENT-DENSE, DIVERSE FOODS**

According to the 2014 demographic health survey, only 21 percent of Kenyan children under the age of 2 consume a minimum acceptable diet. A key opportunity for increasing dietary diversity and quality at the household level is increasing household production. Rural families living below the poverty line have many specific challenges—limited land, insecure food access, limited capital, constrained time and energy, and irregular access to water—that require customized and innovative solutions. Our approach to increasing production and consumption of nutrient-dense and diverse foods responds to these household demands, which will, in turn, spur demand for improved sources and systems for water, including Multiple Use Systems. As mentioned above, COP Joseph Sanders—who has significant experience managing Feed the Future and other agricultural programming—and Agriculture and Nutrition Advisor Margaret Indimuli will oversee work planning and strategy for Output.

4, supported by embedded county teams for nutrition and WASH and household production.

<table>
<thead>
<tr>
<th>Key WASH Network Actors and Roles Within Output 4</th>
<th>Incentives Across the Network</th>
<th>Benefits to KIWASH Households</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>County Governments:</strong> Continued oversight, monitoring and learning of WASH and nutrition integration with a focus on agriculture production and monitoring household food consumption. <strong>WSPs:</strong> in collaboration with SMEs, foster access to water for production. <strong>Private Sector:</strong> Promote utilization of appropriate technology and skills for agriculture production. <strong>NGOs/Associations:</strong> Community outreach, messaging, and learning for extension, nutrition promotion, and data collection and documentation of household consumption. <strong>Households:</strong> participate in integrated WASH and agriculture activities to increase access to technology and skills.</td>
<td>• Government: Increased accountability and performance to meet WASH and Agriculture production targets. • WSPs: Increased revenue and coverage. • SMEs for services and products: Increased markets and profits for water technology for agriculture production. • NGOs/associations: Increased skills and relationships to foster performance in agriculture production and M&amp;E.</td>
<td>• Increased yields and agricultural income. • Increased access to and utilization of nutritious foods.</td>
</tr>
</tbody>
</table>

**Targets and Assumptions**

<table>
<thead>
<tr>
<th>Output</th>
<th>LOP Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of households benefiting from access to water for irrigated kitchen gardens, dairy, or poultry production</td>
<td>50,000</td>
</tr>
<tr>
<td>Number of women consuming more diverse and nutritious foods</td>
<td>60,000</td>
</tr>
<tr>
<td>Number of children between 6 and 23 months consuming minimum acceptable diet</td>
<td>100,000</td>
</tr>
</tbody>
</table>

Key assumptions include:

- Kitchen garden concepts demonstrated at community/facility/school level will be replicated at beneficiary household level.
- Households will purchase innovative water technology products to improve production.
- Increasing household agricultural production will lead to increase in diet diversity and quality at the household level.

**Year 1 Tasks**

**Task 4.1: Increased access to water for agricultural productivity**

Emphasis will be on promotion of access to water for agricultural productivity at the household level through use of innovative technologies, while at the community level, improving access to MUS.

- Work with FTF partners to identify gaps that farmers/households have in gaining access to water including Agile and Harmonized Assistance for Devolved Institutions (AHADI), Financial Inclusion for Rural Microenterprises (FIRM), Kenya Agricultural Value Chain Enterprises (KAVES), AIDS, Population, and Health Integrated Assistance (APHIA), Accelerated Value Chain Development (AVCD) program, and the Nutrition and Health Program Plus (NHP plus).
- Identify appropriate irrigation technologies and suppliers.
- Design and develop strategies to improve access to technology.
- Establish demonstration sites to showcase irrigation technologies.
Task 4.2: Deliver nutrition messaging to promote preparation and consumption of nutrient-dense and diverse foods

Emphasis will be placed on increasing production and consumption to reap nutrition benefits. BCC approaches will be used to promote preparation and consumption of nutrient-dense and diverse foods, while also promoting ENA and EWA, including child feeding practices and food preparation.

- Tailor integrated WASH/Nutrition Training Guide and job aids for agriculture extension services.
- Work with FTF partners to identify key stakeholders to oversee demonstration nutritious food production plots in high-traffic areas.
- Establish demonstration plots.

Task 4.3: Provide agricultural training and support services

The KIWASH approach to improve agriculture will be to work with existing FTF implementing partners. In KIWASH communities where these partners are not present, KIWASH will work with local partners. KIWASH will take a particular focus on youth.

- Coordinate with other Feed the Future implementers in targeted KIWASH counties to foster access to agricultural training and support.
- Facilitate agricultural training and extension in locations without FTF support.

Task 4.4: Track increase in consumption of nutrient-rich and diversified foods at the household level

KIWASH will monitor household consumption of nutrient-rich and diversified foods at household level. This information will be collected through a household survey at baseline, midterm and end line to establish benchmarks for progress. Household specific targets will be extrapolated from the household survey data.

- Incorporate dietary diversity monitoring in KIWASH M&E activities.

**Key Year 1 Achievements**

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irrigation technology demonstration sites established</td>
<td>5</td>
</tr>
<tr>
<td>Nutritious food production demonstration sites established</td>
<td>5</td>
</tr>
<tr>
<td>Agricultural extension service workers trained in WASH/Nutrition</td>
<td>50</td>
</tr>
<tr>
<td>Dietary diversity monitoring built into household survey instrument</td>
<td>1</td>
</tr>
</tbody>
</table>

6.5 OUTPUT 5 – ENVIRONMENTAL SUSTAINABILITY OF WASH SERVICES INCREASED

Kenya faces a growing challenge of providing its human population with adequate clean water and sanitation services not only for household consumption, but also for agriculture and broader economic growth. Moving beyond water safety to water security, KIWASH incorporates demand with safety and adaptation planning to foster sustainability—building the capacity of county governments, institutions and water service providers to incorporate climate change and water safety to expand source water protection and improve sanitation.
Key WASH Network Actors and Role within Output 5

**County Governments**: Continued oversight, planning, delivery, monitoring, and learning of sanitation and water protection services.

**WSPs**: Improve water safety and security planning, where possible, incorporate sanitation and sludge management into service delivery.

**WRUAs**: Improve upper watershed protection and management, and incorporate climate risk analysis into resource protection and management planning across KIWASH watersheds.

**SMEs for Services and Products**: Promote sanitation products and services.

**Households**: Consume sanitation services and products.

Incentives Across the Network

- **Government**: Increased accountability and performance to deliver safe water, sanitation services, and adapt to climate change.
- **WSPs**: Expanded markets in sanitation and more assured supplies of water.
- **WRUAs**: Strengthen resilience to the impacts of climate change.
- **SMEs for services and products**: Increased markets and profits for sanitation-targeted products and services.

Benefits to KIWASH Households

- Increased access to sustainable safe water.
- Increased access to and utilization of sanitation services and products.

In line with the 2010 Constitution of Kenya, the most recent draft Water Bill continues to clearly delineate responsibility for water resources management from that of water services provision. Water resources management remains the responsibility of the Water Resource Management Authority (WRMA) at the national level and the Water Resource Users Associations (WRUAs) at the sub-catchment level, while responsibility for water service provision at the household level lies squarely with the county governments. Despite the segregated responsibilities, it is nevertheless clear that good service delivery is intrinsically linked to a secure water supply and requires a coordinated approach along the entire supply chain. KIWASH will work at this broader coordination level with the relevant actors to improve Kenya’s ability to ensure that water supplies are available in both sufficient quantity and adequate quality to meet growing demand. Protecting Kenya’s valuable water resources is a complex issue of critical importance to the health and economy of the country. While management frameworks have been established, the local-level institutions are still nascent.

