

Nakuru Countywide Strategic Sanitation Plan

Countywide Inclusive Sanitation Strategy

March 2019



Mazingira safi, maisha bora



Foreword

Nakuru County is one of the counties in Kenya with fast growing populations, urban centres and robust economies. This growth continues to exert pressure on our already overstretched social infrastructure and services such as water, housing, sanitation and healthcare. It is worth noting that only 29.7 percent and 21 percent of the urban and rural populations respectively use improved sanitation facilities, with sewerage coverage estimated at a measly 3.4 percent. A significant proportion of the population in Nakuru County estimated at about 1.8 percent still defecates in the open. This situation is exacerbated by inadequate water supply, limited solid waste management and drainage management systems especially in the low income, informal and unplanned urban settlements. The consequence of these shocking statistics is reflected in the poor health status of our people and our degraded environment. Unfortunately water and sanitation related diseases such as diarrhea and cholera continue to pose a great challenge to the county. It is estimated that Nakuru county loses about KES 978 million per year due to poor sanitation.

The County Government of Nakuru is taking these challenges very seriously. With the support of the National Government, through the Ministries of Water & Sanitation, Health, the World Bank and other stakeholders, we have embarked on an elaborate process of developing a comprehensive Countywide Inclusive Sanitation Strategy and Investment Plan to address these sanitation challenges in the county. The overall objective of the Nakuru Countywide Inclusive Sanitation Strategy and Investment Plan is to provide direction for the county to achieve its vision of providing universal access to safe and sustainable sanitation to the entire county population by 2030. The Investment Plan will put special emphasis on implementing a service delivery model covering the entire sanitation value chain including containment, collection, transportation, treatment and disposal or reuse of waste (full sanitation service chain). The Plan will also focus on application of innovative, rights based, integrated and multi-sectoral approaches to sanitation improvement at all levels.

The Nakuru Countywide Inclusive Sanitation Strategy provides a sound framework for the development of the Countywide Inclusive Sanitation Investment Plan which will help us to fully exercise our constitutional mandate in respect to sanitation, and to work towards achieving our constitutional mandate of CoK 2010 and Global SDG commitment to ensure universal access to safe water, sanitation and hygiene by 2030. Our Strategy applies to the entire county from rural to urban areas including peri-urban, planned and informal settlements. It includes all aspects of safe sanitation including offsite and on-site sanitation, wastewater and faecal sludge management, resource recovery and integrated drainage and solid waste management.

As part of my deep commitment to the implementation of the Nakuru Countywide Inclusive Sanitation Strategy, my Government has taken a bold step to formally establish the multi-sectoral Nakuru Countywide Sanitation Technical Steering Committee (NACOSTEC) vide Gazette Notice No. 13125, Vol. CXX No. 155 published on 21st December 2018 in the Kenya Gazette. The overall purpose of NACOSTEC is to steer and guide the Nakuru countywide inclusive sanitation agenda. This will include advising on, and facilitating countywide inclusive sanitation policy(ies), planning, monitoring & evaluation, reporting, resource mobilization and partnership building processes.

My Government will continue working closely with all stakeholders within the county and at the national level to ensure all aspects of this Sanitation Strategy are implemented. In a special way, let me take this opportunity to thank the World Bank Group for their technical assistance and for choosing Nakuru County to be the first county in Kenya to develop a Countywide Inclusive Sanitation Strategy and Investment plan that can be replicated in other counties.

I am most honoured to be the Nakuru County Sanitation Champion. In the words of Kofi Anan – “We shall not defeat any of the infectious diseases that plague the developing world until we have also won the battle for safe drinking water, sanitation, and basic health care”. Let us all work and journey together as we win the battle and make Nakuru the most competitive, prosperous, clean, healthy, secure and sustainable County for all.

MAZINGIRA SAFI, MAISHA BORA



H.E. Hon. Lee Kinanjui

Governor and Sanitation Champion, Nakuru County

Preface

Sanitation is one of the most important aspects of individual and community well-being because it protects human health, environment, water sources and provides enormous benefits to the economy. As Mahatma Gandhi put it – “Sanitation is more important than Independence” . The Constitution of Kenya 2010 under the Bill of Rights, Article 42 (a) and Article 43 (d) guarantees every person the right to a clean and healthy environment, reasonable standards of sanitation and safe water. The Constitution under the Fourth Schedule, vests in the County Government the power and function of providing water and sanitation services, control of pollution and other public nuisances, refuse and solid waste management and ensuring the widest possible enjoyment of the water and sanitation rights guaranteed under Article 43.

Through the participatory and multi sectoral engagement process, the County Government of Nakuru with Technical Assistance from the World Bank Group developed the Nakuru Countywide Inclusive Sanitation Strategy to ensure future actions that are coherent with the overall county, national and global vision of universal access to sustainable and safe water and sanitation services. The Strategy therefore aligns with the Constitution of Kenya 2010, the Kenya Vision 2030, the Kenya Environmental Sanitation and Hygiene Policy 2016-2030, the President’s Big Four Agenda, the Global SDGs Goal No. 6.2 and the Nakuru County Integrated Development Plan (CIDP) of 2018 – 2022.

The Strategy envisions a county in which water catchments and water courses are protected through compliance with sanitation policies, regulations and standards; and a county where urban centres, informal settlements and villages alike are served with a combination of appropriate sanitation technologies for wastewater and faecal sludge management, resource recovery and integrated solid waste management. The Strategy commits to mobilize resources, engage the community and work together with non-state actors to deliver sustainable sanitation services for improved health outcomes and quality of life for all in Nakuru County. The Strategy outlines the guiding principles and the overall approach to overcoming sanitation challenges and obstacles in the county.

To ensure successful implementation of the Countywide Inclusive Sanitation approach, the Strategy provides for the establishment of NACOSTEC to own and oversee the implementation of the countywide inclusive sanitation agenda in the county. The Strategy advocates for adequate financial and human resources as well as an enabling stakeholders communication and engagement framework. It also provides a road map with critical steps for the development of Nakuru Countywide Strategic Investment Plan.

Finally, the Nakuru Countywide Inclusive Sanitation Strategy represents the overarching Nakuru County Government’s commitment to promoting multi-sectoral and sustainable inclusive sanitation strategy integrating sanitation with water supply, solid waste and drainage management. Through Public-Private Partnerships the County is confident of achieving universal access to safe water and sanitation in the County by 2030.

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Acknowledgements

The Nakuru Countywide Inclusive Sanitation Strategy is a result of technical assistance of the World Bank Group and the support of the National Treasury, Ministry of Water and Sanitation, Ministry of Health and the County Government of Nakuru.

We want to acknowledge with special thanks the high-level support of H.E. Hon. Lee Kinyanjui – the Governor and Sanitation Champion of Nakuru County and H.E. Hon. Dr. Erick Korir – the Deputy Governor of Nakuru County.

We also acknowledge the invaluable support and contributions of the following individuals: Hon. Eng. Festus K. Ng'eno, CECM Water & Sanitation and Patron NACOSTEC, Hon. Dr. Z. Kariuki Gichuki, CECM Health Services and Co-Patron NACOSTEC, Eng. Job Tomno, Chief Officer, Water and Sanitation and NACOSTEC Advisor and Dr. Samuel Mwaura, former Chief Officer, Health Services and NACOSTEC Advisor. The National Government Team in the Ministry of Water & Sanitation led by the Cabinet Secretary for Water & Sanitation, Hon. Simon Chelugui and Hon. Winnie Guchu, the Chief Administrative Secretary; The Ministry of Health Team led by the Cabinet Secretary for Health Services, Hon. Sicilly Kariuki and Dr. Kepha Ombacho, Director of Public Health.

We would also like to recognize with much appreciation the crucial role played by the World Bank Group who provided technical assistance to Nakuru County in the development of the countywide inclusive sanitation approach, strategy and investment plan. The team of Bank staff and consultants led by Pascaline Ndung'u (Water and Sanitation Specialist), and including Martin Gambrell (Lead Water and Sanitation Specialist), Lewnida Sara (Operations Analyst), Clementine Stip (Operations Analyst), Susanna Smets (Senior Water and Sanitation Specialist), Gustavo Heredia (Urban Sanitation Specialist-Planning), Marika Palmér Rivera (Water and Sanitation Planner), Charles Oyaya (WASH Institutional, Governance and Policy Specialist), Tripat Mangat (Sanitation Engineer) provided technical support and expertise to the County Government and NACOSTEC throughout the process.

