

Case Study - Kenya Water, Sanitation and Hygiene Program (K-WASH)



KGID
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SEJONG

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Background of K-WASH (performance-based program)

- **USD 458 million** (GoK, IDA and commercial financing) **program for results (PforR)**
- **Program Development Objective:** To increase sustainable access to improved water and sanitation services, eliminate open defecation, and improve the financial performance of water services providers (WSPs) in selected counties, including refugee hosting counties.
- Six-Year Program (2024–2030) anchored in Kenya’s National Water and Sanitation Investment Plan (NAWASIP) 2022–2030.
- Implemented by the Government of Kenya through the **Ministry of Water, Sanitation, and Irrigation**. Focuses on:
 - **Universal access to WASH services**
 - **Climate-smart investments & sustainable service delivery**
 - **Improving operational and financial efficiency of water services providers**
 - **Water sector policy reforms**

19

Participating Counties

12

Disbursement Linked
Indicators

33

Water Service
Providers

4M+

People to be reached

KGTF Grant: Strengthening the Capacity of Kenya County Governments and Water Services Providers to Design and Implement Green and Climate Resilient Water Supply Systems



**Grant amount and duration: \$500,000;
Feb. 2024 - June 2026**



Objective of the grant: to support capacity building and institutional strengthening of County Governments and their WSPs to facilitate high quality planning, design, and development of climate resilient water sector investments that support green growth, and to ensure that these investments are sustainably operated and maintained.



Grant Activities: technical support for

development of comprehensive ***County-wide Water and Sanitation Strategies and Investment Plans (CWSSIPs)***.

preparation of comprehensive ***Performance Improvement Action Plans (PIAPs) and bankable projects***.

strengthening of national and county level water sector institutions in the delivery of universal WASH services that promote sustainability, climate resilience and green growth.

1. County-Wide Planning for Universal WASH Access



K-WASH Program/KGGTF Grant have supported 19 County Governments to develop comprehensive **County-Wide Water and Sanitation Strategies and Investment Plans (CWSSIPs)** – the foundational blueprints for achieving universal access to water, sanitation, and hygiene services.

CWSSIPs Impact

- **Counties led the planning process**, ensuring local ownership and accountability.
- Plans have **integrated green growth, climate adaptation and mitigation, and integrated water resources management.**
- **Multiple water-use approaches** embedded to strengthen long-term resilience and sustainability.
- CWSSIPs define **service delivery models and financing mechanisms.**
- They are the key instruments for promoting **sustainability and resilience** of WASH interventions.