Sanitation remains a serious challenge in all nine KIWASH counties, with open defecation and improper sludge disposal being widespread. These practices, along with the potential risks associated with climate change, threaten the sustainability of the region’s water resources.

As such, KIWASH will work in an integrated manner with the other outputs to deliver on the following targets.

**Targets and Assumptions**

<table>
<thead>
<tr>
<th>Output</th>
<th>LOP Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent increase over baseline in areas serviced by a WRUA</td>
<td>50%</td>
</tr>
<tr>
<td>Number of sanitation service providers addressing waste/sludge management</td>
<td>5</td>
</tr>
<tr>
<td>Number of service providers with improved capacity to address climate change issues</td>
<td>40</td>
</tr>
</tbody>
</table>

Key assumptions include:

- WRMA shows willingness to collaborate with KIWASH.
- Political will within county governments to support the formation and operation with WRUAs.
- Willingness exists on behalf of WRUAs to partner with KIWASH.
- WRUAs require assistance to develop applications for WSTF funding.
- Sludge management is an area of real concern that the counties and WSPs are willing to dedicate staff and financial resources to address.
• Private entrepreneurs are interested in expansion into or within the sanitation sector.

Year 1 Tasks

Task 5.1: Expand source water quality protection
Within the current watershed management model, the WRUAs are ultimately responsible for enacting water resource management change at the local level; however, most WRUAs have limited technical and organizational capacity to manage the complex challenges facing their watersheds. While most have prepared sub-catchment management plans, these plans are not necessarily in a useful format that can lead to financing for clear actions on the ground. In other cases, there are still sub-catchments that do not have a legally established WRUA in place. KIWASH will identify weaknesses within the current coverage and management capacity of the WRUAs in the nine counties and assist them to become more robust and relevant entities. Task 5.1 will be overseen by the Environment and Climate Change Specialist.

• Meet with WRMA to identify and map existing WRUAs in each county. Identify critical gaps in coverage where a WRUA may not yet formally exist.
• Select initial priority counties and WRUAs per county for Year 1 based upon recommendations from WRMA and the county governments.
• Analyze WRUA baseline data and create a shortlist of WRUAs to be targeted for Year 1 capacity building activities.
• Initiate the process to establish WRUAs in areas lacking a legally established WRUA.

Task 5.2: Integrate sludge management with sanitation services
Excreta and wastewater sludge—if not managed properly—contaminate source waters and are dangerous to human health. In addition, they are culturally and socially repugnant. Yet, sludge management across the nine counties remains a significant challenge, leaving water resources highly vulnerable to contamination. Financial incentives for service providers along the sludge disposal value chain remain weak, but there is room for improvement. KIWASH will identify the key private- and public-sector actors in the value chain and develop approaches to incentivize improved sludge management practices for both. Task 5.2 will be overseen by the Nairobi-based Service Capacity Building Manager.

• Using baseline survey results, create a comprehensive list of sludge management service providers in the nine counties.
• Identify critical constraints faced by service providers for expansion of environmentally-sound sludge management services.
• Assist counties and WSPs to refine standards and formalize operations for sludge management service providers.

Task 5.3: Increase climate change resiliency in drinking water source planning, development and design of systems/services
Kenya is already facing challenges due to climate change and variability in precipitation, including recurrent drought and flood cycles, as well as risks from extreme events disrupting water and sanitation services. The National Drought Management Agency, WRMA, county governments, WSPs, and other actors across the WASH sector need to factor the current and potential impacts of climate change and variability into their approach to planning, maintenance, and delivery of WASH services. KIWASH will interweave climate change resiliency, water security and the idea of climate-proof infrastructure planning into
programming across all seven outputs. Task 5.3 will be overseen by the Environment and Climate Change Specialist.

- Develop a climate change resiliency, water security and climate-proof infrastructure training manual that can be used in infrastructure and watershed planning.
- Ensure that climate change resiliency and water security training are integrated into the broader WASH technical assistance package.
- Work with institutions like the Regional Centre for Mapping of Resources for Development (RCMRD) to develop downscaled precipitation and runoff projections to sub-catchment planning.
- Assess feasibility in implementing low-cost stream gauging devices at sub-catchment level.

**Key Year 1 Achievements**

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Map of existing WRUA coverage areas within each county</td>
<td>9</td>
</tr>
<tr>
<td>Draft standards for formalizing sludge management service providers for selected counties</td>
<td>2</td>
</tr>
<tr>
<td>Climate change resiliency and water security training manual</td>
<td>1</td>
</tr>
</tbody>
</table>

6.6 **OUTPUT 6 – WASH SERVICES AND WATER RESOURCES INSTITUTIONS STRENGTHENED AND APPROPRIATELY GOVERNED**

Through the 2010 Constitution, many WASH functions devolved to county governments. Among these are the responsibilities for water service provision and sanitation services. Devolution is an ongoing process, roles and responsibilities are still being clarified, and with greater responsibility for service delivery comes greater capacity needs for performance from county governments in water and sanitation management. Led by DCOP Japheth Mbuvi in collaboration with USAID’s AHADI project, KIWASH will support WRUAs, WRMA regional and sub-regional offices, county government staff, and Ministry of Water and Irrigation (MOWI) and MOH staff to create standard operating procedures to refine roles, receive training to improve institutional governance, develop and implement innovative private sector partnerships, effectively allocate budgetary resources, and refine funding streams. We will embed WASH governance advisors in each of the counties to identify and prioritize capacity gaps to address and coordinate strategic planning.

<table>
<thead>
<tr>
<th>Key WASH Network Actors and Roles Within Output 6</th>
<th>Incentives Across the Network</th>
<th>Benefits to KIWASH Households</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

USAID KENYA INTEGRATED WATER, SANITATION AND HYGIENE PROJECT (KIWASH)
County Governments: Continued oversight, planning, delivery, and monitoring to make better plans to attract local, national, and external investment.

WSPs: Improve market-facing business planning and service delivery to foster performance and scale up coverage and quality. This includes accessing both public and private investment funds.

WRUAs: Improve management and governance skills to foster performance and attract investment.

MoH: Roadmap for CLTS

- National government: Stronger local institutions in which to make trust funds and other investments.
- Financial sector: Better public sector investment opportunities.
- County governments, WSPs, WRUAs: Increased skills and performance to access greater investment and improve management of SME subcontractors.
- SMEs for services and products: Increased public market space to target services support (e.g., as a service provider to maintain or expand WSP coverage).

- Increased access to and utilization of WASH services and products.

### Targets and Assumptions

<table>
<thead>
<tr>
<th>Output</th>
<th>LOP Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of county governments with improved institutional capacity to address WASH management issues, as represented by WASH Capacity Index</td>
<td>9</td>
</tr>
<tr>
<td>Number of subnational entities receiving KIWASH/USG-assistance to improve performance</td>
<td>27</td>
</tr>
<tr>
<td>Number of people benefitting from USG-supported PPPs</td>
<td>100,000</td>
</tr>
<tr>
<td>Percent increase in public sector expenditures on WASH, in relation to total county budget</td>
<td>33%</td>
</tr>
<tr>
<td>Funds leveraged to accelerate WASH service delivery</td>
<td>$30M</td>
</tr>
</tbody>
</table>

Key assumptions include:
- The new water bill before the national assembly is finalized and enacted.
- Political support from the county government and county assembly.
- County governments are willing to integrate KIWASH capacity-building activities.
- National water sector institutions will embrace support from KIWASH.

