

Strategic Plan

Illustrative Kenya Community WASH and Livelihoods Project

This is an illustrative PHC Port project for exploring how PHC Service could support a community-owned WASH and livelihoods intervention in Kenya. The proposed delivery model combines physical WASH outputs with the governance and behaviour-change work required to sustain them. PHC would provide a shared structure for recording the project's intentions, concerns, actions, locations, people, events and deliverables, while its comment mechanism would enable community members, committee representatives, implementers, local administrators and funders to contribute observations and respond to emerging issues. Particular attention would be given to committee legitimacy, community understanding, participation, incentives, inclusion, fee collection, financial transparency, maintenance responsibilities, safeguarding, grievance handling and the relationship between customary practices and formal local administration. The project would begin as a neutral demonstration and 7-Day Review candidate. Its scope, location, beneficiaries, implementing organisation, funding arrangements and delivery claims would remain provisional until authorised stakeholders provide or approve suitable source materials.

BUSINESS INFORMATION

General Summary

P515 is an illustrative PHC Port project exploring how PHC Service could support a community-owned water, sanitation and hygiene (WASH) and livelihoods intervention in Kenya. It arises from a high-level professional discussion with a person supporting implementation, not leading or authorising the live project. No implementing organisation, community, county, beneficiary population, budget or delivery result is yet attributed to it. The strategic premise is that infrastructure and activities alone will not produce lasting benefit unless communities understand, trust, influence and progressively own the governance structures responsible for operation, maintenance, finance, behaviour change, inclusion and accountability. The immediate purpose is therefore to create a credible demonstration and information framework that authorised stakeholders can review, correct and, if appropriate, connect to a real project through a PHC 7-Day Review and proposed six-month PHC Service.

PRODUCTS AND SERVICES

Current Situation

The prospective service context includes safe-water infrastructure and operation, sanitation improvement, hygiene and behaviour-change work, community governance committees and complementary livelihood activity. Charles has indicated that community committees have been established in the real implementation context to manage water systems and lead sanitation and hygiene behaviour change. Beyond that high-level statement, the actual services, locations, frequency, reach, infrastructure condition, committee performance, behaviour patterns and outcomes are not documented here. The present PHC project therefore contains a proposed service model, not a verified account of current delivery. Its first service is disciplined discovery: preserving what is known, identifying what is unknown and preventing assumptions from being presented as achievement.

Future Vision

Participating communities receive safe, dependable and inclusive WASH services and have meaningful influence over how those services are governed. Water systems remain functional; sanitation and hygiene practices are adopted and sustained; responsibilities for maintenance, charges, expenditure and complaints are understood; and livelihood support strengthens rather than distorts community resilience. Service performance is visible by location and over time, with outputs distinguished from uptake, governance quality, continuity and longer-term outcomes. Community members can raise concerns safely, committees respond transparently, implementers learn from feedback and funders can see a continuously maintained evidence base rather than a retrospective collection of success stories.

How Do We Get There?

Begin with an authorised 7-Day Review that confirms scope, stakeholders, source materials, existing systems and the limits of disclosure. Map each WASH and livelihoods service from access or intake through delivery, governance, maintenance, feedback and follow-up. Establish baselines for functionality, water safety, access, sanitation and hygiene practice, participation, trust, inclusion, complaints and livelihood conditions before setting targets. Create PHC records for significant concerns, actions, locations, people, events and deliverables, with comments linked to the relevant entity. Test a minimum recurring service package covering operational checks, committee decisions, financial visibility, hygiene engagement, feedback and maintenance follow-up. Use the resulting Review report and proposal to decide whether a six-month PHC Service is justified and what it must deliver.

PREMISES AND EQUIPMENT

Current Situation

No authorised inventory of premises, water assets, sanitation facilities, tools, testing equipment, telephones, computers, power sources, transport or record-storage arrangements is available. Electricity, connectivity, seasonal access, security and accessibility conditions are also unknown. The project must not assume that a smartphone-based system is universally accessible or that every community can support continuous connectivity. Existing operational records may be distributed across paper files, individual telephones, WhatsApp, spreadsheets or formal monitoring systems, but this requires verification.

Future Vision

Each participating location has an accurate, responsibly maintained view of the physical assets and enabling equipment on which service continuity depends. Water and sanitation assets have named custodians, condition and maintenance histories; essential tools and testing arrangements are available; and administrative equipment is assigned to roles rather than absorbed as personal property. Communities have accessible and secure places or channels for meetings, records and feedback. PHC complements workable paper, verbal and offline processes, so weak connectivity, disability, language or limited digital confidence does not exclude participation. Sensitive records are protected while aggregated governance and performance information remains appropriately visible.

How Do We Get There?

Conduct a location-based asset, premises and connectivity assessment during the Review. Record ownership, custodian, condition, criticality, maintenance need and replacement route for significant assets. Map where operational, financial, complaint and beneficiary information is held, who can access it and whether it is backed up. Identify minimum equipment for water testing, maintenance, administration, communication and evidence capture, using existing community or partner facilities wherever practical. Establish asset handover and usage agreements for funded equipment. Design feedback and record processes with offline and facilitated alternatives, and assess physical security, privacy, accessibility and travel constraints before selecting any operating base.