In addition we wish to thank the Nakuru Countywide Sanitation Technical Steering Committee (NACOSTEC) led by Eng. Johnson Kamau, Director of Water and Sanitation and Chair NACOSTEC, Mr. Samuel Kingori, Ag. County Director of Public Health and Sanitation and NACOSTEC Co-Chair and Dr. Lenai J. K. former County Director of Public Health and Sanitation and NACOSTEC Co-Chair. Much appreciation for exemplary work goes to the entire NACOSTEC members and secretariat team for the tireless efforts in ensuring that the Nakuru County Dream of an inclusive sanitation strategy is fulfilled.

We are most grateful to various stakeholders including county and national government public institutions, civil society organizations, private sector and consumer representatives for their engagement and participation throughout the process of developing the Nakuru Countywide Inclusive sanitation strategy and investment planning. While we may not mention all stakeholders, we are thankful to the contributions of the Metrological Department, National Environmental Management Authority (NEMA), WASREB, Kenya Wildlife Services, Kenya Seed Company, Kenya Defense Forces, Kenya Correction Services, Water and Sanitation for the Urban Poor (WSUP), SNV, Sanivation, AMREF, Kenya Red Cross, Kenya Defense Forces, Judiciary, Co-op Bank, Lake Naivasha Basin WRUA, Environment Institute of Kenya, Water Resources Authority (WRA), Unga Farm Care, LNRA, Climate Change Awareness Kenya, Afya Uzazi, NAKA Residents Association, Flamingo NET-ILBM, Community Tree Nursery Association, Aquadrops, Belexa Development Company and Carzan Flowers among others.

It is from the very vibrant and selfless involvement of various stakeholders that we have set forth a clear vision and path towards achieving universal access to safe water and sanitation and making Nakuru the most competitive, prosperous, clean, healthy, secure and sustainable county for all by 2030.

MAZINGIRA SAFI, MAISHA BORA



Eng. Tech. Johnson Kamau
County Director of Water and Sanitation
and NACOSTEC Chair



Mr. Samuel Kingori
Ag. County Director of Public Health
and Sanitation, and NACOSTEC Co-Chair

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Photo on the front page of communal latrines in the city of Nakuru. Photo: Gustavo Heredia.

Introduction

Definition of sanitation

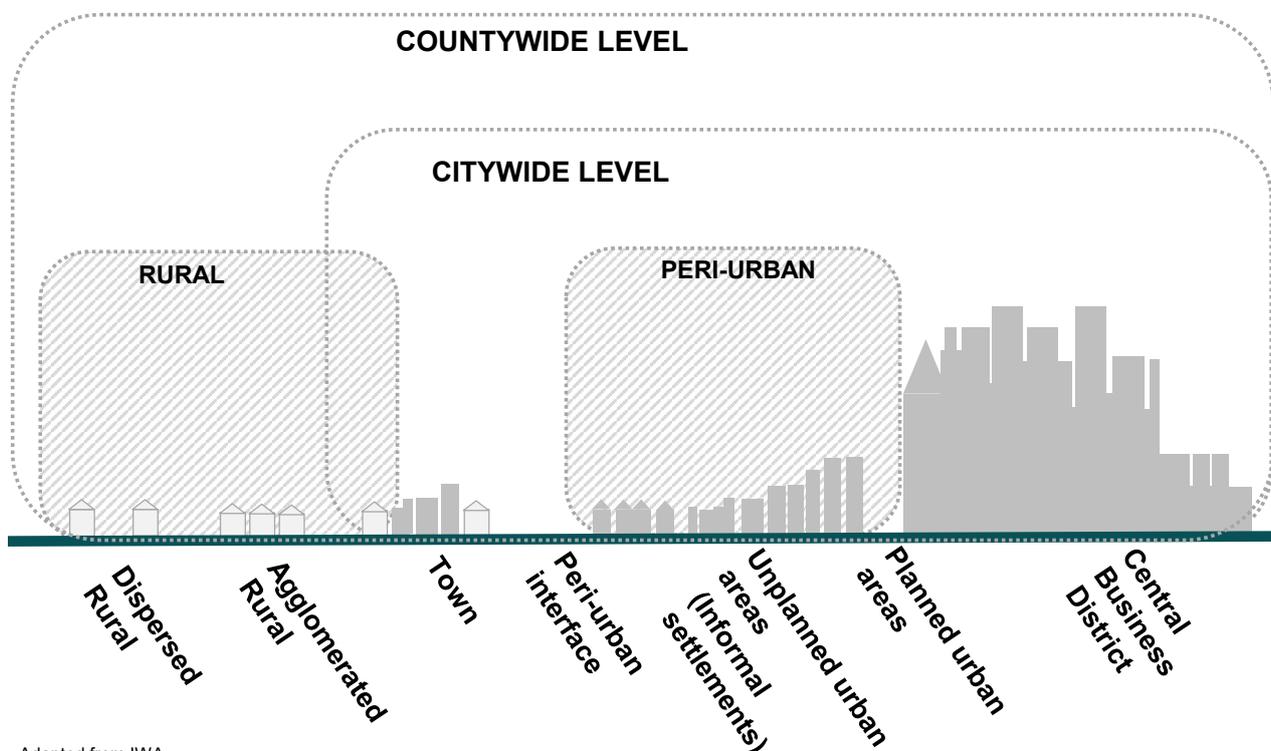
Sanitation is the hygienic means of preventing human contact from the hazards of waste in order to promote health and environmental integrity. It is generally used to refer to the provision of facilities and services for the safe disposal of human faeces and urine. It can also be used to refer to the maintenance of hygienic conditions and healthy environments through services such as garbage collection and wastewater disposal to prevent the transmission of water and sanitation related diseases (Republic of Kenya, 2016). In this strategy, drainage is also included in sanitation.

Strategic planning is fundamental in improving sanitation, both in Nakuru County and elsewhere in the world. The Nakuru Countywide Inclusive Sanitation Strategy includes all aspects of sanitation (sewered and on-site sanitation, drainage and solid waste) and applies to the entire geographic area of the county from rural to urban and including peri-urban; formal and informal areas.

The concept of Countywide Inclusive Sanitation builds on the principles of Citywide Inclusive Sanitation as defined by the World Bank and partners in their Call to Action. Principles of Countywide Inclusive Sanitation are presented in Annex III.

The strategy provides guidance on how to achieve an end and helps us deal with uncertainty and changing conditions. It provides a sound framework for the development of a sanitation strategic investment plan and future projects with the aim of achieving sustainable and inclusive sanitation services for the whole county. The strategy applies to the whole sanitation sector in Nakuru, including all relevant departments and entities of the Nakuru County government.

Scope of the Countywide Inclusive Sanitation Approach for Kenya.



Adapted from IWA

Background

The development of the Nakuru Countywide Inclusive Sanitation Strategy is part of a technical assistance to the Government of Kenya provided by the World Bank Group to address sanitation challenges. The objective of this technical assistance is to support the implementation of Kenya’s national sanitation program through the adaptation of best practices and innovative approaches, as well as knowledge sharing activities to raise awareness and create demand for sanitation solutions. Nakuru County has been identified as a case study for developing a countywide inclusive sanitation approach that can be replicated in other counties.

Development of the strategy

The Nakuru County Strategic Sanitation Planning process was launched through a workshop hosted by Nakuru County and attended by several key national and local stakeholders on May 22, 2018. The concept of strategic planning was explained in detail to the participants before presenting a four-step framework for participatory planning (see Annex IV). The Sanitation Strategy was then developed by the Nakuru Countywide Sanitation Technical Steering Committee (see next page) using this four-step framework during working sessions held from May 22-25, 2018.

Prior to the planning workshop, the Steering Committee drafted a sanitation situational analysis report (County Government of Nakuru & The World Bank, 2018), that served as an important input to the process.

The four-step framework for participatory planning:

Step 1: The reason: Current situation and why we are doing this

Step 2: The vision: How will the future look like?