### Year 1 Tasks

**Task 6.1: Strengthening local governance and management**

KIWASH will strengthen local community institutions such as WRUAs, build the capacity of county government offices, enhance collaboration across WASH network actors, and improve private sector engagement. KIWASH will spur local ownership and performance improvement—working across the network to foster capacity, bringing together those with the greatest interest (end-users, WRUAs, and WSPs) and those with the greatest influence (WASREB, WRMA, county governments, and MOWI). The task will be to:

- Develop five-year county specific capacity building “road maps” including training manuals and guidelines.
- Support county-level WASH planning and budgeting.
- Deliver trainings for county government and WSP staff in both regions on how to develop PPCPs.
- Conduct corporate governance training for WSP Boards of Directors in both regions.

**Key Year 1 Achievements**

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>County capacity building road maps produced</td>
<td>4</td>
</tr>
<tr>
<td>PPCP trainings given to WSP and county government staff</td>
<td>2</td>
</tr>
<tr>
<td>Corporate governance trainings given to WSP Boards of Directors</td>
<td>2</td>
</tr>
</tbody>
</table>

**6.7 OUTPUT 7 – TARGETED POLICY REFORMS ADVANCED WHICH STIMULATE AND SUPPORT ACCESS IMPROVEMENTS**

Kenyan water and sanitation institutions are operating in an environment of transition. While there is a strong policy framework in place for WASH services and water resources management, there are still many unknowns relating to devolution and how national policies may need to be updated and improved. County governments are in the midst of developing their own water and sanitation policies and plans to locally govern, manage, and provide services. Led by COP Joseph Sanders and DCOP Japheth Mbuvi, a key focus for KIWASH will be support for a smooth transition to devolution while facilitating an enabling environment for market-based, sustainable service delivery models and PPPs in the WASH sector.

KIWASH will work closely with AHADI to provide training and technical assistance to develop improved incentive structures, accountability mechanisms, and alignment of expectations and enhanced use of data for decision making. We will collaborate with GOK partners and relevant stakeholders to analyze current policies, anticipate impacts, and devise possible reforms and tailor County level laws and regulations to facilitate access and expansion of WASH.

<table>
<thead>
<tr>
<th>Key WASH Network Actors and Roles within Output 7</th>
<th>Incentives Across the Network</th>
<th>Benefits to KIWASH Households</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National Government</strong>: Strengthen the policy environment to foster scaling up of WASH with a focus on devolution and private sector engagement.</td>
<td>National government: Improved accountability. County government, WSPs and WRUAs: Reduced barriers and increased efficiencies to scale up WASH. Financial sector and SMEs: Improved enabling environment for the private sector to profitably promote WASH scale-up.</td>
<td>Increased access to and utilization of WASH services and products.</td>
</tr>
<tr>
<td><strong>County Governments</strong>: Improve local engagements and policy initiatives to foster WASH scale-up and private sector engagement.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>The Entire KIWASH Network</strong>: Contribute to key lessons and project learning to expand project impact through learning platforms and stakeholder forums.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Targets and Assumptions**

<table>
<thead>
<tr>
<th>Output</th>
<th>LOP Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of stakeholders with increased capacity to deliver water and sanitation services</td>
<td>20</td>
</tr>
<tr>
<td>Number of policies, laws, agreements, or regulations enacted in each target county promoting access to improved water supply and sanitation</td>
<td>1 per county, total of 9</td>
</tr>
<tr>
<td>Dissemination of KIWASH approaches and learning to other USAID/Kenya and East Africa implementing partners and stakeholders</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Key assumptions include:

- The new water bill before the national assembly is finalized and enacted.
- Political support from the county government and county assembly for KIWASH-supported policy and capacity building initiatives.
- County governments are willing to integrate KIWASH capacity-building activities.
- National water sector institutions will embrace support from KIWASH.

Year 1 Tasks

Task 7.1: Assist with WASH sector transition to devolution
The need for policy reforms to strengthen county government structures and clarify roles and responsibilities of sector institutions is central to the devolution process. Through strong engagement between civil society, the private sector, and government, KIWASH will support Kenyan Government policy makers at the national and county levels to refine policies and institutional roles. Key activities in year 1 will be to:

- Support the Council of Governors in the development, finalization and operationalization of the rural water and sanitation policy prototype.
- Collaborate with GOK partners and relevant stakeholders to analyze current policies and devise strategies for reform.
- Empower civil society groups to hold WSPs and county governments responsible for WASH service provision.

Task 7.2: Support selected WASH sector policy reforms
KIWASH will collaborate with Kenyan Government partners and relevant stakeholders to analyze current policies, anticipate impacts, and devise possible reforms. Critical areas for reform include tailoring county-level laws and regulations to facilitate access and expansion of WASH. This can happen through an enabling environment for private sector engagement, in the WASH value chain through PPPs, development and promotion of blended financing mechanisms for pro-poor outreach by WSPs, expansion of MUS, and sanitation promotion through CLTS. As the new constitutional structure evolves, we will continually support partners to identify and consider additional policy reform areas. This task will:

- Contribute to the national dialogue on the clarification of roles responsibilities for national-level and county-level WASH institutions.
- Support establishment of forum for coordination among national institutions for joint planning of MUS.
- Assist county governments to improve the linkage between CLTS and sanitation marketing.

Task 7.3: Support USAID program learning
KIWASH will improve learning and information-sharing so that WASH policies and programming become more effective at both the national and local levels. Program learning activities will be designed to assess and refine activities so that, together with our partners, we support transformative, sustainable policies and interventions that amplify USAID’s impact. During the first year the project will:

- Develop a knowledge management plan and establish knowledge sharing centers and a virtual learning platform.
- Conduct an annual forum for reporting KIWASH implementation progress.
### Key Year 1 Achievements

<table>
<thead>
<tr>
<th>Key Achievements</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prototype WASH policy customized at the county level</td>
<td>3</td>
</tr>
<tr>
<td>Policy briefing notes drafted and disseminated</td>
<td>1</td>
</tr>
<tr>
<td>Annual forum on KIWASH implementation progress held</td>
<td>1</td>
</tr>
</tbody>
</table>
7  PROJECT MANAGEMENT STRATEGY AND ACTIVITIES

Project management for a large, geographically dispersed five-year undertaking such as KIWASH is complex and critically important to the smooth and effective operation of the program. This section covers the approaches and tasks to be undertaken in various aspects of managing this program. In this section, we cover the areas of mobilization and quick start activities, regular project management activities, program communication, program reporting, grants program management, geographic information systems (GIS) and mapping, gender, monitoring and evaluation, and collaboration with other development programs.