PEOPLE

Current Situation

The only known participant is a professional supporting implementation who has agreed to discuss the project at a high level but cannot share internal documentation or commit the organisation. The identities, authority and activity levels of implementing staff, committee members, local administrators, technical specialists, volunteers and community representatives are unknown. Community committees reportedly exist in the real context, but their selection, representation, legitimacy, skills, workload, decision rights and relationship with local administration have not been assessed. This absence is not an administrative gap alone: it is central to whether claimed community ownership is real.

Future Vision

Governance is conducted by people whose roles, authority and accountability are understood. Community committees are inclusive, legitimate and practically capable, with meaningful participation by women, young people, people with disabilities and groups otherwise liable to exclusion. Technical, hygiene, livelihoods, finance, safeguarding and evidence responsibilities are covered without depending excessively on one person. Community members can question decisions or report problems without retaliation; implementers and local authorities respond constructively; and funders observe performance without displacing local ownership. Contributions and decisions are attributable where appropriate, while confidential or anonymous routes protect people who need them.

How Do We Get There?

Map all parties, roles, mandates, interests and decision rights, distinguishing formal appointment from active contribution. Ask communities whether they understand how committees were formed, whom they represent, what they control and how they can be challenged or changed. Assess skills and workload in facilitation, technical maintenance, hygiene promotion, finance, safeguarding, data handling, conflict resolution and livelihoods. Agree role descriptions, meeting and communication rhythms, escalation routes and proportionate training. Establish a safeguarding focal point and protected feedback route. Use PHC comments and contribution records to reveal participation and unresolved responsibility without turning the system into surveillance or a public list of inactive individuals.

FINANCE

Current Situation

No authorised budget, grant, tariff, community contribution, expenditure, asset value or funding history is available. It is unknown who receives, approves, holds, spends and reconciles money, or how affordable existing arrangements are for poorer households. Likely cost categories include infrastructure, testing, repairs, sanitation and hygiene activity, staffing or facilitation, travel, communications, committee operation, monitoring, safeguarding and livelihoods support, but no figure or funding claim should yet be inferred. A credible funding request cannot be produced merely by filling these unknowns with sector averages.

Future Vision

Funding and community contributions are connected visibly to agreed services, assets, responsibilities and outcomes. Budgets distinguish capital installation from the continuing cost of safe operation, maintenance, governance and behaviour change. Charges and exemptions are affordable, understood and determined through legitimate arrangements. Receipts, bank or mobile-money evidence, procurement decisions, asset records and explanations for exceptions form a coherent audit trail. Prospective funders can release support progressively against evidence while communities can understand how money affecting their services is used. Livelihood activity has a defensible economic purpose and its benefits are not captured by committee members or already advantaged groups.

How Do We Get There?

Obtain authorised funding and expenditure records and map the full flow of money, approvals, restricted funds, in-kind inputs and community contributions. Establish cost and affordability baselines before selecting targets or tariffs. Develop a coded budget linked to PHC deliverables, locations and responsible parties, including realistic maintenance, safeguarding, monitoring and contingency provisions. Define separation of duties, approval limits, procurement records, reconciliation frequency and publication of an accessible community summary. Build funding scenarios for the 7-Day Review and six-month service without presuming sponsor approval. Test any livelihoods proposition for demand, viability, inclusion, unintended incentives and continuing support needs before presenting it as financially sustainable.

MARKETING

Current Situation

The illustrative project has no authorised name, brand, public assets, beneficiary stories, contact list or communications mandate beyond this PHC demonstration. The present opportunity emerged through a LinkedIn discussion about whether PHC governance could help a WASH and livelihoods project, especially with community ownership. Publicity at this stage could easily outrun authority and evidence: using photographs, organisation names or apparent success claims would risk misrepresentation. The immediate audience is therefore small and purposeful—Charles, any colleagues or stakeholders he is authorised to involve, Order Efficiency and potentially prospective funders once the project owner agrees.

Future Vision

Communication serves participation, accountability and responsible funding rather than presenting activity as impact. Community members receive clear, locally suitable information about services, decisions, charges, responsibilities, complaints and progress. Implementers can show both achievement and unresolved concerns. Funders understand that the proposition is not merely to install assets but to sustain an evidence-led local governance system around them. Public material uses consented, traceable evidence and distinguishes verified facts, stakeholder views, proposals and future intentions. The core message is that a durable WASH investment must demonstrate whether communities can trust, govern and sustain what is delivered.

How Do We Get There?

First use this project privately as a discussion instrument and invite Charles to correct the model at a high level. Seek explicit organisational approval before naming the live project, organisation, communities, partners or beneficiaries or requesting internal documents. Map audiences and accessible communication channels, including meetings, local leaders, noticeboards, schools or health facilities, telephone, SMS, WhatsApp and radio where appropriate. Agree consent and safeguarding rules for stories, photographs, quotations and contact data. Produce concise recurring evidence summaries covering functionality, interruptions, tests, issues, decisions, finance and participation—not only favourable outputs. When sufficiently grounded, use the 7-Day Review report and PHC Proposal as the principal funding-readiness material.