Step 3: Guiding policy: How will we do things in the future?

Step 4: Coherent action: What are the next steps?

See Annex IV for a detailed description.

Workshop to develop the Nakuru Countywide Sanitation Strategy. Photo: Gustavo Heredia.



Organization for strategic sanitation planning in Nakuru



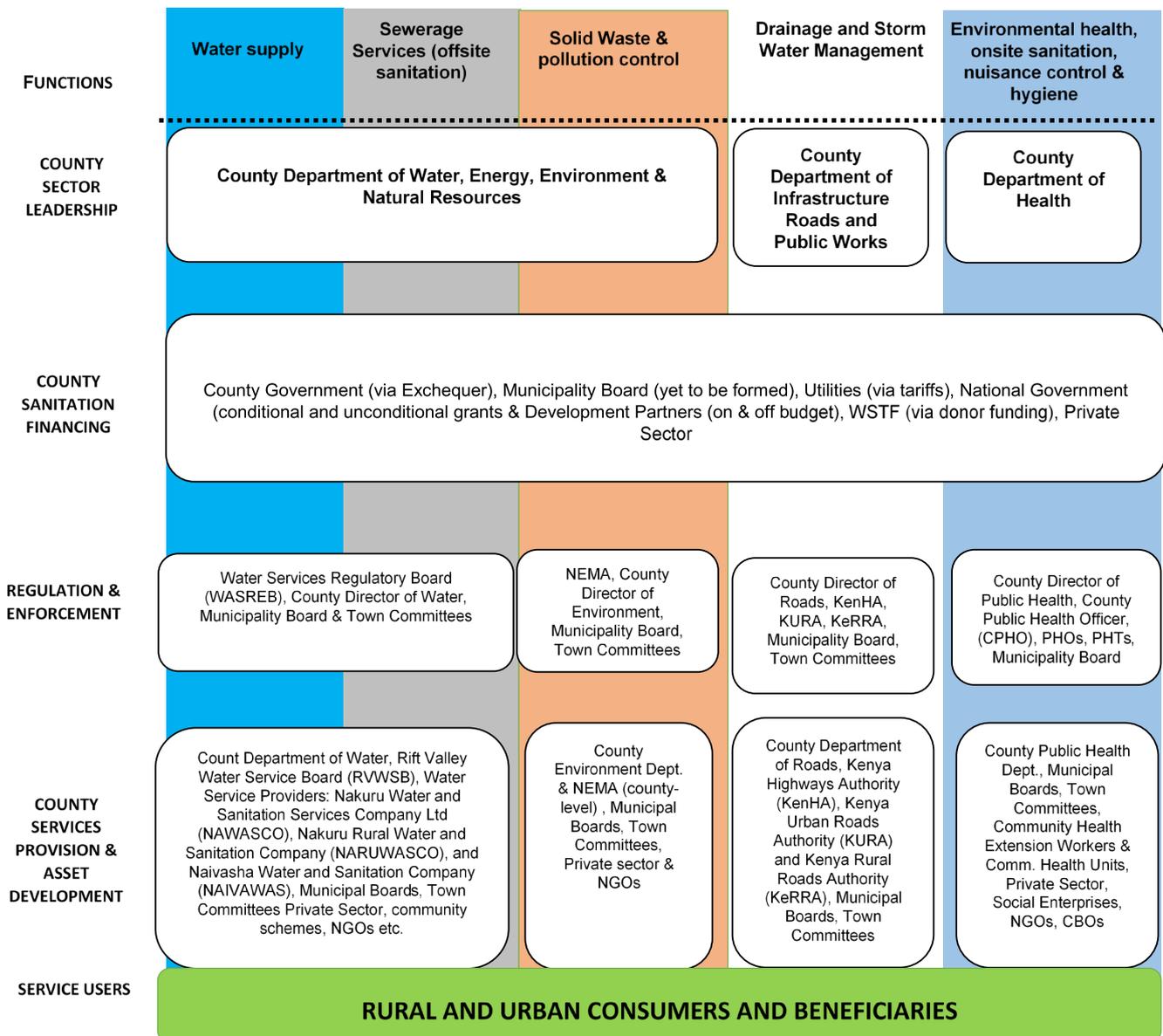
Different departments need to work together to overcome overlaps and gaps in responsibilities. Photo from the planning workshop by Marika Palmér Rivera.

Responsibilities for sanitation within Nakuru County Government are not clearly defined and there are both overlaps and gaps between the two main departments with sanitation responsibilities: Department of Health and Sanitation; and the Department of Water, Environment, Energy and Natural Resources.

The Department of Roads (responsible for drainage management) and the Department of Planning (responsible for planning and housing) are also involved in sanitation planning and implementation.

Existing Nakuru County institutional roles and relationships in the water and sanitation sector are illustrated below.

Existing Nakuru County institutional roles and relationships in the water and sanitation sector



To mitigate the lack of coordination of sanitation management within the county government, the Department of Health and Sanitation and the Department of Water, Environment, Energy and Natural Resources, have launched the Nakuru Countywide Sanitation Technical Steering Committee (NACOSTEC) with the purpose of developing and implementing a Countywide Strategic Sanitation Plan (see box for composition of the steering committee). Details of the current composition of NACOSTEC are given in Annex II. The annex will be updated whenever there are staffing changes.

Composition of the steering committee (NACOSTEC)

Chairs:

- Director, Water, Chairperson of the Technical Steering Committee
- Director, Public Health and Sanitation, Co-Chairperson of the Technical Steering Committee

Members:

- County Department of Water, Environment, Energy and Natural Resources.(4 representatives)
- County Department of Health (4 representatives)
- County Department of Roads and Public Works (1 representative)
- County Department of Urban Development, Physical Planning and Housing (1 representative)
- County Department of Finance and Economic Planning (1 Representative)
- County Department of Youth, Gender, Children, Sports and Culture (1 representative)
- County Department of Education and ICT (1 representatives)
- Nakuru Municipality Board (each Gazetted Municipality and Town Committee to be represented by 1 member 'each)
- Nakuru Water and Sanitation Company (2 representatives)
- Nakuru Rural Water and Sanitation Company (2 representatives)
- Naivasha Water and Sanitation Company (2 representatives)



Structure for the Nakuru Countywide Sanitation Technical Steering Committee.

NACOSTEC may co-opt members from the following:

- County Department of Trade
- County Department of Tourism
- County Department of Agriculture and Veterinary Services
- KEWASNET
- Water Resources Users Association (WRUA)
- National Environment Management Authority (NEMA)
- Water Services Regulatory Board (WASREB)
- Water Resources Authority (WRA)
- Kenya Wildlife Service (KWS)
- County Commissioner
- Resident Associations
- Universities/Research Institutions.

NACOSTEC and the World Bank Team during the development of the strategy.



Why develop a sanitation strategy for Nakuru?

Nakuru County Sanitation Slogan

MAZINGIRA SAFI, MAISHA BORA

Good sanitation, quality life

Sanitation is one of the most important aspects of community well-being because it protects human health, extends life spans, and is documented to provide benefits to the economy. It also protects the environment by improving groundwater and surface water quality. Based on success stories from the sanitation sector, a "why statement" (mission statement) for the sanitation sector in Nakuru County has been developed:

Mission Statement

To mobilize resources, engage the community and work together to deliver sustainable sanitation services for improved environment and quality of life in Nakuru County.

Sanitation in the Constitution of Kenya

Every person has the right to a clean and healthy environment (article 42)

Every person has the right to accessible and adequate housing, and to reasonable standards of sanitation (article 43b)

The national sanitation framework

The Nakuru Countywide Inclusive Sanitation Strategy is aligned with the national sanitation framework.

Kenya has broadly evolved a strong and enabling policy environment to support the country's vision for universal sanitation coverage. At the regional and international levels, Kenya has ratified several international conventions, treaties and declarations, under which the human right to safe drinking water and sanitation is guaranteed. Kenya is, in particular, committed to the Sustainable Development Goal 6 that aims to ensure access to water and sanitation for all by 2030 (see Annex I), which is also in line with the Country's development blueprint, Kenya Vision 2030.