7.1  GENERAL PROJECT MANAGEMENT

While the ultimate success of KIWASH will depend on the effectiveness of the project’s technical components, the effective operation of each component (both independently and as an integrated whole) is equally dependent on the organizational and management structures and systems the team puts into place in their support. As such, KIWASH is structured to meet output-level technical objectives while also ensuring that the project has the geographic reach to improve access to WASH services for 1 million people, significantly reduce open defecation, improve household hygiene practices, improve access to irrigation and nutrition for at least 50,000 households, and ensure that at least 100,000 children between 6 and 23 months are receiving a minimal acceptable diet. Our approach to making this happen is based both on establishing clear lines of responsibility among Team members for specific outputs while fostering cross-team coordination of support to county governments and WSPs. Figure 2 presents a revised KIWASH organizational chart that strengthens the alignment of team roles with specific outputs and shows reporting relationships in both Nairobi and regional offices.

7.1.1  Management Plan

As depicted in Figure 2, DAI will station our Chief of Party, Deputy Chief of Party, and Senior Technical Advisors in the Nairobi office. In addition, we will have technical staff based in Nairobi who are responsible for planning and carrying out activities with county governments and WSPs in Nairobi and Eastern Kenya (Kitui and Makueni). In the Western (Lake Victoria) region, we will have a small regional office in Kisumu that is staffed with technical specialists/advisors who manage and support the implementation of KIWASH components in that region. The Nairobi and Western regional office will be responsible for supporting embedded staff in each county to support the day-to-day implementation of KIWASH sponsored or supported activities and reporting on results. This management plan:

- Gives our team the ability to match common approaches with tailored technical assistance and support that responds to local needs;
- Concentrates technical expertise in areas where we can work with county governments, WSPs, WRUAs and local private WASH businesses to achieve KIWASH’s objectives; and
- Allows our most senior advisors to provide overall direction and influence and provide input into central government policy and programming deliberations.
**Nairobi Office:** The Nairobi office will serve as KIWASH headquarters and manage relationships and reporting to USAID and central government counterparts. Nairobi will also be the base for KIWASH’s designated five key personnel, and will have senior technical specialists who will work closely with the Lake Victoria Regional Office based team. In addition to serving as the national office for KIWASH, it will also serve as the regional office for all field activities conducted in Kitui, Makueni and Nairobi counties. DAI anticipates that professional technical staff will travel frequently to both the Lake Victoria and Tana/Athi regions to provide technical support, ensure that KIWASH activities are proceeding as planned, gather lessons learned and best practices, and work with the staff assigned to each region to ensure that KIWASH is maximizing every opportunity to leverage technical assistance and support from within the project, other donor projects, the private sector, and other partners. The role of the Nairobi Office is also to:

- Provide overall strategic direction to KIWASH and ensure technical coherence of the project, maximizing links and cooperation across the three components;
- Provide advice to central government agencies in formulating and adjusting policies and programs to expand access to safe water, improved sanitation, hygiene and nutrition services;
- Provide technical support to Kitui, Makueni and Nairobi counties and WSPs;
- Communicate, coordinate, and serve as the liaison with USAID, the Kenyan Government, and other donors;
- Provide technical support and resources to the regional offices;
- Ensure that regional offices apply common standards and approaches in project activities;
- Identify and disseminate success stories, best practices, lessons learned, and innovations;
- Monitor and evaluate program performance, ensure quality of data, and report on results; and
- Oversee KIWASH finances and grants.

**Regional Office:** KIWASH will have one regional office in Kisumu and an embedded regional team for the Tana/Athi region embedded in the main office in Nairobi. The regional office for the Lake Victoria region in Kisumu and the Tana/Athi team based in Nairobi will serve as the primary implementation centers for work in each of the nine targeted counties. Having teams focused on activity-level implementation in each region along with embedded staff in each county will enable the KIWASH team to meet and, whenever possible, exceed all KIWASH targets. The senior regional staff in both the Lake Victoria and Tana/Athi regions will report directly to one of the three project senior advisors—DCOP Jahpeth Mbuvi, Water and Sanitation Advisor Timothy Grayling and Agriculture and Nutrition Advisor Margaret Indimuli. The embedded staff in each county will report to their respective regional technical area advisor. The regional technical area advisors will participate in regular program coordination and administration meetings to be held in Nairobi. We also will organize regional cross visits and technical reviews by regional technical staff to share lessons learned, review accomplishments, and discuss strategies for addressing specific challenges.

**Embedded Technical Specialists:** DAI plans to embed four technical specialists in WSPs and county governments in each of the nine counties. These will be specialists in water sector governance, service provider capacity building, multi-use systems and household production, and nutrition/WASH. In addition, we will position four infrastructure advisors—three in the Lake Victoria region and one in the Tana/Athi region—to work with two counties each. These specialists will serve as KIWASH’s on-site activity managers and work
hand-in-hand with local partners in the implementation of KIWASH supported activities in each county.

**Relationship between the Project and DAI Home Office:** Based on past experience supporting long-term, complex development programs in Kenya, the relationship between the project and DAI’s home office is based on three principles:

- Empower the COP with the appropriate autonomy backed by substantial authority to implement programs;
- Establish and maintain real-time communications between project and home offices and hold quarterly reviews that involve the COP and home office staff to ensure proactive troubleshooting before issues become serious; and
- Have periodic home office communications with the COTR to ensure client satisfaction and that the project meets or exceeds USAID’s expectations and standards.

DAI’s home office will provide technical oversight, respond to USAID requests for contractual information, issue accurate invoices and other financial statements, assist with recruitment, and mobilize short- and long-term personnel. This support will be provided by a Project Team Director (Rebecca Lawrence) supported by a Project Manager, Stephanie Schwartzkopf. The Project Team Director will provide overall management support to KIWASH and serve as the COP’s day-to-day point of contact in the DAI home office. He/she will also facilitate quarterly project reviews with the COP to discuss and resolve project management, technical, and/or information issues quickly and efficiently. DAI home office support offices, including Finance, Contracts, Procurement, Information and Management Technology, and Human Resources/Recruitment, will ensure that the COP and the KIWASH team has the support, expertise and resources needed to manage KIWASH and meet or exceed USAID expectations.
Figure 2: KIWHASH Organizational and Management Structure

Legend:
- Nairobi Office
- Kisumu Regional Office
- Based in Other Counties
- Key Personnel

Chief of Party
Joe Sanders

Deputy Chief of Party*/Output 7 Lead
Japheth Mbuvi

Output 1 Team Lead/Eastern Region Capacity Building Manager
TBD

Output 2 Team Lead
TBD

Output 6 Team Lead/Eastern WASH Governance Manager
TBD

Service Provider Capacity Building Specialists (x2)
TBD

Utility Finance Specialists (x2)
TBD

Western Region Service Provider Capacity Building Manager
TBD

Service Provider Capacity Building Specialists (x5)
TBD

[Busia, Kakamega, Kisumu, Migori, Nyamira & Siaya]

Water / Sanitation Advisor*/Output 5 Team Lead
Timothy Grayling

WASH Governance Specialists (x2)
TBD

[Kitui & Makueini]

WASH Governance Specialist – Kitui & Makueni
TBD

[Busia, Kakamega, Kisumu, Migori, Nyamira & Siaya]

Environment & Climate Change Specialist
TBD

GIS Specialist
TBD

WASH Technology Specialist
TBD

WASH Infrastructure Specialist – Kakamega & Busia
TBD

WASH Infrastructure Specialist – Nyamira & Migori
TBD

Agriculture and Nutrition Advisor*/Output 3 & 4 Team Lead
Margaret Indimuli

Eastern Nutrition/WASH Manager
TBD

Nutrition/WASH Specialists (x2)
TBD

[Kitui & Makueini]

