GOVERNMENT OF NAIROBI CITY COUNTY

THE NAIROBI CITY COUNTY ASSEMBLY

OFFICE OF THE CLERK

THIRD ASSEMBLY

(FOURTH SESSION)

NCCA/TJ/PL/2025(53)　　　　　　　　　　　　**24TH JUNE 2025**

NCCA APPROVED
24 JUN 2025

PAPER LAID

SUBJECT: REPORT OF A COMMITTEE

Pursuant to Standing Order 196, I beg to lay the following Paper on the Table of this Assembly, today Tuesday 24th June 2025:

— **THE REPORT OF THE SECTORAL COMMITTEE ON WATER AND SANITATION ON THE FOURTH QUARTER WORKSHOP HELD FROM 16TH TO 19TH JUNE 2025.**

(Chairperson, Sectoral Committee on Water and Sanitation)

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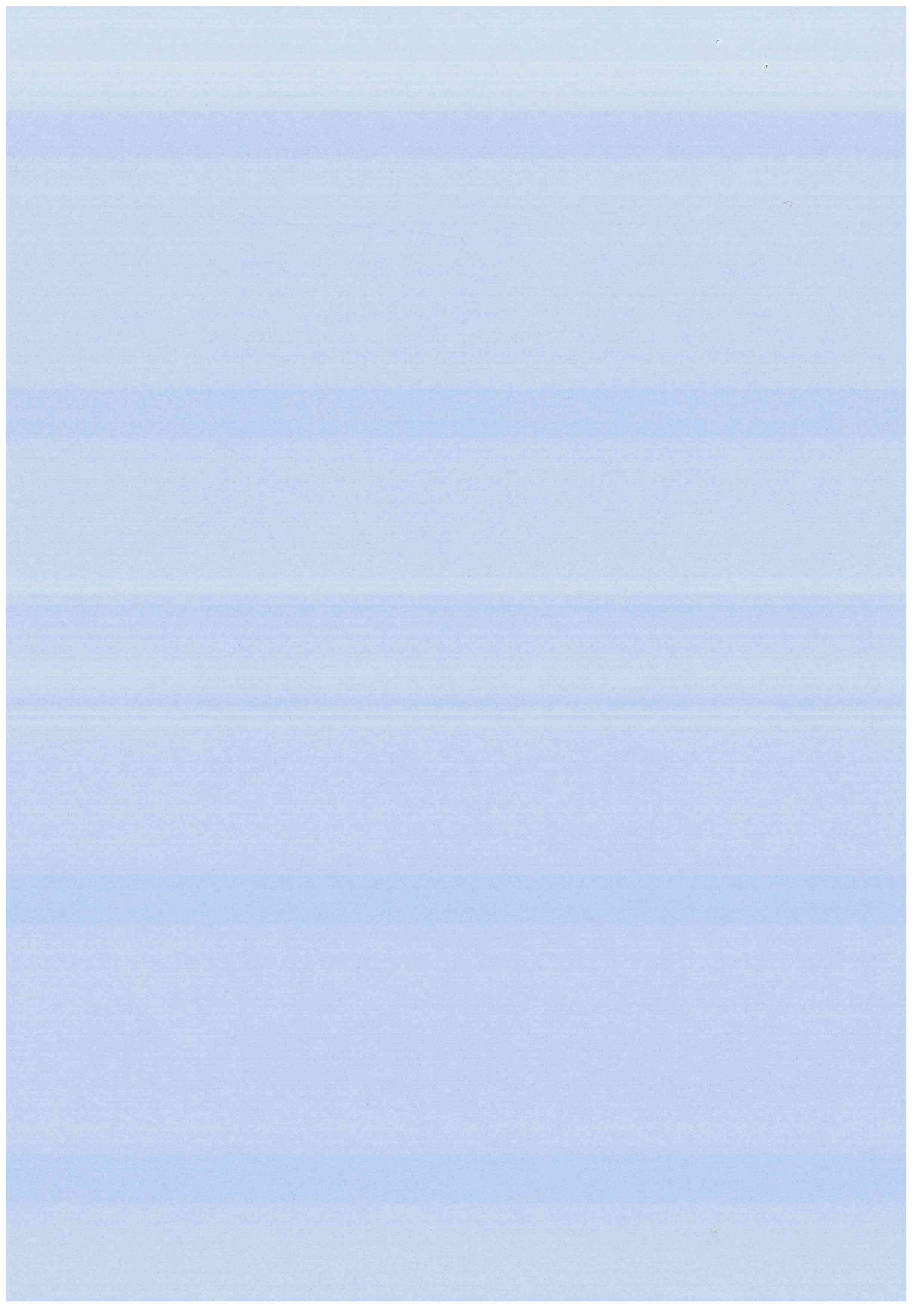
THE GOVERNMENT OF NAIROBI CITY COUNTY