The Kenya Environmental Sanitation and Hygiene Policy 2016-2030 provides the overarching policy framework for achieving universal and sustainable access to improved sanitation. The Policy aims to make Kenya Open Defecation Free by 2020; achieve and sustain 100% access to improved rural and urban sanitation by 2030; and increase public investment in sanitation and hygiene from 0.2% to at least 0.5% of the GDP by 2020 and to 0.9% of the GDP by 2030.

The Nakuru County Inclusive Sanitation Strategy is based on the principles of Countywide Inclusive Sanitation, which are also being integrated into the national sanitation framework for Kenya. Countywide Inclusive Sanitation is a combination of the Citywide Inclusive Sanitation (CWIS) and Community Led Total Sanitation (CLTS) approaches, which have been developed in an international context to address the rural to urban sanitation challenges, including peri-urban; formal and informal areas (see Annex III).

The original Community Led Total Sanitation approach has been further developed to include targeted mechanisms for the poor and behaviour change communications/sanitation marketing. The Countywide Inclusive Sanitation Approach addresses the full sanitation service chain (see Annex I).

Transitioning to citywide inclusive sanitation in Mozambique (Credit: WB/WSUP).



Current sanitation situation in Nakuru County

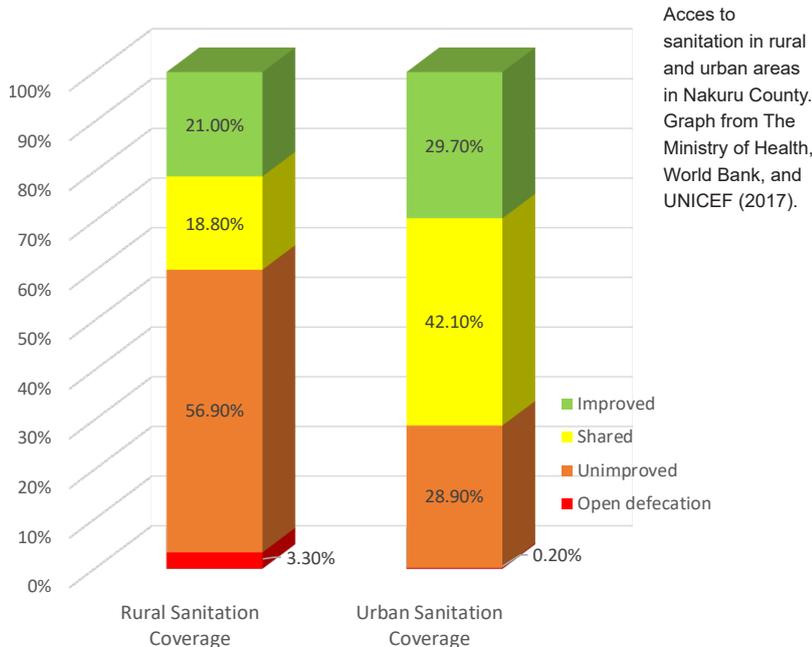
Access to improved sanitation¹ in Nakuru County is very low, despite the county being ranked number 3 out of 47 counties in the national sanitation benchmarking done in 2017 by the Ministry of Health. Only about 25% of Nakuru County's two million inhabitants have access to improved sanitation, 30% use shared sanitation facilities and 42% use unimproved sanitation facilities. Positively, only less than 2% of the population still practices open defecation. Sewerage coverage is generally very low, estimated at 3.4%. The more prevalent onsite sanitation services are poor, with over 65% of excreta ending up in the environment untreated, due to inefficient transport and treatment. Solid waste and drainage management are also limited.

Water and sanitation related diseases e.g. diarrhoeal diseases, skin diseases, eye infections, dysentery, cholera and bilharzia remain a major challenge in the county. Sanitation-related diseases account for more than 75% of the county's disease burden, and in 2017, the county reported three repeated waves of cholera outbreaks.

Nakuru County is ranked number 3 out of the 47 counties in the national sanitation benchmarking system (2017).

Nakuru County is losing about KES 978 million each year due to poor sanitation.

This includes losses due to access time, premature death, health care costs and productivity. This estimate does not include some costs that could be significant (such as water pollution and tourism) and is therefore likely to under-estimate the true cost of poor sanitation (The Ministry of Health, World Bank, and UNICEF, 2017).



Large parts of the population in Nakuru County have limited access to water and sanitation service. Photo: Gustavo Heredia

Provision of sanitation services is especially problematic in rural, informal and peri-urban areas. The population living in informal settlements is likely to increase rapidly, since rapid urbanization combined with population growth leads to mushrooming of informal and unplanned settlements in urban centres. There is a lack of specific institutional approaches and responsibilities in the county for rural sanitation and water supply services. The main focus of the water and sanitation service providers is on small towns and rural agglomerations, and dispersed rural households are left to themselves. However, for water supply, rural households have the option to apply for funds through their ward representatives.



Poor drainage leads to erosion of roads and unsanitary conditions. Photo: Gustavo Heredia

¹ An improved sanitation facility is one that hygienically separates human excreta from human contact. They include: flush/pour flush to pipes sewer system, septic tank, pit latrine; ventilated improved pit latrines; pit latrine with a slab; composting toilet (Source: JMP 2015 for MDG monitoring).

There is lack of an integrated approach to water, sanitation, solid waste and drainage management. Institutionally, the sanitation sector is still at a formative stage requiring extensive efforts in building institutional and regulatory capacity and in managing the transition and the transfer of functions, assets, liabilities and staff from national government to county governments.

Efforts are also required in developing sanitation plans and investment and sustainable financing strategies and mechanisms, in stronger coordination mechanisms and enforcement structures, and in developing and enabling private sector participation and public-private partnership policy guidelines.

Budget allocation for sanitation is low in the county and investments depend on national level agencies and on international development partners. A summary of strengths, weaknesses, opportunities and threats for the sanitation sector in Nakuru County identified by the participants in the planning workshop is given in the table below.

Strengths, weakness, opportunities and threats of the sanitation sector in Nakuru county, identified by the participants in the planning workshop.

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Existence of public private partnerships 2. Human resources 3. Recognition of sanitation options 4. Existing sanitation infrastructure 5. Law and policy framework 6. Existence of other infrastructure and land 7. Budget allocated for sanitation 8. Political goodwill for water projects 	<ol style="list-style-type: none"> 1. Low budgetary allocation and limited resources 2. Old infrastructure 3. Low coverage of water, sanitation and solid waste management 4. Low levels of awareness, education and research 5. Lack of strategic plan 6. Inadequate skilled technical staff 7. No county environmental law/policy/guidelines 8. Poor coordination and an overlap of responsibilities among departments 9. Weak enforcement structure 10. Inequality and exclusion 11. Poor implementation of procedures
Opportunities	Threats
<ol style="list-style-type: none"> 1. Willingness of stakeholders to support sanitation activities 2. Availability of donor funding 3. Diverse technologies 4. Availability of technical expertise 5. Existing policies/guidelines/strategies/bills awaiting approval 6. Availability of land for expansion 7. Research institutions - support 8. Political alignment 9. Topographical alignment 	<ol style="list-style-type: none"> 1. Rapid population growth 2. Disease outbreaks 3. Weak political goodwill at sub-county ward level 4. Pollution of water courses 5. Vandalism and theft of infrastructure 6. Climate change – floods, droughts 7. Delayed funding by partners 8. Underground aquifer with high fluoride levels