WASH Infrastructure Specialist – Kisu & Siaya
TBD

Western MUS/Production Manager
TBD

MUS/Production Specialists (x2)
TBD

[Kitui & Makueini]

WASH Infrastructure Specialist – Kisu & Siaya
TBD

Western MUS/Production Manager
TBD

MUS/Production Specialists (x5)
TBD

[Busia, Kakamega, Kisumu, Migori, Nyamira & Siaya]

Finance and Administrative Manager*/
TBD

Accounting Manager, Field Accountant, Associate Field Accountant

Procurement and Subcontracts Manager & Procurement and Subcontracts Officer

Grants Manager & Grants Officer

HR and Office Manager, Logistics Officer, IT Officer, Administrative Assistant

Field Accountant, Associate Field Accountant

Procurement and Subcontracts Officer

Grants Officer

Logistics Officer, IT Officer, Administrative Assistant
7.2 MOBILIZATION AND QUICK START ACTIVITIES

The contract for KIWASH was awarded to DAI and its subcontractors on September 29, 2015. Shortly thereafter, DAI held a kick-off conference call with USAID/Kenya to review the contract and establish understandings and procedures as concerns contract administration. COP Joe Sanders arrived in Nairobi in late October and held a subsequent meeting with USAID to begin planning start-up actions and the process of stakeholder engagement.

The task of mobilization includes not only the recruitment and appointment of expatriate and local professional staff and local support staff, but all the procurement of required equipment and furnishing, vehicles, establishment of offices, communications and other related tools and resources necessary to the execution of the project. Initial mobilization tasks, such as mobilizing expatriate staff to Kenya have been completed. Other tasks, such as establishing the Nairobi office, procurement of computer equipment, leasing and setup of office space including communications and internet capability are well underway. We also are tailoring DAI’s Technical and Administrative Management Information System (TAMIS) for KIWASH use.

The following chart outlines the major tasks of mobilization:

<table>
<thead>
<tr>
<th>Task</th>
<th>Activity</th>
<th>Input</th>
<th>Result</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilize long-term staff</td>
<td>Recruitment of key persons</td>
<td>DAI Home Office</td>
<td>Key persons include COP, DCOP, and technical advisors recruited</td>
<td>Sept - Oct 2015</td>
</tr>
<tr>
<td>(international &amp; national staff)</td>
<td>Recruitment of administrative and technical staff for national and regional offices (including sub-contractors’ staff)</td>
<td>Senior management and Sub-contractor teams</td>
<td>Administrative and technical staff for national and regional offices recruited</td>
<td>Nov 2015 - Feb 2016</td>
</tr>
<tr>
<td>Mobilize short-term staff</td>
<td>Recruitment of STTA staff (international &amp; national staff) supported quick start-up activities</td>
<td>Senior management team</td>
<td>STTA staff (international &amp; national staff) recruited</td>
<td>Oct 2015 - Feb 2016</td>
</tr>
<tr>
<td>(international &amp; national staff)</td>
<td>Establish temporary office at national level</td>
<td>Senior management team</td>
<td>Temporary office at national level established</td>
<td>Oct – Dec 2015</td>
</tr>
<tr>
<td>Task</td>
<td>Activity</td>
<td>Input</td>
<td>Result</td>
<td>Timeline</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-------------------------------------------</td>
<td>---------------------------------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Establish KIWASH National Office</td>
<td>National administrative team</td>
<td>KIWASH National Office established</td>
<td>Dec 2015</td>
<td></td>
</tr>
<tr>
<td>Establish KIWASH Regional Offices</td>
<td>National administrative team</td>
<td>KIWASH Regional Office in Kisumu established</td>
<td>Jan – Feb 2016</td>
<td></td>
</tr>
<tr>
<td>Develop and submit annual work plan and Performance Monitoring Plan (PMP)</td>
<td>Develop and submit annual work plan</td>
<td>Senior management and technical team</td>
<td>Annual work plan submitted and approved by USAID</td>
<td>Nov 2015</td>
</tr>
<tr>
<td></td>
<td>Develop and submit PMP</td>
<td>Senior management and technical team</td>
<td>PMP submitted and approved by USAID</td>
<td>Nov 2015</td>
</tr>
<tr>
<td>Conduct national introduction</td>
<td>National introduction meetings with key national stakeholders</td>
<td>COP, DCOP, and USAID representatives</td>
<td>Briefing sessions for central Government officials and key partners (USAID partners, donors, private sectors and potential partners)</td>
<td>Dec 2015–Jan 2016</td>
</tr>
<tr>
<td></td>
<td>Formal KIWASH launch event</td>
<td>COP, DCOP, technical staff and USAID representatives</td>
<td>Formal KIWASH launch event held in Nairobi</td>
<td>Jan 2016</td>
</tr>
<tr>
<td>Conduct regional introduction</td>
<td>Conduct Regional Program Launching in 9 target counties</td>
<td>COP, DCOP, and USAID representatives</td>
<td>Introduction sessions for county government officials, WSP management and key USAID and regional partners conducted</td>
<td>Dec 2015–Feb 2016</td>
</tr>
</tbody>
</table>

In terms of Quick-Start activities, COP Sanders is working with KIWASH team members and partners to identify activities that offer the opportunity to engage with key stakeholders and deliver tangible outputs while helping establish the project as a leader in the sector’s development. Such activities will either build from past USAID sector leadership (such WSP financing) or be essentially new activities that will aid in putting into place important relationships with key national stakeholders.

### 7.3 PROGRAM COMMUNICATIONS

KIWASH will facilitate an integrated program communications strategy to stimulate stakeholder awareness of and support for improved services and practices necessary to achieve overall program goals and objectives. KIWASH program communications activities will communicate program results, best practices and lessons learned in a timely and professional manner to a broad Kenyan and international audience, and provide for a major focus on awareness building among county government officials, national government agencies including WASREB, MoH and WRMA, CSOs and the media. This includes the development of a program web site; a periodic email list service providing KIWASH news and activities updates, in English and Swahili; KIWASH technical fact sheets describing program activities; and broad distribution of KIWASH technical reports to Kenyan and international audience.
### Task

**Design KIWASH project identity**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Input</th>
<th>Result</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design KIWASH project identity</td>
<td>COP &amp; DCOP, Communications and Marketing Manager</td>
<td>KIWASH project identity developed based on USAID branding guidelines</td>
<td>Dec 2015-Jan 2016</td>
</tr>
<tr>
<td>Develop name card, letter-head and other project publications using approved project identity</td>
<td>Communications and Marketing Manager and administrative officer</td>
<td>Name card, letter-head and other project publications using approved project identity developed and used</td>
<td>Jan – Feb 2016</td>
</tr>
</tbody>
</table>

**Develop KIWASH website**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Input</th>
<th>Result</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop KIWASH website</td>
<td>Communications and Marketing Manager</td>
<td>KIWASH program website set-up; user friendly in terms of accessing and adding program information</td>
<td>Jan – Apr 2016</td>
</tr>
</tbody>
</table>

**Develop technical fact sheets**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Input</th>
<th>Result</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce KIWASH technical and program fact sheets</td>
<td>KIWASH technical teams and</td>
<td>KIWASH fact sheets describing activities available to Kenyan &amp; international audiences</td>
<td>Feb – May 2016</td>
</tr>
</tbody>
</table>

### 7.4 PROGRAM REPORTING

KIWASH program management and technical professionals will provide overall program wide guidance and direction to the activities being performed in each county. Embedded staff in each county will carry out the work with the assistance of regional and Nairobi-based technical advisors. Project reporting will evolve from each county where the work is being performed and will be assimilated into comprehensive project reports. This section describes many of the regular or periodic tasks involved with managing the KIWASH Program in accordance with the Contract and with USAID guidelines. Some of the following tasks have specific deliverable reports which will represent official reporting of progress and attainment of goals during the course of the work.