NAIROBI CITY COUNTY ASSEMBLY

(THIRD ASSEMBLY – FOURTH SESSION)

REPORT OF THE SECTORAL COMMITTEE ON WATER AND SANITATION ON THE FOURTH QUARTER WORKSHOP HELD FROM THURSDAY

16TH TO SUNDAY 19TH JUNE, 2025

CLERK'S CHAMBERS,
NAIROBI CITY COUNTY ASSEMBLY
CITY HALL,
NAIROBI.

JUNE, 2025

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1.0 PREFACE

1.1 Committee Mandate

Hon. Speaker,

The Sectoral Committee on Water and Sanitation is established under Standing Order No. 209(1), and its mandate amongst others, as outlined under the third Schedule includes consider all matters relating to: - *"Water and Sanitation Services; water distribution, regulation, marketing and sewerage services"*

1.2 Committee Membership

Hon. Speaker,

The Committee on Water and Sanitation is composed of the following Members:-

1. Hon. Kennedy Oyugi, MCA - Chairperson
2. Hon. Asli Muhamed, MCA – Vice Chairperson
3. Hon. Paul Kados, MCA
4. Hon. Wilfred Oluoch Odalo, MCA
5. Hon. Moses Ogeto, MCA
6. Hon. Collins Ogenga, MCA
7. Hon. Catherine Apiyo Okoth, MCA
8. Hon. Victor Ochola Omondi, MCA
9. Hon. Jane Muasya, MCA
10. Hon. Stazo Omung'ala, MCA
11. Hon. Eutychus Mukiri, MCA
12. Hon. Lawrence Odhiambo, MCA
13. Hon. Jeckoniah Onyango, MCA
14. Hon. Carrington Heho, MCA
15. Hon. Chege Mwaura, MCA
16. Hon. Nancy Mwaura, MCA
17. Hon. Susan Makungu, MCA
18. Hon. Anthony Ngaruiya, MCA
19. Hon Joyce Muthoni, MCA
20. Hon Paul Wachira, MCA
21. Hon Ochieng Jera, MCA
22. Hon Mark Mugambi, MCA
23. Hon. James Koria, MCA

1.3 Background

The Committee held a two-day workshop from 16th to 19th June, 2025 in Nakuru County for the Members to be trained on strategic planning and the Committee work plan. It was part of the training programmes organized by the County Assembly to build capacity of members of the Committee on strategic planning. The training programme was conceptualized to address strategic planning constraints facing the County Assembly Committees which may affect the effectiveness in delivering on their mandate.

The County Assembly Committees are extensions of the Assembly established under the County Assembly Standing Orders and in accordance with Section 14 of the County Governments Act, 2012. The Committees are supposed to perform functions that the Assembly is not well fitted to consider in plenary.

The objectives of the training workshop included the following;

- ➢ Appreciate and understand the importance of a Strategic plan for the Committee; and;
- ➢ Appreciate and understand the process of developing a work plan for the Sectoral Committee on Water and Sanitation.

1.4 Acknowledgement

Hon. Speaker, I wish to acknowledge with gratitude the offices of the Speaker and the Clerk of the County Assembly for the support extended to the Committee to facilitate its training workshop.

Finally, much thanks to the Members of the Committee and the Secretariat for their dedication, untiring commitment and valuable contributions during the training workshop.

Hon. Speaker, it is therefore my pleasant duty and privilege, on behalf of the Members of the Sectoral Committee on Water and Sanitation to table the report of the Sectoral Committee on Water and Sanitation on the training workshop held from 16th to 19th June, 2025 in Nakuru County.

Finally, on behalf of the Sectoral Committee on Water and Sanitation, it is my pleasure and duty to present to the Assembly, the Committee's retreat report pursuant to the Standing Orders of the County Assembly.