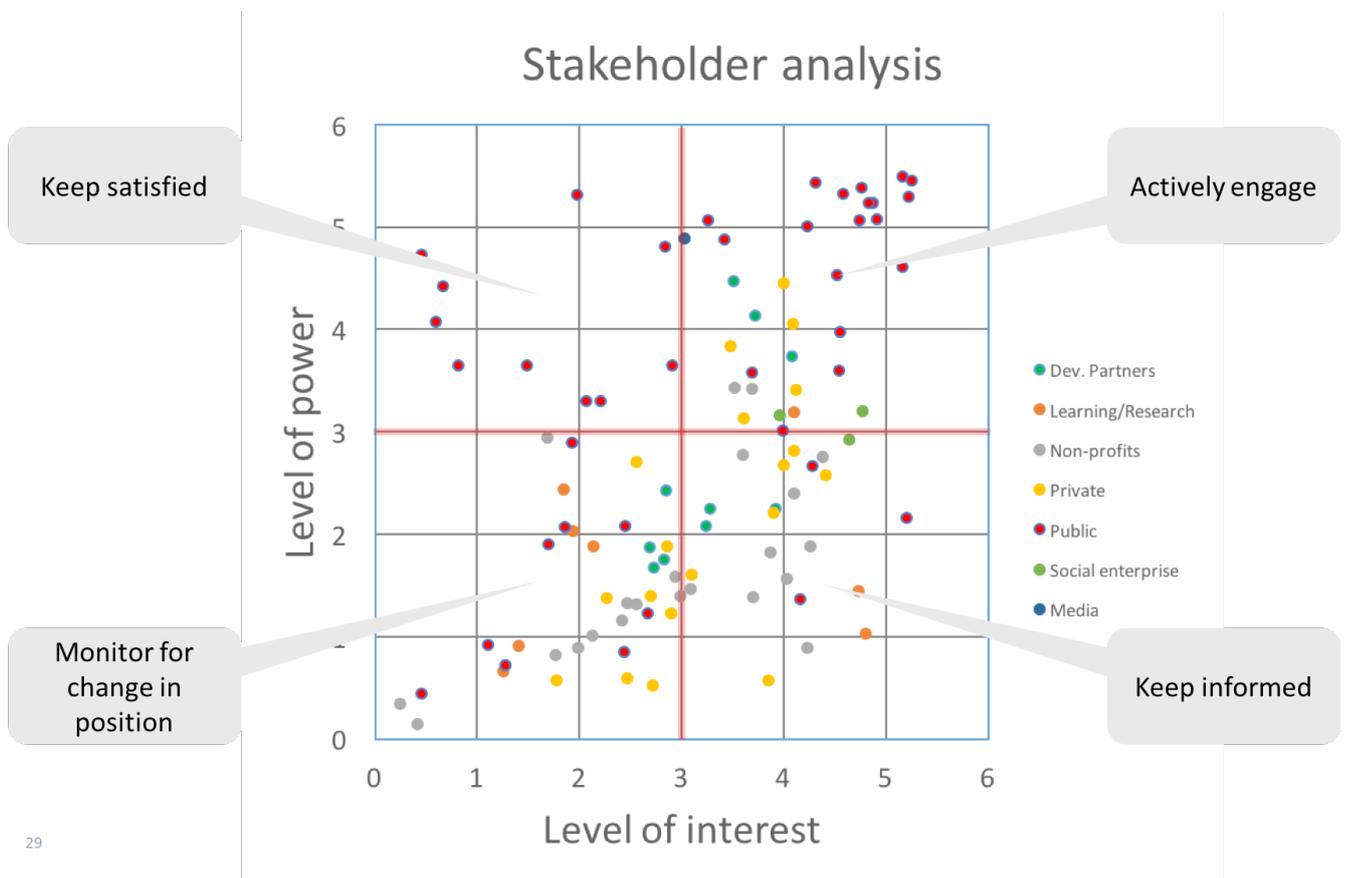
Stakeholders

As part of the strategic planning process, over 100 stakeholders have been identified as involved in the sanitation subsector in Nakuru County, these being: government at all levels (national/county/sub-county/ward), service providers, development partners, non-profit organisations, private companies and the community.

Involvement of all relevant stakeholders is essential to the implementation of the strategy, and therefore the stakeholders have been analysed and divided into stakeholder to: 1) actively engage, 2) keep satisfied, 3) keep informed and 4) monitor. Sanitation plans should include specific activities that take this analysis into account. A Stakeholder Engagement Framework has been developed in order to engage the stakeholders in a strategic manner.

Identified stakeholders are listed in Annex V.

Identified stakeholders plotted according to level of power and level of interest.



Vision for sanitation in Nakuru

The vision for sanitation in Nakuru County for the year 2030 developed by the Nakuru Countywide Sanitation Technical Steering Committee states:



Participants of the planning workshop were asked to visualize the year 2030.

By the year 2030, we envision a County in which water resources are protected by full compliance with sanitation standards and policies.

Urban centres, informal settlements and villages alike are served with a combination of sanitation technologies (sewered and on-site) that include wastewater and sludge management, resource recovery and integrated solid waste management.

Through sanitation marketing, capacity building and political goodwill universal access to sanitation has been achieved, open defecation eliminated and waterborne diseases minimized.

A vision for Nakuru includes protected water catchments, like Lake Nakuru. Photo: Franciso Anzola. Licensed under Creative Commons 2.0; <https://creativecommons.org/licenses/by/2.0/>



Guiding principles

Guiding principles dictate how the sanitation sub-sector in Nakuru County will do things in the future. They define a method of grappling with the situation and of ruling out a vast array of possible actions, they help tackle obstacles identified in the the diagnosis of the current situation and are built on strengths and opportunities identified for the county. Guiding principles will ensure future actions are coherent with the strategy and will help reach the vision for 2030.

The guiding policy outlines an overall approach for overcoming the obstacles highlighted in the diagnosis of the current situation.

Governance, institutional and financial aspects

G1. Transparency and accountability

Spending on sanitation shall be earmarked and ring-fenced in a unified agreed upon countywide sanitation budget. An evaluation framework shall be in place to ensure regular monitoring of sanitation investments. All service charges and levies must be redirected back to the line departments.

G2. Institutional strengthening

Resources shall be allocated to capacity building, training and continual professional development and institutional strengthening. Responsibilities of different departments for sanitation shall be clearly defined.

G3. Public private partnerships

Existing capacities shall be taken advantage of through public-private partnerships and Corporate Social Responsibility principles applied.

Social aspects

S1. Social inclusion and human rights

Available resources for sanitation shall be allocated on a per-capita basis to serve all, including vulnerable and marginalized groups. No person shall be excluded from services on the basis of tenure security. Cross-subsidy principles shall be adopted to ensure equitable access to services and social inclusion. *[Refer to articles 10 and 56 of the Constitution of Kenya]*

S2. Public participation

The opinions of the users shall be taken into account in making decisions concerning the provision of sanitation services. *[Refer to article 174[c][d] of the constitution of Kenya]*

S3. Service approach

Instead of the classic project-oriented approach that limits itself to the implementation of sanitation structures, a service-oriented approach sensitive to the needs of the low-income segments of the population shall be adopted. This approach is long term, focuses on the user and takes life cycle costs of sanitation solutions into account.



Transparency and accountability are aspects of governance clearly stated in the Constitution of Kenya. Photo: Marika Palmér Rivera



Social inclusion and human rights means sanitation as a right for all county residents. Photo of a school toilet in Nakuru by Gustavo Heredia.



A service-based approach focuses on the users. Photo of a consumer care desk at a service provider in Nakuru by Gustavo Heredia.



Water sources, like Lake Nakuru, need to be mapped, inventoried and protected. Photo: Gustavo Heredia.



Resource recovery, like this briquette production from sludge in Nakuru, is an important part of sustainable sanitation. Photo: Gustavo Heredia.



Costs for operation and maintenance have to be included when decision on technical options are made. Photo of wastewater treatment plant in Nakuru by Gustavo Heredia

S4. Community awareness, social marketing and behavioural change

Health promotion services and good household hygiene practices are essential components of sanitation services. Awareness campaigns and behavioural change strategies that are sensitive to cultural aspects shall be adopted and implemented in urban and rural contexts alike.

Environmental aspects

E1. Water source protection

Water sources shall be properly mapped, inventoried and protected in strict adherence to the environmental laws and by applying the principles of subsidiarity and “polluter pays”. International conventions regarding environmental protection shall inform county level guidelines.

E2. Reduce, re-use, recycle

Water saving alternatives shall be prioritized and resource recovery shall be promoted in the form of reclaimed water, nutrient recovery and energy generation. Any sanitation solution shall take into account the whole sanitation chain from user-interface to final disposal or re-use.