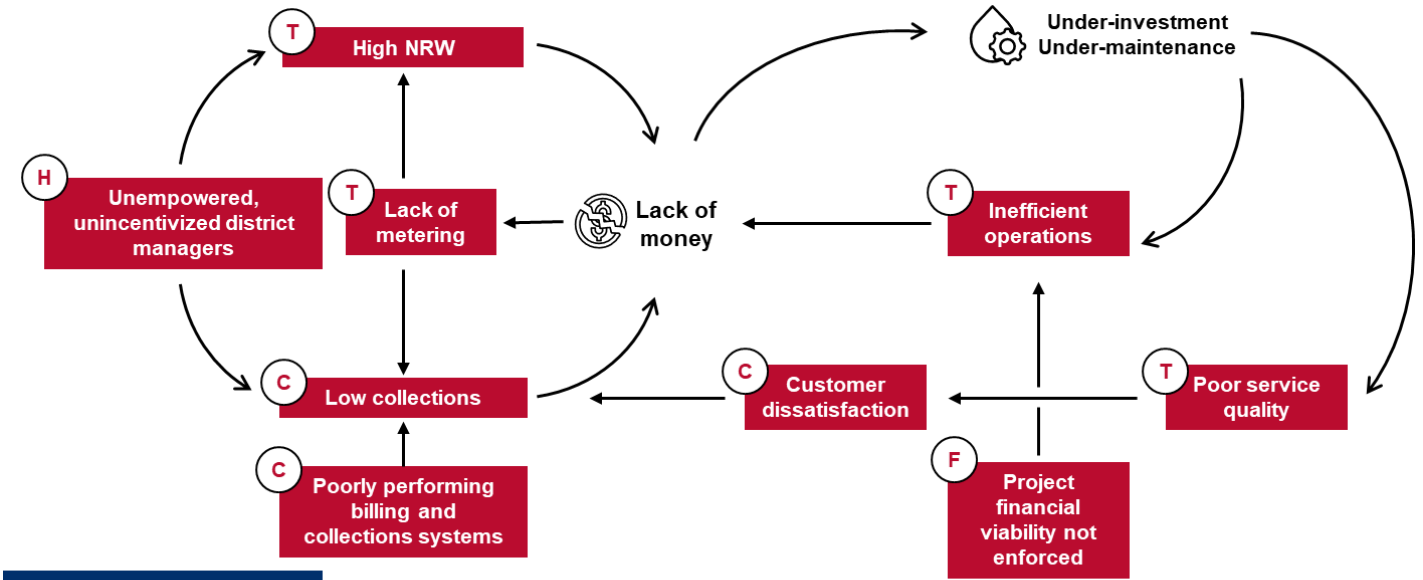


Direct impact on Disbursement Linked Indicator (DLI 1): \$19m

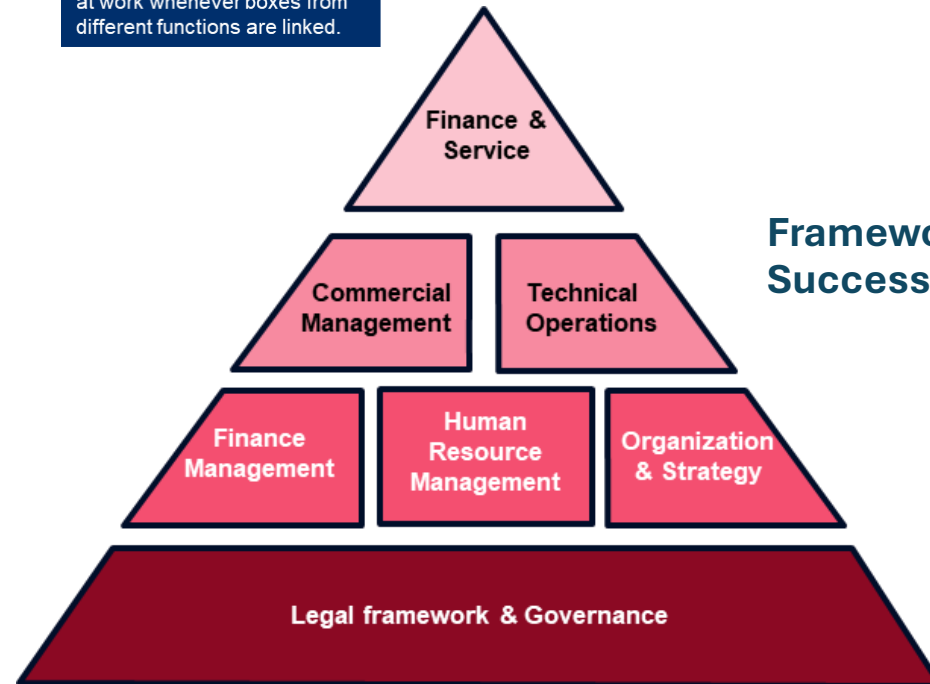
2. Strengthening WSPs Through Performance Planning

K-WASH Program/KGGTF Grant have supported 30 Water Services Providers (WSPs) to develop robust **Performance Improvement Action Plans (PIAPs)** and investment-ready and bankable projects – setting a clear path to operational and financial sustainability.

Why do we perform diagnostics and analyze root causes?