Thank you.

Signed ....

Hon. Kennedy Oyugi, MCA,

(CHAIRPERSON)

Sectoral Committee on Water and Sanitation

DATE.............24/6/2025.....................

2.0 PRESENTATION: INTRODUCTION

The Committee held a two-day workshop from 16th to 19th June, 2025 at Lake Naivasha Resort in Nakuru County.

The training workshop entailed the understanding the Strategic Planning Process – Key Concepts, developing Vision, Mission and Core Values, importance of a Strategic Plan to the Committee, understanding our environment (SWOT Analysis, PESTEL Analysis and key Stakeholder Analysis), strategic planning matrix, implementation matrix and the process of developing a work plan for the Sectoral Committee on Water and Sanitation.

2.1 Official Opening

The workshop was officially opened by a word of prayer by the Chairperson before welcoming Members to the meeting. The Chair then invited Members, the facilitator and the Secretariat to introduce themselves and subsequently urged Members to actively participate in the proceedings to enable them grasp the basics on the strategic planning in the Committee. In his introductory remarks, the Chair stated the following as the objectives of the retreat;

- ➢ Appreciate and understand the importance of a Strategic plan for the Committee; and
- ➢ Appreciate and understand the process of developing a work plan for the Sectoral Committee on Health Services.

He then invited Secretariat to take Members through the programme.

3.0 PRESENTATION BY THE SECRETARIAT

The Secretariat took the Committee through the strategic plan of the Committee as follows;

3.1 Introduction to Strategic Planning

The Facilitator took the Committee through the strategic plan of the Committee. He defined a strategy as "a general direction set for the Committee to achieve a desired state in the future; Strategy results from the detailed strategic planning process". Strategy, in short, bridges the gap between "where we are" and "where we want to be".

Strategy is important because it is not possible to foresee the future, focuses on the long term as opposed to routine operations and takes into account other factors such as competitor and customer behavior.

3.2 Strategic planning

➢ Helps us to establish priorities, choose actions, create a game plan, allocate resources, improve performance, open mind, solve major issues at a macro level, communicate what is most important; and

➢ A good strategic planning should be visionary, flexible, guide decision making at lower levels, address critical performance issues and balance between capability & want;

3.3 Barriers to Strategy

The facilitator informed that the following are some of the hindrances to a strategy:-

➢ Inappropriate goals and performance measures;

➢ Rapid turnover of leadership undermines strategic direction to achieve short-term performance benefits;

➢ Strong pressure for short-term "surprises";

➢ Strong pressure to move faster than the others; and

➢ Strong pressures to emulate currently "successful" peers.

3.4 The Strategic Process

The Facilitator took the Committee through the strategic process. He informed that strategic process involves five (5) stages i.e. assessment, baseline, components, specifics and evaluation.

a) Assessment – it involves answering to " the where we are" question by conducting environmental scanning, background information, situational analysis and SWOT analysis;

b) Baseline – it involves answering to " the where we want be" question by analyzing situations (past, present and future) significant issues, align with capabilities and identifying gaps;

c) Components – creation of vision, mission, guiding principles, major goals and specific objectives;

d) Specifics – it involves answering to "how will we do it" question by identifying performance measurement, standards of performance, initiatives and projects and the action points; and

e) Evaluation – it involves answering to "how are we doing" question by conducting performance management, review progress, take corrective action and feedback upstream.

It all begins by creating the vision, the mission and the core values; reviewing the environment we operate in (SWOT)–strengths, weaknesses, threats and opportunities (and a summary of key challenges facing the committee); and agreeing on our competencies and competitive advantage.

3.5 Development of Committee's Vision, Mission and Core Values

Vision – is a "mental perception of the kind of environment an entity aspires to create within a broad time horizon and the underlying conditions for the actualization of this perception". "Description of something in the future".

➢ It must point to the future, without tying itself down with negative thinking about the past or present;

➢ It should identify a clear set of desirable conditions that is written in a format in which all components represent observable or measurable ends; and

➢ It must communicate hope, energy, and destiny for all rather than discouragement, distrust or depression.

