



**NANYUKI WATER AND
SANITATION COMPANY**

STRATEGIC PLAN

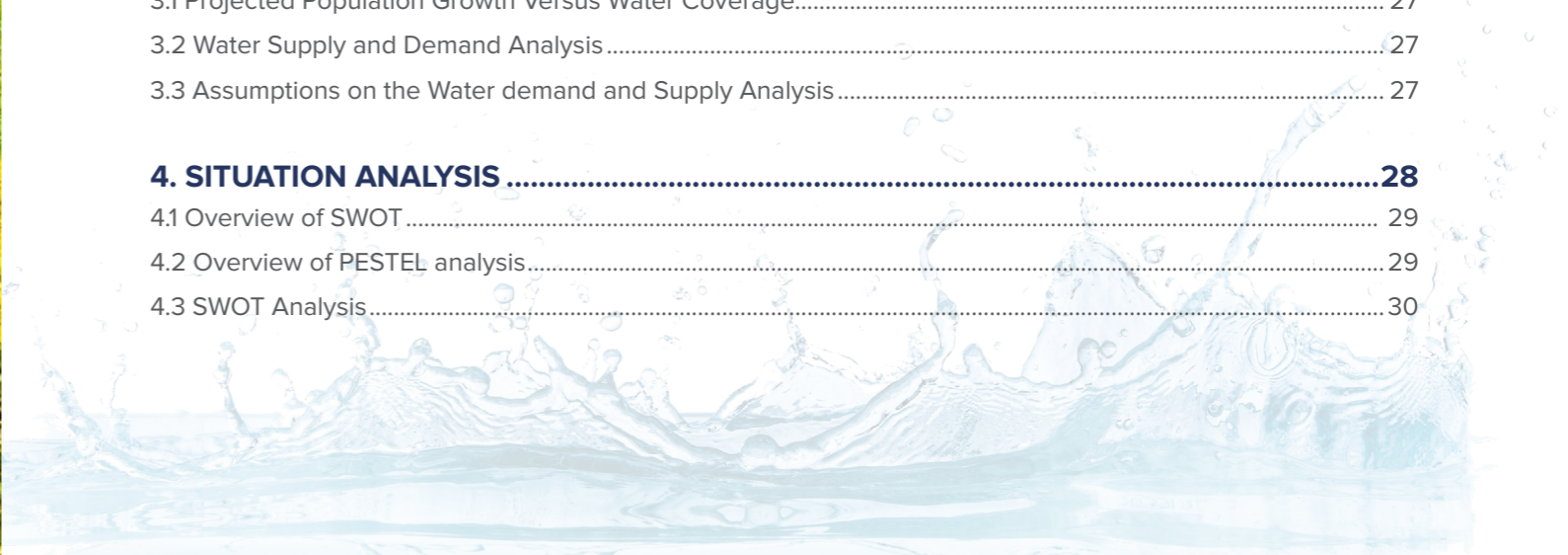
2023/2028





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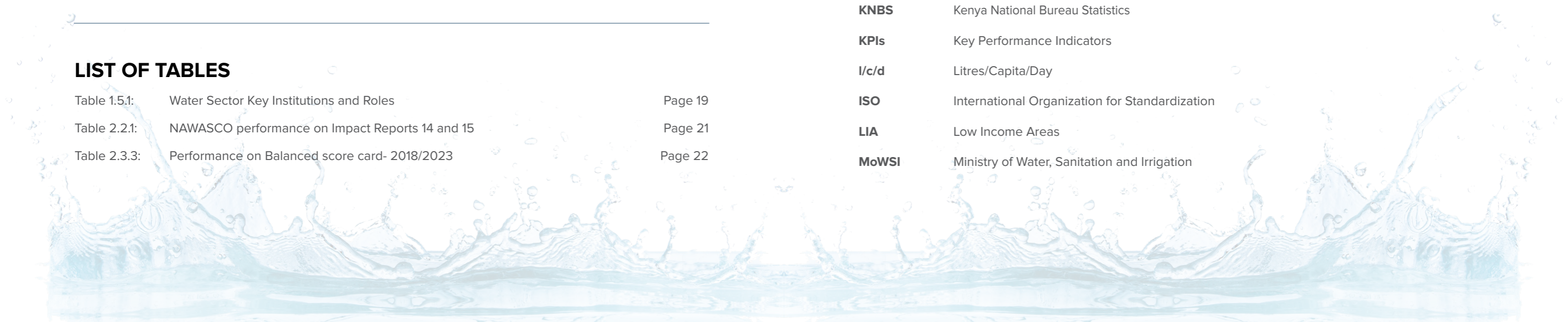
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ABBREVIATIONS AND ACRONYMS

BOD	Board of Directors
BSC	Balanced Score Card
BWRC	Basin Water Resource Committee
CAPEX	Capital Expenditure
CECM	County Executive Committee Member
CFA	Community Forest Association
CIDP	County Integrated Development Plan
CLSG	Conditional Liquidity Support Grant
CoK	Constitution of Kenya
CRVWDA	Central Rift Valley Water Works Development Agency
CS	Cabinet Secretary
DMAs	District Metering Areas
DWQ	Drinking Water Quality
ERP	Enterprise Resource Planning-system
ESIA	Environmental, Social Impact Assessment
GA	Gatsby Africa
GIS	Geographical Information Systems
Ha	Hectares
KEWI	Kenya Water Institute
KFS	Kenya Forest Service
KNBS	Kenya National Bureau Statistics
KPIs	Key Performance Indicators
l/c/d	Litres/Capita/Day
ISO	International Organization for Standardization
LIA	Low Income Areas
MoWSI	Ministry of Water, Sanitation and Irrigation