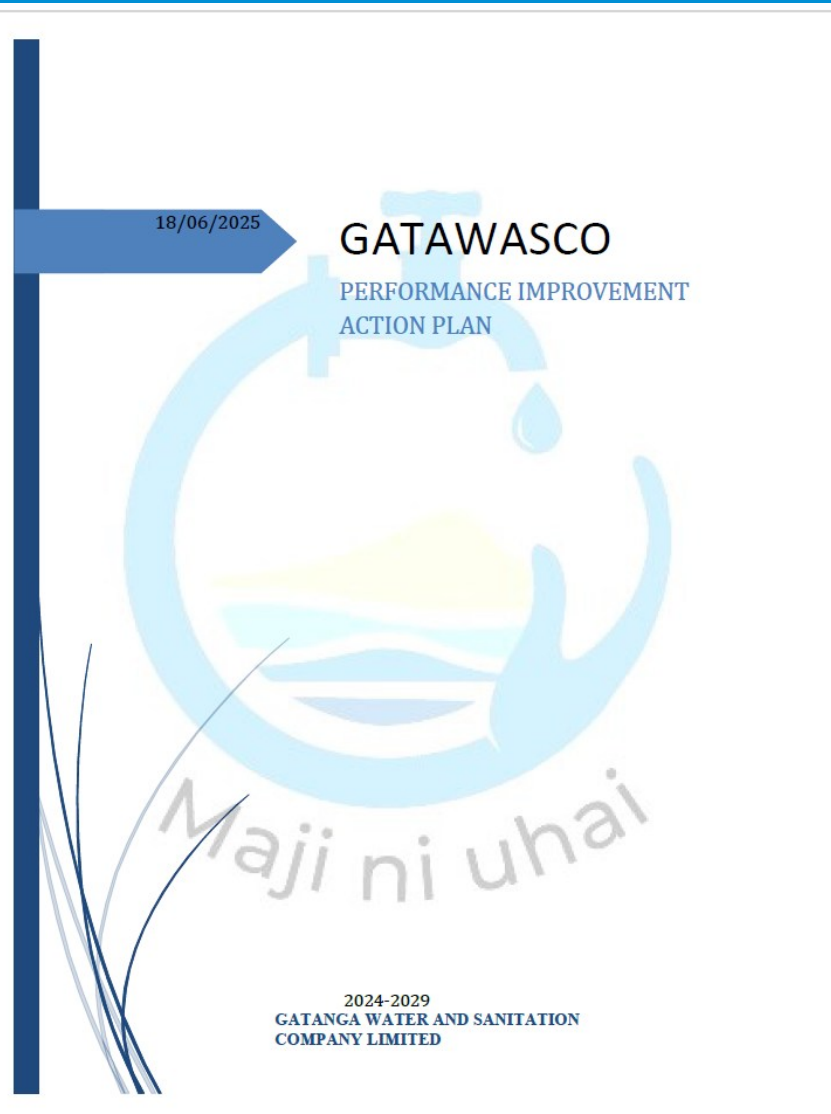


Organization and Strategy is at work whenever boxes from different functions are linked.



Framework for Understanding Utility Success

Impact of Grant Support



Performance Improvement Action Plans

- A comprehensive **guidance note and standardized PIAP tool**/template developed for all WSPs.
- PIAPs focus on improving **operating cost coverage ratios (OCCR) and financial viability**, enhancing both operational efficiency and financial performance.
- PIAP helps to define a **credible baseline OCCR and set performance targets** across the program period.
- PIAPs are supporting **improved creditworthiness** thus helping to **leverage commercial financing** for expanding WASH access.
- Directly impacts 3 DLIs:
 - ✓ **Disbursement of DLI 6 (\$13.5m)** is partly based on adoption of PIAPs.
 - ✓ **Disbursement of DLI 7 (\$22.3m)** will be based on OCCR achievements guided by the PIAPs.
 - ✓ **Disbursement of DLI 8 (\$8m)** will be based on commercial financing leveraged through bankable projects identified in the PIAPs. **At least \$4m to be achieved by May 2026.**

3. Building Institutional Capacity Through Knowledge Exchange

Nov. 3-8, 2025 knowledge exchange (KE) with Korea's K-Water Academy brought together 16 national, County Governments and WSP staff to learn from Korea on best practices and innovations in WASH service delivery.



Core Conclusion: The Imperative for Digital Transformation

The fundamental conclusion is that the future financial viability, operational efficiency, and climate resilience of the Kenyan water sector hinges on a strategic commitment to digital transformation across the entire water cycle—from source protection and treatment to customer service and billing. The Korean model, which achieved a national NRW of 15% (revenue water 85%) through data-driven decision-making and AI integration, must guide this transition.

Inspired by the KE, Mrs June initiated a focused DMA intervention that reduced non-revenue water from 45% to 18% in six months, while increasing billed revenue by 46.6%



Mrs. June M. Kavyati is the Managing Director of Kitui Water & Sanitation Company. She has over 20 years of experience in management and financial matters.

What drove the turnaround

- Leadership
- Daily line patrols, master meter monitoring and regular consumer meter readings
- Disconnection of 26 illegal connections
- Sealing of 48 meters to prevent tampering
- Replacement of 23 faulty meters
- Rehabilitation of 394 metres of pipeline
- Rapid repair of bursts and leaks

Key Outcomes at a Glance

- **NRW reduced from 45% to 18%** — a 27-percentage point improvement in six months
- **Revenue collections grew by 46.6%** over the period
- **Collection efficiency averaged 108.6%**, aided by recovery of government consumer arrears
- Total cost of interventions: KShs 319,850 (\$3,000) — a **highly cost-effective turnaround**

A journey of a thousand miles begins with a single step

Progress and Outcomes:

KGTF support has strengthened K-WASH's delivery architecture, helping to **reduce climate risks to rural systems, improve WSP financial health, and build a pipeline of bankable investments.** Key outcomes are:

- 19 counties routinely prepare policy and investment plans informed by CWSSIPs.
- 184 county staff and 172 WSP staff possess the capacity to develop and oversee high-quality CWSSIPs/ PIAPs with green growth elements.
- 30 WSPs are implementing performance improvement investments leading to increase in OCCR.
- WSPs have identified bankable projects; 2 are expected to sign loan agreements (~\$4m) with commercial banks by May 2026, while 10 more WSPs have shown potential.
- K-WASH practitioners have adopted climate-resilient design standards for rural schemes.



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Kenya-Korea Knowledge
Exchange Exposure and
Partnership (KEEP)
Program