3.5.1 Characteristics of a good Vision

➤ It should be inspiring and exhilarating;

➤ Rational and realistic;

➤ Fosters long term thinking;

➤ Fosters risk-taking and experimentation;

➤ Helps in the creation of a common identity and a shared sense of purpose; and

➤ Competitive, original and unique.

3.5.2 Vision Statement Checklist

➤ It is society-driven end-oriented rather than activity-driven

➤ Outward-looking;

➤ Concise but comprehensive;

➤ Communicates hope for all to share;

➤ Must describe the ideal description of a community and its people at some point in the future;

➤ Means of attaining it are excluded;

➤ Full of adjectives; and

➤ Considers in advance the contribution of an agency in its realization.

The Committee had a practical exercise of creating its Vision and proposed the following as its **Vision**;

"A Nairobi Citizenry that enjoys globally Competitive Education, training and social cultural services".

Mission – is "essential purpose of an entity, concerning particularly why it is in existence, the nature of the business it is in, and the customers it seeks to serve and satisfy." "Reason for the entities existence"

➤ It is a precise description of what an entity does;

➤ It should describe the business the entity is in;

➤ It is a definition of "why" the entity exists currently; and

➤ Each member of an entity should be able to verbally express this mission.

Characteristics of a good Mission statement

➢ Should be clear and concise;

➢ Memorable;

➢ Output oriented;

➢ Show unique role of the organization; and

➢ Credible.

The Committee had a practical exercise of creating its Mission and proposed the following as its Mission Statement; **"To provide, and coordinate a globally Competitive Education, Training and Social Cultural Services to empower Nairobi Citizenry both socially and economically to foster an enabling environment for investors, residence and others to invest, live and work."**

Core values – values are important and lasting beliefs or ideals shared by the members of a group about what is good or bad and desirable or undesirable; they are the operating philosophies or principles that guide entities internal conduct as well as its relationship with its stakeholders;

Values are the glue that binds all members of the entity together; and Values may be a series of words or phrases defining who you are and what you stand for.

The Committee adopted the County Assembly values as to be used as the Committee cannot have other Values outside the organization.

2.6 Understanding Our Environment

2.6.1 SWOT Analysis – Acronym for Strengths, Weaknesses, Opportunities, and Threats.

It is a planning tool used to understand Strengths, Weaknesses, Opportunities, & Threats involved in a project / entity. It is used as framework for organizing and using data and information gained from situation analysis of internal and external environment. It is a technique that enables a group/ individual to move from everyday problems / traditional strategies to a fresh perspective.

Aim of SWOT Analysis

- To help decision makers share and compare ideas;
- To bring a clearer common purpose and understanding of factors for success;
- To organize the important factors linked to success and failure in the entity;
- To analyze issues that have led to failure in the past.

Strengths – are characteristics of an entity or a team that give it an advantage over others in the industry. Positive tangible and intangible attributes, internal to an entity. Beneficial aspects of the entity or the capabilities of an entity, which includes human competencies, process capabilities, financial resources, products and services, customer goodwill and brand loyalty.

It includes professional, motivated, youthful, and hardworking members; a clear mandate for the Committee; teamwork between Committee members; commitment to capacity building of members, diversity of members –ethnic, religion, age, political leaning and good work environment –availability of resources to carry out tasks.

Weaknesses – are characteristics that place the entity at a disadvantage relative to others. Detract the entity from its ability to attain the core goal and influence its growth. Weaknesses are the factors which do not meet the standards we feel they should meet. However, weaknesses are controllable. They must be minimized and eliminated.

it includes weak or untested enforcement structures; challenge of balancing Committee and Ward needs, Political interference; delay in disbursement of funds for accomplishing projects; Slow adoption of ICT and Members sitting in too many Committees may compromise quality of outputs.

Opportunities – are external attractive factors that represent the reason for an entity to exist and develop. Entities should be careful and recognize the opportunities and grasp them whenever they arise.

The opportunities include strategic networking and engagement with key stakeholders; harmonious co-existence amongst members; leveraging on ICT to improve delivery of Committee mandate and working together as a team to make a real impact.

Threats – are external elements in the environment that could cause trouble for the entity. They are external factors, beyond an entity's control, which could place the entity's mission

or operation at risk. Threats are uncontrollable. When a threat comes, the stability and survival of an entity can be at stake.