Technical aspects

T1. Choice of technologies

Technology choices shall include a variety of alternatives including sewerage and on-site, centralized and decentralized. When evaluating sanitation technologies, preference shall be given to those alternatives which:

- Are appropriate to local conditions, i.e. materials available and available capacity for operation and maintenance
- Are demanded or accepted by the users
- Minimize the environmental impact
- Have the lowest total costs. The total cost for a sanitation alternative includes investment costs, capital maintenance costs and operations and management costs along the whole sanitation chain: user interface, collection and transport, treatment and final disposal/re-use.

T2. Knowledge management

A proportion of the sanitation budget for the county shall be allocated towards research and development for validation, innovation and continuous improvement of sanitation solutions. Technical as well as social staff shall be constantly trained and professionalized.

Implementation of the strategy

The strategy applies to the entire sanitation sector in Nakuru County and shall be implemented on all levels. However, for the county to gain experiences on how to implement the strategy most successfully, a gradual and incremental implementation can be valuable.

In order to successfully implement the strategy, several elements need to be in place:

- An organization that owns the strategy and that has the potential of carrying out the strategy successfully;
- Adequate resources: financial and human resources, as well as knowledge;
- Strategy-encouraging policies and strategic leadership
- Communication of the strategy and engagement of all relevant stakeholders, including the community;
- Monitoring of the organization's progress in following the guiding principles towards achieving the vision;
- Definition of the rhythm of the strategic implementation: how often should meetings take place, how should the implementation of the strategy be aligned with relevant existing processes within the county, etc.

We have to continuously check that we are moving in the direction of the strategy.
Photo: Gustavo Heredia.



Next steps

To ensure a successful implementation of the Nakuru Countywide Inclusive Sanitation strategy, a road map with critical steps for the next 12 months (June 2018-June 2019) has been agreed upon:

- 1. Consolidation and finalization of the situation analysis report (June 15, 2018):** the report will be approved by the steering committee (NACOSTEC).
- 2. Formalization of the Countywide Sanitation Technical Steering Committee (July 16, 2018):** including formal establishment of the committee and the creation of a small secretariat that will focus on the implementation of the strategy and the guiding principles.
- 3. Formalization of the Sanitation Strategy and Road Map (August 15, 2018):** the strategy and the road map (the activities outlined in this list) will be approved by NACOSTEC.
- 4. Development of a stakeholder engagement framework (August 31, 2018):** processes and activities to engage the stakeholders previously identified in the stakeholder analysis will be planned.
- 5. Check-in with the World Bank Team (August 31, 2018):** the progress of the activities described above will be discussed, and eventual challenges addressed and managed.
- 6. Formal adoption of the Sanitation Strategy and Roadmap by Nakuru County and other stakeholders (September 7, 2018)**
- 7. Initiate the development of the Countywide Strategic Investment Plan (September 15, 2018):** including plans for implementation, resource mobilization and communication.
- 8. Launch of NACOSTEC and formal adoption of the Sanitation Strategy by Nakuru County and other stakeholders (March, 31. 2019)**
- 9. Draft of the Countywide Strategic Investment Plan (March 31, 2019):** including prioritized interventions.
- 10. Annual Sanitation Review Conference (starting June 2019):** an annual meeting place for the Nakuru County sanitation sector will be established, where service providers, non-governmental organizations and other stakeholders can showcase their activities and projects and make commitments for the following year.



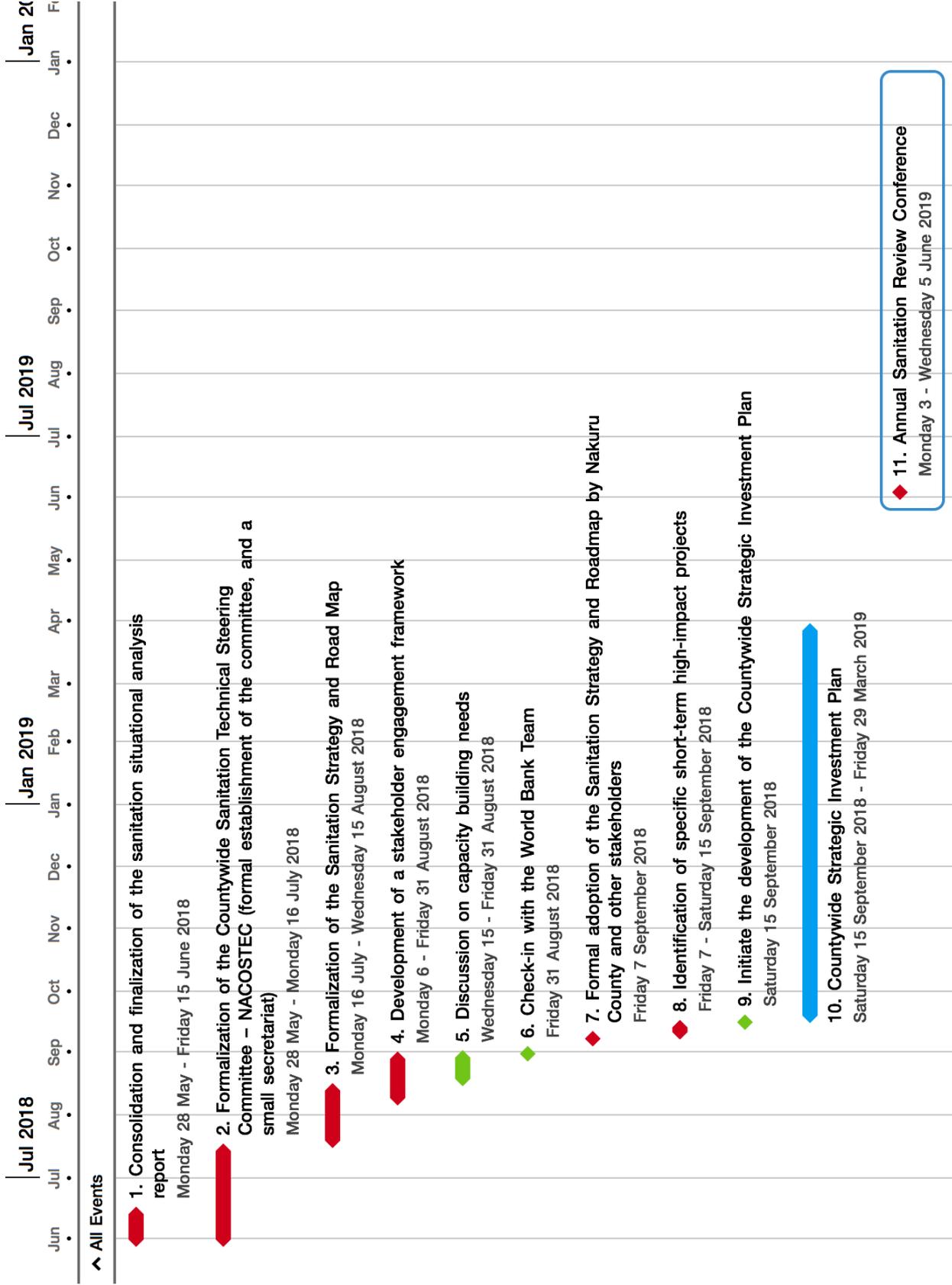
Formalization of the steering committee is crucial to the implementation of the strategy. Photo: Gustavo Heredia.



Learning projects that ensure rapid results, such as improved collection of solid waste, will help in the implementation of the strategy. Photo: Gustavo Heredia.



An annual sanitation review conference is proposed. Photo: Gustavo Heredia.



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Annex I: Sanitation framework

Sanitation service chain

For sustainable sanitation solutions, the whole of the sanitation service chain needs to be addressed in planning and management. The sanitation service chain is illustrated below.



Components of the sanitation service chain.

The sanitation service chain aims to consider and address both health and environmental issues. User interface/containment and emptying/collection relate primarily to health at the household level (although containment also protect groundwater and surface water) while subsequent steps are needed to ensure public goods such as public health on a broader level and protection of the environment.



Emptying and collection of sludge is an important part of the sanitation service chain. Photo: Gustavo Heredia.

Sustainable development goals

On 25th September, 2015, the UN member countries adopted a set of goals to end poverty, protect the planet and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years. SDG Goal 6 is set to ensure access to water and sanitation for all (see box below). Sanitation access will also contribute to several of the other SDGs as it improves health and the environment, which in turn leads to improved economic growth, equality and more sustainable cities (see below). School sanitation is an important factor in achieving education for all, especially for girls.