<table>
<thead>
<tr>
<th>Task</th>
<th>Activity</th>
<th>Input</th>
<th>Result</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce and distribute KIWASH Quarterly Performance and Monitoring Progress report</td>
<td>Develop KIWASH Quarterly Performance Monitoring and Progress report</td>
<td>COP, DCOP, Communications &amp; Marketing Manager</td>
<td>KIWASH Quarterly Performance Monitoring and Progress report developed, approved by USAID and shared to key partners</td>
<td>Jan, Apr, Jul 2016</td>
</tr>
</tbody>
</table>
### Task

#### Environmental Mitigation, Monitoring and Reporting

**Activity:** Conduct environmental screening, prepare mitigation measures, monitor & report quarterly

**Input:** COP, DCOP, Procurement team; Water/ Sanitation Advisor/ WASH Infrastructure Specialists; Community & Marketing Manager; Finance, Administration & Grants Specialists, Team Leads

**Result:** KIWASH (Environmental Mitigation & Monitoring Report (EMMR) developed & approved by USAID.

**Timeline:** Apr, Jul, Sept 2016

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#### Produce and distribute KIWASH Annual Performance and Monitoring Progress report

**Activity:** Develop KIWASH Annual Performance Monitoring and Progress report

**Input:** COP, DCOP, Communications & Marketing Manager

**Result:** KIWASH Annual Performance Monitoring and Progress report developed, approved by USAID and shared to key partners

**Timeline:** Oct 2016

---

#### Submit KIWASH Quarterly Financial Report

**Activity:** Develop KIWASH Monthly Financial report

**Input:** COP, DCOP, DAI Home Office, Finance and Administration Manager, and Finance Team

**Result:** Quarterly Financial report developed and approved by USAID

**Timeline:** Jan, Apr, Jul 2016

---

#### Produce and distribute KIWASH success stories

**Activity:** Develop KIWASH success stories

**Input:** COP, DCOP, Communications & Marketing Manager

**Result:** KIWASH success stories developed, approved by USAID and distributed to relevant stakeholders

**Timeline:** Jun – Sept 2016

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## 7.5 GRANTS PROGRAM

The Grants Under Contract (GUC) of the USAID KIWASH project will be implemented in accordance with the USAID rules and regulation and generally follow the requirements found in ADS 303 and 22 CFR 226. The total value of available grant funds is US $2.2 M for five years. Grants program management will follow the guidelines stipulated in the USAID approved Grants Project Plan (also known as the “Grants Manual”. The grants program will be synchronized with and support the project’s technical components and will be implemented in all targeted counties. In the first year, activities will focus on:

- The development of a KIWASH Grants Project Plan;
- The socialization of this Grants Project Plan among national and field-based project staff;
- The establishment of the Enterprise Fund, Innovation Fund and Healthy Behaviors Fund – grant vehicles designed to support the achievement of specific outcomes;
- The establishment of a training program for potential grantees to ensure their compliance with financial, administrative and grant reporting requirements.
- The establishment of clear monitoring and evaluation systems in support of grant funded activities.
• The development of a standard RFA template for each fund and issuance of the first grant solicitations under each fund.

7.6 GEOGRAPHIC INFORMATION SYSTEMS AND MAPPING

The utilization of geographic information systems (GIS) represents an important facet of the technical approach outlines in the KIWASH work plan. A robust KIWASH GIS will serve as a tool that supports and enhances the technical components, program communications and evaluation, and overall project management. In terms of the technical components, GIS will be highly useful in identifying and tracking changes in water and sanitation coverage, service provision, vulnerable populations in terms of nutrition, climate-related threats to water supplies, water and sanitation borne disease, and similar areas. As concerns program communications, KIWASH’s internet-based GIS capability provides a simple tool that will help tell the story of local conditions and project activities to a wide audience. We will use GIS to also upload information about KIWASH supported activities in each county, geo-referenced, to the USAID GIS system. KIWASH will compile geo-referenced data, link them to information on KIWASH project activities, and incorporate them into custom maps on the KIWASH website, readily accessed by stakeholders to coordinate or target development interventions or share successful approaches and lesson learned. Finally, the mapping of KIWASH activities will facilitate the tracking of where program efforts are focused, thereby enabling KIWASH management to make informed decisions concerning the allocation of resources and staff. Visually displaying the initiatives under the grants program, for example, will help ensure that grant funding is balanced appropriately across regions.

7.7 GENDER

The KIWASH team recognizes that water supply, sanitation, hygiene and nutrition activities gain efficiency, impact and sustainability when both women and men participate effectively in all levels of decision-making. The KIWASH team is preparing a Gender Equality and Women’s Empowerment Plan to articulate our approach and strategy to these issues. Overall, the KIWASH gender strategy focuses on substantively engaging civil society organizations such as women’s groups, community-based organizations, water service providers, county governments, local health workers and schools in the targeted counties to ensure that both men and women benefit from KIWASH activities.

We will incorporate questions into the baseline household survey to help identify important gender concerns in water, sanitation, hygiene and nutrition, as well as opportunities for improving relevant conditions. We will use the information collected to identify areas and opportunities to strengthen gender mainstreaming (internal and external to the project), as well as identify key stakeholders with which the project may partner to address such areas and opportunities. At a minimum, KIWASH gender mainstreaming will develop effective mechanisms for engaging women and men in water supply and sanitation planning and priority setting, hygiene promotion and understanding how early childhood nutrition impacts growth and cognitive abilities.

In terms of partners, KIWASH will seek out partners such as the Kenya Women’s Finance Trust that help economically active low-income women access financing and non-financial services to improve the economic and social status of their households including investing in improved household sanitation and access to piped water.
7.8 MONITORING AND EVALUATION

KIWASH places very strong emphasis on program monitoring and evaluation. This emphasis is embodied in the Performance Monitoring Plan (PMP) which is a strategic tool for monitoring the performance of project implementation vis-à-vis the successful achievement of program outputs, outcomes and impact. The PMP is the guiding document to plan and manage the KIWASH program activities towards achieving program results and deliverables. The tasks and activities are arranged based on the outputs, outcomes and targets set under the KIWASH contract agreement.

The PMD are critical tools for planning, managing, and documenting the progress of KIWASH. The PMD document describes the indicators that KIWASH will employ to track the progress, achievement and the expected targets by year. The performance monitoring system includes:

- Quantitative Performance Monitoring
- Qualitative and Impact of Performance Monitoring
- Quality Assurance
- Reporting system of KIWASH outcome indicators

The PMD is further supported by the DAI-owned Technical and Administrative Management Information System (TAMIS), a database system to track progress towards the achievement of KIWASH indicators. This tool is a cost-effective online management information system to collect data for project reporting and communications. Work on monitoring and evaluation in the current planning period is focused on putting in place the above systems and ensuring that KIWASH staff use the system appropriately and to full effect.