They include lack of professional etiquette and conflict of interest; poor relationship between members and Executive especially on budget, patronage and cartels and Political and ethnic considerations that affect delivery.

2.6.2 PESTEL Analysis – PESTEL is Acronym for Political, Economic, Social, Technological, Legislative and Environmental.

PESTEL Analysis – is a simple and effective tool used in situation analysis to identify the key external (macro environment level) forces that might affect an entity.

Dimension of PESTEL Analysis and their effect

Political Dimension

> Political Party affiliation as an issue may cause political party wrangles leading to stalled progress, marginalization based on ethnic or other factors and appointment based on affiliation rather than ability to perform; and

> Wrangles between the County Government Arms – this may lead to hostile work environment, slow progress on implementation of key strategic goals, members oversight role compromised, constrained resources and abuse of the rule of law.

Economic Dimension

> Economic growth – include limited resource allocation, corruption and wastage of resources and population growth straining available resources; and

> Restrictions – inadequate revenue collection, budget ceilings and competition from other Committees for the limited resources.

Social Dimension

> Education – leads to new opportunities for members to up-skill; and specialist knowledge needed to increase success in Committees;

> Social equity – gives opportunity to ensure equitable distribution of resources irrespective of social status; and

> Diverse cultures and norms – clash of divergent cultures, values and norms and rich cultural diversity resulting in richness of ideas.

Technological Dimension

> Advances in technology – this result in better ICT equipment; availability of ICT infrastructure e.g. Wi-Fi, Fibre optic cabling; training gaps in the use of technology; and

> Susceptibility to hacking and tapping; better access to research material and opportunity for enhanced interaction between Committees and stakeholders.

Environmental Dimension

> Environmental awareness as an issue has the following effect; better legislation on environment related laws and high expectations from citizens for a cleaner, safer and healthier environment; and

> Climate change – adverse weather impacting pollution levels.

Legal Dimension

> Legal environment as an issue has the following; enhanced legislative framework that facilitates development; improved structure that enhance delivery; too many confusing and contradictory laws and by-laws; and weak enforcement mechanisms.

3.6.3 Stakeholder Analysis

Stakeholders are Individuals and groups, both inside and outside the entity, who can influence the success of strategy implementation. Any individual, group or institution that has an interest (or stake) in the strategy.

Purpose of Stakeholder Analysis

> To assess which individuals or groups are likely to support, resist, or remain neutral during the process;

> Why they're likely to respond this way; and

> And how they may be influenced to ensure a response most favorable to achieving goals.

Sectoral Committee on Water and Sanitation

<u>Steps in Stakeholder Analysis</u>

Step 1; Brain storm the list of Stakeholders by identifying those who can influence the success of the strategy and those that can be impacted by the strategy. This may be an individual or a homogeneous group; then segment the stakeholders into meaningful clusters as appropriate.

Step 2; Define Stakeholders' Strategic Importance

- ➤ How are they impacted by the strategy?
- ➤ To what degree do they have power to influence the success of the strategy? and
- ➤ What specific support is needed from them to advance the strategy.

Step 3; Clarify Stakeholders / Committee Expectation

- ➤ What is it about each stakeholder that led to the assessment of their commitment?
- ➤ What do they want /need? and
- ➤ For this strategy, what does success look like to each stakeholder?

Step 4; Determine Stakeholder engagement strategy

- ➤ How will each be engaged in the strategy to enhance their feelings of ownership? and
- ➤ Stakeholder involvement may include: decision-making, approval, support, guidance, feedback.

3.7 Strategic Planning Matrix

This involves identification of **key issues** - These are the emerging issues from which we will establish strategic objectives and activities for implementation; and
Based on the internal and external environments analysis the issues have been identified and need to be addressed by the strategy.

Some of the key issues include;

- ➤ Lack of collaboration and co-operation between the Committee and key stakeholders;

- ➢ Minimal committee oversight of the executive and departments that deal with Health services;
- ➢ Not enough to technical capacity building for committee members; and
- ➢ Limited awareness by the public on role of the committee.

Strategic Objectives – these are statements that indicate what is critical or important in the strategy. They're the goals you're trying to achieve in a certain period of time. Strategic objectives (sometimes referred to as "goals") are statements of what one is trying to achieve.