The Sustainable Development Goals. Improved access to sustainable sanitation contributes to the goals in circles.



Sustainable Development Goal 6: Ensure access to water and sanitation for all

- By 2030, achieve universal and equitable access to safe and affordable drinking water for all
- By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
- By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
- By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
- By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
- By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
- By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies
- Support and strengthen the participation of local communities in improving water and sanitation management

Protection of water-related ecosystems is an important component of Sustainable Development Goal nr 6. Photo: Gustavo Heredia.



Annex II: Nakuru Countywide Sanitation Technical Steering Committee (NACOSTEC)

All members of the NACOSTEC indicated below participated in the development of this sanitation strategy.

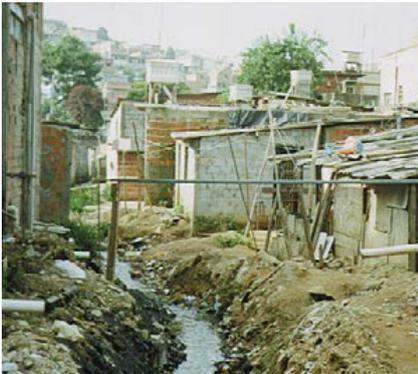
	Name	Designation	Role in NACOSTEC
County Department of Water, Energy, Environment & Natural Resources			
1	Eng. Johnson Kamau	Director Water and Sanitation	Co-Chair
2	Jane Muriu	Senior Superintendent Water	Member
3	Stephen Waweru	Senior Superintendent Water	Member
4	Kimotho Mungai	Environmental Officer	Member
5	James Kamau	Environmental Officer	Member
County Department of Health & Sanitation			
6	Dr. Lenai J. K	Director Public Health & Sanitation	Co-Chair
7	Mary Mucheru	Public Health Officer	Member
8	Margaret Kuibita	Assistant County Public Health Officer	Member
9	Caroline Vata	Sub-County Public Health Officer	Member
10	Esther Wakahora	Sub County Community Lead Total Sanitation (CLTS) Focal Person	Member
County Department of Planning and Housing			
11	Kibet Jackson	Physical Planner	Member
County Department of Roads and Public Works			
12	Symon Kariuki	Sub County Roads Engineer.	Member
Water Service Providers			
13	Zaituni Kanenje	Low Income Consumer Manager- Nakuru WSP (NAWASCO)	Member
14	Paul Kihumba	Superintendent Sewerage Officer- Nakuru WSP (NAWASCO)	Member
15	Peter Ndiema	Project Officer- Nakuru Rural WSP (NARUWASCO)	Member
16	Edward Mwangi	Technical Manager- Nakuru Rural WSP (NARUWASCO)	Member
17	Harry Njung'e	Distribution & Sales Manager -Naivasha WSP (NAIVAWASS)	Member
18	Nahashon Wahome	Technical Manager--Naivasha WSP (NAIVAWASS)	Member

The following were also co-opted in NACOSTEC during preparation of the strategy:

	Name	Designation	Role in NACOSTEC
1	Enock Kiminta	Chairman, Lake Naivasha Basin -Water Resource Users Association	Co-opted Member
2	Ernest Cheruiyot	Chairman, Njoro -Water Resource Users Association	Co-opted Member
3	Jackson Raini	Chief Executive Officer, Flamingo NET -ILBM	Co-opted Member

Annex III: Principles of Countywide Inclusive Sanitation

The concept of Countywide Inclusive Sanitation builds on the principles of Citywide Inclusive Sanitation as defined by the World Bank and partners in their Call to Action, with added emphasis on rural inclusive sanitation:



Moving from inadequate sanitation to citywide inclusive sanitation – an example from São Paulo, Brazil. Photo: Secretariat of Housing, Municipal Government of São Paulo

1. **Everybody benefits** from adequate sanitation service delivery outcomes
2. Human waste is **safely managed** along the whole sanitation service chain
3. Allow for **integrated planning, design and service provision**
4. **Responsibilities** and service provision mandates are **clearly defined across** the rural-to-urban spectrum to address fragmentation and maximize economies of scale while providing customer-oriented services
5. **Comprehensive approaches** to sanitation improvements needed, with long-term planning, technical innovation, institutional reforms and financial mobilization
 - A **diversity of technical solutions** is embraced, being adaptive, mixed and incremental
 - **Effective resource recovery and re-use** is considered
 - Combines **both onsite sanitation and sewerage solutions**, in either **centralized or decentralized systems**, to better respond to realities faced in cities
 - Needs to consider **complementary services: water supply, drainage, greywater, solid waste** and integrate sanitation in other national programs
6. Counties will need to demonstrate **political will** and technical and managerial **leadership**, and to manage **new and creative ways of funding** sanitation
7. Emphasize **changing and sustaining behaviours** by empowering communities and engaging multiple stakeholders across different sectors affected by sanitation outcomes
8. **Targeted measures to support the poor and vulnerable** - financial and non-financial
9. Ensure all **gaps of the different market segments are filled** (e.g. rural water supply for agglomerated rural communities and for dispersed rural communities)
10. Bolster the robustness of institutions through **capacity building** of staff.

Annex IV: Workshop methodology

The methodology used in the planning workshop is based on the following references:

- Berry (2008)
- Rumelt (2011)
- Sinek (2017)
- Tayler et al (1999)

Step 1: The reason: Current situation and why we are doing this

FIRST PART

Participants were split into groups. Rules for this part of the session: only positive comments, no negativity allowed.

Conversation#1: Making a difference

Participants were asked to tell specific stories of when they felt most proud to work in the water and sanitation sector. Stories were recorded on flipcharts.

Groups were asked to share their top 2-3 stories to the audience, emphasizing on how they felt while making a difference and achieving specific results that they are proud of. The aim of this session was to receive emotional answers.

Conversation#2: Actions for public good

In each of the stories, what was the specific contribution that persons and/or institutions made to the lives of others?

The aim of this session was to list specific actions (verbs) that have taken place in the past that ended up creating some public good or contribution to society.

Groups were asked to report on their actions and facilitator recorded answers (actions) on flipchart for the room.

Conversation#3: Impact

Participants returned to their groups and were asked to list specific contributions that the actions mentioned in the last activities created for the public good and/or in the advancement of the water and sanitation sector.

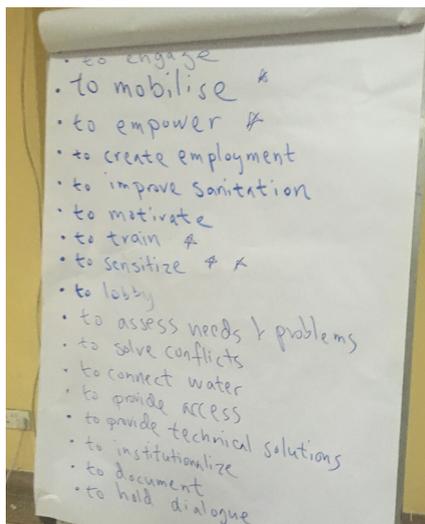
Groups shared their responses with the larger group.

Facilitator explained what a “why statement is” and guided the group on drafting a “why statement” reflecting what is the most important contribution of the sector to society and what impact it generates.

This “why statement” should explain the main reasons why the sector should organize itself and create a sanitation strategy.



Sanitation Strategy Workshop in progress (SWOT-analysis). Photo: Marika Palmér Rivera



Sanitation Strategy Workshop in progress
(development of the mission statement). Photo:
Marika Palmér Rivera

SECOND PART

SWOT Analysis of the sector

Participants were split into groups. Each group listed:

- Problems the population currently face and reasons why the sector has failed to avoid or solve them.
- Threats that can make these problems worsen over time or create new problems or risks that we are not currently aware of.

Groups reported back to the larger group.

Based on the contributions from all the groups (from this and the previous session), participants proposed short statements stating:

- Strengths: Things the sector has done right
- Weaknesses: Unsolved problems
- Opportunities: Things that can be done based on past and current strengths
- Threats: Problems and risks that may appear now or in the future

Final output was tabled prioritizing the most important aspects in each category.