7.9 ENVIRONMENTAL IMPACT MITIGATION AND MONITORING

As a project aimed very much at improving the environmental health status of Kenyan citizens, the KIWASH team understands the importance of ensuring that its own activities do not, in any way, negatively impact public health or environmental conditions in the areas it operates. To ensure this is the case, USAID undertook the Initial Environmental Examination (IEE) prior to comprehensively review activities to be undertaken by the project and provide threshold determinations of environmental impact and conditions for mitigation, if appropriate.

Within this IEE for KIWASH (referenced as USAID / Kenya D03, 615-003), USAID determined that a Categorical Exclusion applies for KIWASH project activities involving technical assistance and training, analyses, studies, academic workshops and meetings that do not entail laboratory work, field studies or involve actions that directly affect the natural or physical environment. It further applied a Negative Determination with Conditions for KIWASH activities involving field studies and other actions that directly affect the physical or natural environment, including small-scale water and sanitation improvement and or construction activities of the KIWASH. Mitigation measures provided in the conditions list of the IEE were set forth to ensure mitigation of potential impacts to public health or the environment. It further specified that the KIWASH contractor shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this contract, including the preparation of an environmental mitigation and monitoring plan (EMMP). The EMMP has been submitted to USAID.
APPENDIX 1: YEAR 1 IMPLEMENTATION SCHEDULE

<table>
<thead>
<tr>
<th>Task</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nov</td>
<td>Dec</td>
</tr>
<tr>
<td><strong>BASELINE SURVEYS</strong></td>
<td></td>
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<tr>
<td><strong>TASK B1: Household Baseline Survey</strong></td>
<td></td>
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<tr>
<td>Design robust sampling methodology to ensure significant statistical power to generate county-level coverage estimates</td>
<td></td>
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<tr>
<td>Design comprehensive baseline household survey instrument</td>
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<tr>
<td>Conduct the survey in 9 counties</td>
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<tr>
<td>Produce comprehensive baseline status report</td>
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<tr>
<td><strong>Task B2: Capacity and Performance (CAP) Survey</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design CAP survey instrument with 3 key modules (1. Institutions, 2. WSPs and 3. WRUAs)</td>
<td></td>
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</tr>
<tr>
<td>Conduct CAP survey (1) across entire project zone with all KIWASH-targeted Institutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct CAP survey (2) across entire project zone with all KIWASH-targeted Institutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct CAP survey (3) across entire project zone with all KIWASH-targeted WRUAs</td>
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<td></td>
</tr>
<tr>
<td>Produce baseline status report for each stakeholder surveyed to be updated throughout life of project</td>
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<tr>
<td><strong>Task B4: Small Enterprise Survey</strong></td>
<td></td>
<td></td>
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<tr>
<td>Design survey instrument for small WASH enterprises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct the survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produce county-level baseline status reports</td>
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</tbody>
</table>

**OUTPUT 1: Market-Based WASH Service Delivery Models Scaled Up**

**Task 1.1: Provide business development (BD) services for WASH services and products**

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify at least 200 WASH service providers for “incubation”</td>
<td></td>
</tr>
<tr>
<td>Develop/strengthen BD training materials and conduct training of trainers program</td>
<td></td>
</tr>
<tr>
<td>Design and operationalize WASH Enterprise Fund</td>
<td></td>
</tr>
</tbody>
</table>
**Task 1.2: Scale up sanitation, sanitation marketing, and hygiene promotion**
- Conduct county-wide survey to identify inhibiting and enabling factors for sanitation behavior change
- Assist county governments to design and rollout sanitation and hygiene campaigns
- Conduct market survey of sanitation and hygiene products
- Assist sanitation enterprises to improve marketing approaches

**Task 1.3: Introduce and promote low-cost sanitation products and services**
- Prioritize needs/gaps that impede household adoption of improved sanitation
- Design and operationalize WASH Innovation Fund
- Identify sanitation enterprises to support and scale up
- Select ten grantees to benefit from WASH Innovation Fund

**Task 1.4: Strengthen the effective monitoring and evaluation (M&E) of WASH**
- Develop WSP Performance Monitoring Index tool
- Support adoption/adaptation of the WSP Performance Monitoring Index tool
- Strengthen county efforts to track essential WASH data

**OUTPUT 2: Sustained Access to Financing/Credit for WASH Increased**

**Task 2.1: Assist WSPs to upgrade business and strategic plans**
- Analyze WSP strategic business plans in each county
- Assist WSPs to map their current coverage areas
- Assist WSPs to upgrade 5-year strategic plans and business plans

**Task 2.2: Assist WSPs to improve operations and financial performance**
- Assist WSPs use the performance index and credit ladder tools
- Assist WSP to develop and carry out programs to reduce NRW and improve billing and collections
- Conduct gender mainstreaming training with WSPs

**Task 2.3: Assist WSPs develop investment strategies that will substantially expand coverage**
- Assist WSPs to develop investment proposals

**Task 2.4: Support the creation of new financial products for WASH service providers and consumers**
- Assist financial institutions develop loan products for WASH enterprises and households
- Develop loan products to enable WSPs to access financing

**OUTPUT 3: Access to integrated WASH and nutrition services improved**

**Task 3.1: Integrate and promote essential nutrition and WASH interventions**
- Develop Integrated WASH/Nutrition training guide
Conduct TOT refresher courses
Design BCC campaign materials on CLTS
Design and operationalize Healthy Behaviors Grant Fund

**Task 3.2: Improve integration of WASH, MCH, and nutrition services**

Develop targeted job aids for EWA
Support introduction of EWA into ORT corners at health facilities
Design WASH promotion kits and distribution program

**Task 3.3: Strengthened evidence base and programming guidance for coordinated WASH-nutrition programming**

Identify research partner to design multi-year study

**OUTPUT 4: Increased Production and Consumption of Nutrient-Dense, Diverse Foods**

**Task 4.1: Increased access to water for agricultural productivity**

Work with FTF partners to identify gaps in water access
Identify appropriate irrigation technologies and suppliers
Design and develop strategies to improve access to technology
Establish demonstration sites to showcase technologies

**Task 4.2: Deliver nutrition messaging to promote preparation and consumption of nutrient-dense and diverse foods**

Tailor integrated WASH/Nutrition Training Guide and job aids for agriculture extension services
Work with FTF partners to identify partners for demonstration nutritious food production plots
Establish demonstration sites to showcase nutritious food production plots

**Task 4.3: Provide agricultural training and support services**

Coordinate with FTF partners to increase access to agricultural training
Facilitate agricultural training in locations without FTF support

**Task 4.4: Track increase in consumption of nutrient-rich and diversified foods at the household level**

Incorporate dietary diversity monitoring in KIWASH M&E

**OUTPUT 5: Environmental Sustainability of WASH Services Increased**

**Task 5.1: Expand source water quality protection**

Meet with WRMA to identify and map existing WRUAs
Select priority counties and WRUAs
Analyze CAP (3) baseline data and create shortlist of WRUAs for Year 1
Initiate process to establish WRUAs in new areas