The typical format of a strategic objective is "Verb + Adjective + Noun." If you use this formula, your strategic objectives will create an action statement.

For example,

Issue 1:

Lack of collaboration and co-operation between the Committee and key stakeholders

Strategic objective:

To build effective collaborative partnerships and liaisons with key stakeholders

3.8 Work plan

A work plan is a detailed account of how the Committee will go about accomplishing specific tasks that relate to achievement of its strategy. Sometimes it is referred to as a "statement of work," a work plan generally includes an overview of a project or job, a breakdown of how individual project-related tasks will be accomplished, a timeline for completion and cost projections for implementation.

The Facilitator shared with the Committee on the proposed template for a work plan and took them through the process of generating a work plan in line with the strategic objectives.

A work plan includes the following; activity, item, break-down of activities, timeframe, performance objective, outcome, performance indicators, resource requirement, action by and status.

4.0 WAY FORWARD

As a way forward, the Committee resolved as following: -

➢ That the Committee to operate under the County Assembly core values as it cannot create its own core values different from the organizations; and

➢ That the secretariat assist the Committee in coming up with a clear work plan that will guide its operations on matters regarding oversight.

Sectoral Committee on Water and Sanitation

MINUTES OF THE 45TH SITTING OF THE NAIROBI CITY COUNTY ASSEMBLY SECTORAL COMMITTEE ON WATER AND SANITATION HELD ON TUESDAY 24TH JUNE, 2025 AT 11.00AM.

PRESENT

1. Hon. Kennedy Oyugi, MCA - Chairperson
2. Hon. Asli Muhamed, MCA – Vice Chairperson
3. Hon. Chege Mwaura, MCA
4. Hon Mark Mugambi, MCA
5. Hon Paul Wachira, MCA
6. Hon. Collins Ogenga, MCA
7. Hon. James Koria, MCA
8. Hon. Jane Muasya, MCA
9. Hon. Carrington Heho, MCA
10. Hon. Nancy Mwaura, MCA
11. Hon. Catherine Apiyo Okoth, MCA
12. Hon Joyce Muthoni, MCA
13. Hon. Susan Makungu, MCA
14. Hon. Lawrence Odhiambo, MCA
15. Hon Ochieng Jera, MCA
16. Hon. Anthony Ngaruiya, MCA
17. Hon. Victor Ochola Omondi, MCA
18. Hon. Stazo Omung'ala, MCA
19. Hon. Paul Kados, MCA
20. Hon. Eutychus Mukiri, MCA
21. Hon. Jeckoniah Onyango, MCA

ABSENT

1. Hon. Wilfred Oluoch Odalo, MCA
2. Hon. Moses Ogeto, MCA

SECRETARIAT

1.	Ms. Cammelyne Anguche	- Senior Clerk Assistant
2.	Ms. Jolinda Wangui	-First Clerk Assistant

MIN.090/NCCA/W$S/JUNE/2025:	PRELIMINARIES

— The Chairperson called the meeting to order at 12:30 pm and opened the meeting with a word of prayer. He then welcomed Members present to the meeting and thanked them for attending the meeting.

— The agenda of the day was then adopted for discussion as proposed by Hon. Stazo Omung'ala, MCA and seconded by Hon. James Koria, MCA as follows: -

1. Preliminaries (Prayers & adoption of the Agenda),
2. Adoption of the 4th quarter report
3. Any other business
4. *Adjournment*

MIN.091/W$S/JUNE/2025: ADOPTION OF THE 4TH QUARTER REPORT

The Committee considered the 4th quarter report of the retreat held on 16th to 19th June, 2025 and resolved as follows;

As a way forward, the Committee resolved as following: -

➢ That the Committee to operate under the County Assembly core values as it cannot create its own core values different from the organizations; and

➢ That the secretariat to assist the Committee in coming up with a clear work plan that will guide its operations on matters regarding oversight.

MIN. 092/W$S/JUNE/2025: - A.O.B & ADJOURNMENT

The Committee having dispensed with the business of the day and the time being thirty minutes past twelve o'clock, the Chairperson adjourned the sitting.

CONFIRMED AS TRUE RECORD OF PROCEEDINGS

SIGN...

HON. KENNEDY OYUGI, MCA

(CHAIRPERSON)

DATE.................24/6/2025.............................