A stakeholder analysis was undertaken using the power/involvement matrix. The participants listed a series of stakeholders and then each stakeholder of the list was scored with regard to two dimensions:

- Level of interest 0-5 (Does the stakeholder have high stakes in the project or can be largely affected by the project's future outcomes in a positive or negative way?)
- Level of power of the stakeholder 0-5 (How likely is this stakeholder to affect the project either in a positive or negative way? How dependant is the project of the stakeholder's decisions?)

Finally, the stakeholders was plotted in a matrix in which the horizontal axis corresponds to the level of involvement in the project and the vertical axis corresponds to the level of power. Depending on the position of each stakeholder in the matrix, an appropriate strategy for their involvement can be recommended as follows:

- High level of interest and high power = Actively engage (should be directly involved)
- High level of interest and low power = Stakeholder should be regularly informed
- Low level of interest and high power = Stakeholder should be satisfied
- Low level of interest and low power = Stakeholder should be monitored

Step 2: The vision: How will future look like?

The purpose of this section was to paint a desired future. What will be different in the future? What are the benefits that future will bring to all? What are the big results we want to achieve in the long run?

Participants were split into groups. Each group drew the most prominent features of the desired future situation on flip charts. A time-frame for the desired future situation, was agreed upon: 2030.

The groups presented their drawings to the larger group.

Finally, a brief statement was drafted, setting out the expected long term impact of having a sanitation strategy.

Step 3: Guiding policy: How will we do things in the future?

This section is very important to the process of strategic planning because it will define and delineate “how” the sector will tackle sanitation issues in the future.

The guiding policy outlines an overall approach for overcoming the obstacles highlighted in the diagnosis of the current situation. It is “guiding” because it channels action in certain directions without defining exactly what shall be done.

Good guiding principles are not goals or visions or images of desirable end-states. Rather, they define a method of grappling with the situation and ruling out a vast array of possible actions. The guiding principles should also ensure the long-term sustainability of sanitation interventions.

A presentation on ‘The Four Steps to Achieving Inclusive Sanitation’ was made to highlight important aspects on “how to” achieve sanitation for all.

Participants were split in groups in order to work on the following aspects of the guiding policy (also called ‘strategic guidelines’):

- Social aspects: Social expectations, minimum service levels
- Governance and institutional aspects: Roles and responsibilities for service delivery. Financial arrangements, how to cover costs, who should pay for what
- Technical aspects: Technology selection
- Health and environmental protection and regulations: Minimum standards for health and environmental protection

Step 4: Coherent action: What are the next steps?

Based on the previous outputs/products (Why statement, SWOT Analysis, stakeholder analysis/mapping and vision declaration), a road map or action plan must be elaborated.

Participants need to agree on what the timeframes are for the short, medium and long terms. Once this is defined, the most important



Workshop facilitation in progress (development of mission statement). Photo: Marika Palmér Rivera

actions and milestones for each phase will be established.

Participating institutions and or specific persons will be designated as responsible of carrying out certain actions.

The action plan has to be checked and validated against the strategic guidelines that have been agreed upon in the previous section of the process.

The action plan should include specific directions on how to engage with the different stakeholders over time, based on the stakeholder analysis (involve, inform, satisfy, monitor).

Annex V: Stakeholders

Identified stakeholders are listed in the table below.

Identified stakeholders

Name	Type	Level
AFD (French Development Agency)	Development Partner	International
AFDB (African Development Bank)	Development Partner	International
Africa Wildlife Foundation	Non-profit	International
AMREF Health Foundation	Non-profit	International
Banks	Private	National
Brick Consultancy	Private	National
CBCC (Center for Behaviour Change and Communication)	Non-profit	National
CEDGG (Center for Enhancing Democracy and Good Governance)	Non-profit	National
Child Care Worldwide	Non-profit	International
Civil Society Organizations	Private	National
Climate Change Awareness Kenya	Non-profit	National
Community	Public	Local
Council of Governors	Public	National
County Assembly	Public	County
County Government	Public	County
Department of Education	Public	County
Department of Health	Public	County
Department of Water, Environment, Energy and Natural Resources	Public	County
Eco Mazingira	Non-profit	County
Egerton University	Learning/Research Institution	National
EIK (Environmental Institute of Kenya)	Private	National
EU (European Union)	Development Partner	International
Flamingo Net	Non-profit	National
Flower farms	Private	Local
GDC (Geothermal Development Company)	Public	National
GEF (Global Environmental Facility)	Development Partner	International
GIZ (German International Co-operation)	Development Partner	International
Green Belt Movement	Non-profit	International
Griin Com	Non-profit	County
Hailey Williams Foundation	Social enterprise	International
Hotels	Private	Local
Imarisha	Public	National
International Lake Environment Committee	Public	International
IUCN (International Union for Conservation of Nature)	Non-profit	International
Japan Bank for International Co-operation	Development Partner	International
JICA	Development Partner	International
Jomo Kenyatta University	Learning/Research Institutions	National
Judiciary	Public	National
Kabarak University	Learning/Research Institution	National
KARLO (Kenya Agricultural Research & Livestock Organisation)	Public	National
KEBS (Kenya Bureau of Standards)	Public	National

Identified stakeholders, continued.

Name	Type	Level
KenGen	Public	National
KENHA (Kenya National Highways Authority)	Public	National
Kenya Association of Manufacturers	Private	National
Kenya Forestry Services	Public	National
Kenya Military Academy	Public	National
Kenya National Chamber of Commerce	Public	National
Kenya Red Cross	Non-profit	National
Kenyatta University	Learning/Research Institute	National
KEWASNET (Kenya Water and Sanitation Network)	Non-profit	National
KFW (German Bank)	Development Partner	International
KMTC (Kenya Medical Training Colleges)	Learning/R&D Institution	National
KURA (Kenya Urban Roads Authority)	Public	National
KWS (Kenya Wildlife Services)	Public	National
Lake Naivasha Growers Group	Private	Local
Lake Naivasha Riparian Association	Private	Local
LANAWRUA (Lake Naivasha Water Resources Users Association)	Public	Local
Landlords Associations	Private	Local
Lions Club	Private	International
Media	Media/Communications/Private?	?
Meteorological Departement	Public	National
Ministry of Agriculture and Veterinary	Public	National
Ministry of Education	Public	National
Ministry of Environment and Forestry	Public	National
Ministry of Gender, Youth, Sports and Social Services	Public	National
Ministry of Health	Public	National
Ministry of Interior and Coordination	Public	National
Ministry of Lands and Physical Planning	Public	National
Ministry of Roads	Public	National
Ministry of Trade	Public	National
Ministry of Water and Sanitation	Public	National
Moi University	Learning/Research Institution	National
Mount Kenya University	Learning/Research Institution	National
Naivasha Water (Service Provider)	Public	Sub-county
Nakuru Business Association	Private	County
Nakuru County Local Urban Forum	Non-profit	County
Nakuru Deflouridation Company	Private	County
National Land Commission	Public	National
National Museums of Kenya	Public	National
NEMA	Public	National
Pamoja Trust (NGO)	Non-profit	National
Practical Action	Non-profit	International
Private Exhausters	Private	Local
Private Garbage Associations (NASWAMA)	Private	County

Identified stakeholders, continued

Name	Type	Level
Private health facilities	Private	Local
Private managers of public toilets	Private	Local
Reconcile	Non-profit	National
Religious Organisations	Non-profit	Local
Residents Associations	Private	County
Rotary Club	Private	International
Safaricom	Private	National
Sanivation	Social Enterprise	National
SCODE	Non-profit	International
SNV	Development Partner	International
Umande Trust	Non-profit	National
UNEP (United Nations Environment Programme)	Public	International
University of Nairobi	Learning/Research Institution	National
WASREB (Water Services Regulator)	Public	National
Water for Life (Dutch organisation)	Non-profit	International
VEI (Dutch water utility)	Public	International
Wildlife Clubs of Kenya	Public	National
World Bank	Development Partner	International
World vision Kenya	Non-profit	National
WRA (Water Resources Authority)	Public	National
WSTF (Water Sector Trust Fund)	Public/National	National
WSUP	Social Enterprise	International
WWF	Non-profit	International