**Task 5.2: Integrate sludge management with sanitation services**

Produce list of sludge management service providers
Identify sludge management service provider constraints
USAID KENYA INTEGRATED WATER, SANITATION AND HYGIENE (KIWASH) PROJECT  
ANNUAL WORK PLAN PROGRAM YEAR 1, 2016

<table>
<thead>
<tr>
<th>Task 5.3: Increase climate change resiliency in drinking water source planning, development and design of systems/services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop climate change resiliency training modules</td>
</tr>
<tr>
<td>Ensure that climate change resiliency training is integrated into broader KIWASH TA package</td>
</tr>
<tr>
<td>Develop downscaled precipitation and runoff projections</td>
</tr>
<tr>
<td>Assess interest in implementing stream gauging at WRUA level</td>
</tr>
</tbody>
</table>

**OUTPUT 6: WASH Services and Water Resources Institutions Strengthened and Appropriately Governed**

<table>
<thead>
<tr>
<th>Task 6.1: Strengthening local governance and management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop 5 year county specific capacity building “road maps”</td>
</tr>
<tr>
<td>Support county-level WASH planning and budgeting</td>
</tr>
<tr>
<td>Deliver trainings for county government and WSP staff on how to develop PPCPs</td>
</tr>
<tr>
<td>Conduct corporate governance trainings with WSP Board of Directors</td>
</tr>
</tbody>
</table>

**OUTPUT 7: Targeted Policy Reforms Advanced Which Stimulate and Support Access Improvements**

<table>
<thead>
<tr>
<th>Task 7.1: Assist with WASH sector transition to devolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support county governments to customize the national WASH policy prototype</td>
</tr>
<tr>
<td>Collaborate with GOK partners and relevant stakeholders to analyze current policies</td>
</tr>
<tr>
<td>Empower civil society groups to require accountability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task 7.2: Support selected WASH sector policy reforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribute to national dialogue on devolution through policy briefs</td>
</tr>
<tr>
<td>Support establishment of forum for coordination among national level institutions for MUS planning</td>
</tr>
<tr>
<td>Assist county governments to improve CLTS approach</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task 7.3: Support USAID program learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a knowledge management plan and establish knowledge sharing centers and virtual learning platform</td>
</tr>
<tr>
<td>Conduct annual forum for reporting KIWASH implementation progress</td>
</tr>
</tbody>
</table>

◆ = Key Achievements
USAID KENYA INTEGRATED WATER, SANITATION AND HYGIENE (KIWASH) PROJECT
ANNUAL WORK PLAN PROGRAM YEAR 1, 2016

APPENDIX 2: RESULTS FRAMEWORK

GOAL: To improve lives and health through development and management of sustainable water, sanitation, and hygiene services in Kenya

Impact level indicators

G 1.: # of people with improved access to WASH services (1,000,000)

PURPOSE: Accelerated and sustained improvements in water and sanitation access and services in the target counties complemented by improvements in hygiene and nutrition behaviors

Output 1: Market-based WASH service delivery models scaled up

Output 2: Sustained access to financing / credit for WASH increased

Output 3: Access to integrated WASH and nutrition services improved

Output 4: Increased production and consumption of nutritious, dense, diverse foods

Output 5: Environmental sustainability of WASH services increased

Output 6: WASH services and water resources institutions strengthened and appropriately governed

Output 7: Targeted policy reforms advanced which stimulate and support access improvements

Outcome level Indicators

IND 1.: # of communities certified as “open defecation free” (ODF) as a result of USG assistance (F 3.1.6.8-5) (200)

IND 1.1.: # of people benefiting from improved sanitation facilities (F 3.1.8.2-2) (400,000)

IND 1.1.1.: # of households classified as ODF as a result of USG assistance (50,000)

IND 1.1.2.: # of households being able to access improved water sources (1,000,000)

IND 1.1.3.: # of businesses and industries that increased their consumption of WASH products and services (30,000)

IND 1.1.4.: # of households benefiting from new/improved access to water for irrigated kitchen gardens, dairy, or poultry production (200,000)

IND 1.2.: # of different stakeholder organizations receiving technical assistance to improve M&E, reporting and improved water accountability (10)

IND 1.3.: # of agricultural extension providers trained in WASH and nutrition (250)

IND 1.4.: # of appropriate technologies successfully introduced to the local market (10)

IND 2.: # of appropriate technologies successfully introduced to the local market (10)

Output 2: Sustained access to financing / credit for WASH increased

IND 2.1.: Amount of funding mobilized for water service providers to increase access to WASH services or improve efficiency (USD 4,000,000)

IND 2.1.1.: # of water and hygiene kits distributed (10,000)

IND 2.1.2.: # of health workers trained in ENA / EWA (50)

IND 2.1.3.: # of different stakeholder organizations receiving technical assistance for improved M&E, reporting and improved water accountability (10)

IND 2.2.: # of agricultural extension providers trained in WASH and nutrition (250)

IND 2.3.: # of different stakeholder organizations receiving technical assistance to improve M&E, reporting and improved water accountability (10)

Output 3: Access to integrated WASH and nutrition services improved

IND 3.1.: # of households benefiting from integrated WASH and nutrition services (150,000)

IND 3.1.1.: # of households benefiting from integrated WASH and nutrition services (150,000)

IND 3.1.2.: # of different stakeholder organizations receiving technical assistance to improve M&E, reporting and improved water accountability (10)

IND 3.1.3.: # of households benefiting from integrated WASH and nutrition services (150,000)

IND 3.1.4.: # of households benefiting from integrated WASH and nutrition services (150,000)

IND 3.1.5.: # of households benefiting from integrated WASH and nutrition services (150,000)

IND 3.1.6.: # of households benefiting from integrated WASH and nutrition services (150,000)

Output 4: Increased production and consumption of nutritious, dense, diverse foods

IND 4.1.: # of people trained in WASH and nutrition (250)

IND 4.1.1.: # of people trained in WASH and nutrition (250)

IND 4.1.2.: # of people trained in WASH and nutrition (250)

IND 4.1.3.: # of people trained in WASH and nutrition (250)

IND 4.1.4.: # of people trained in WASH and nutrition (250)

Output 5: Environmental sustainability of WASH services increased

IND 5.1.: # of households benefiting from integrated WASH and nutrition services (150,000)

IND 5.1.1.: # of households benefiting from integrated WASH and nutrition services (150,000)

IND 5.1.2.: # of households benefiting from integrated WASH and nutrition services (150,000)

IND 5.1.3.: # of households benefiting from integrated WASH and nutrition services (150,000)

Output 6: WASH services and water resources institutions strengthened and appropriately governed

IND 6.1.: # of policy reformers advanced which stimulate and support access improvements

IND 6.1.1.: # of policy reformers advanced which stimulate and support access improvements

IND 6.1.2.: # of different stakeholder organizations receiving technical assistance to improve M&E, reporting and improved water accountability (10)

IND 6.2.: # of water and sanitation products and services generated (30,000)

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Output 7: Targeted policy reforms advanced which stimulate and support access improvements

IND 7.1.: # of sub-national entities receive KIWASH assistance to improve performance (27)

IND 7.1.1.: # of policies, laws, regulations, or investment agreements (public or private) that promote access to improved water supply and sanitation (F - 3.1.8.3-2)(10)

IND 7.1.2.: # of sub-national entities receive KIWASH assistance to improve performance (27)

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IND 7.2.2.: # of sub-national entities receive KIWASH assistance to improve performance (27)