M&E	Monitoring and Evaluation
NAWASCO	Nanyuki Water and Sanitation Company
NEMA	National Environment Management Authority
NRW	Non-Revenue Water
O&M	Operations and Maintenance
OCCR	Operation Cost Coverage Ratio
OPEX	Operating/recurrent Expenditure
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PPP	Public Private Partnership
SDGs	Sustainable Development Goals
SO	Strategic Objective
SP	Strategic Plan
SPA	Service Provision Agreement
SWOT	Strengths, Weaknesses, Opportunities and Threats
WASH	Water Hygiene and Sanitation
WARIS	Water Regulation Information System
WASREB	Water Services Regulatory Board
WHO	World Health Organization
WRA	Water Resource Authority
WRUAs	Water Resource Users Association
WSP	Water Service Provider
WSTF	Water Sector Trust Fund
WWDA	Water Works Development Agency
UN	United Nations

Statement from the Governor



H.E JOSHUA IRUNGU
GOVERNOR LAIKIPIA COUNTY, E.G.H

Access to clean drinking water and sanitation is a basic human right that is enshrined in the Constitution. Water plays a crucial role as a catalyst for development across the various sectors and aspects of human life. Many of the Sustainable Development Goals (SDGs) are directly or indirectly linked to water resources, including clean water and sanitation (SDG 6), poverty reduction (SDG 1), hunger eradication (SDG 2), and sustainable cities (SDG 11). Achieving these goals is dependent on sustainable water management and access to clean water. The significance of water lies in the fact that it is an essential resource that underpins economic growth, social well-being, and environmental sustainability.

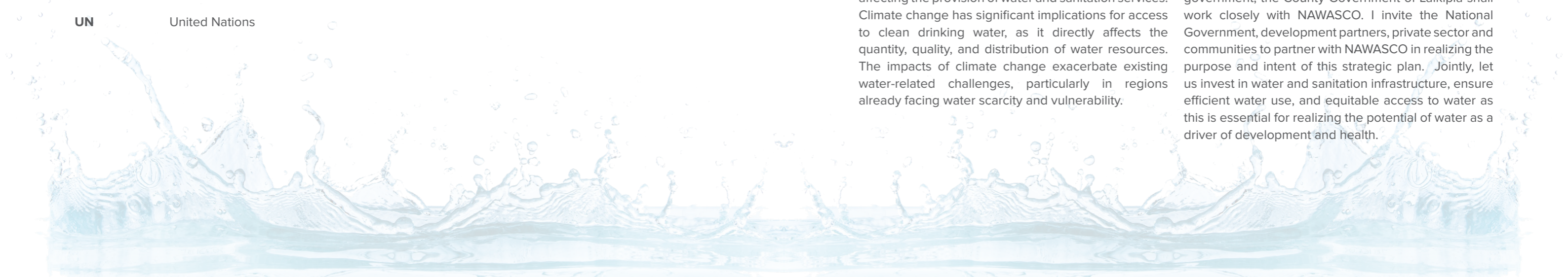
The NAWASCO 2023-2028 strategic plan is also informed by the Government of Kenya's Bottom-Up Economic Transformative Agenda (BETA) for inclusive growth. As the population grows in NAWASCO's area of operation, the demand for clean water and proper sanitation is essential for urban development and creating livable municipality and its environs. Providing adequate water supply and sanitation services shall improve the quality of life for urban and peri-urban residents, ensure proper sanitation practices to protect public health and the environment, attract investment, and support economic activities.

NAWASCO recognizes that there are challenges affecting the provision of water and sanitation services. Climate change has significant implications for access to clean drinking water, as it directly affects the quantity, quality, and distribution of water resources. The impacts of climate change exacerbate existing water-related challenges, particularly in regions already facing water scarcity and vulnerability.

Sustainable water management can enhance climate change resilience. Adequate water resources and infrastructure will help mitigate the impact of extreme weather events, such as floods and droughts, and provide opportunities for climate adaptation. In this strategic plan, NAWASCO makes a choice to be an active and a visible player in building resilience to climate change for its customers and the utility as well, while identifying and maximizing opportunities therein. This strategic plan is also designed with a focus on inclusivity, ensuring that the underserved communities and vulnerable populations receive equitable access to clean water and sanitation facilities.

Many water utilities in the country are facing high non-revenue water. The NRW stands at 30% in NAWASCO. A high NRW means an economic loss for both customers as well as lost revenue for the water company. A high NRW results in increased operational cost, exacerbates water scarcity by reducing the available water supply and can lead to social inequity. This can impact the financial sustainability of NAWASCO water supply system and hinder investments in infrastructure improvements. Consequently, this strategic plan adopts comprehensive strategies to address NRW.

Recognizing that the attainment of the objectives of this strategic plan requires inclusion of all stakeholders, and that access to water is a priority agenda in my government, the County Government of Laikipia shall work closely with NAWASCO. I invite the National Government, development partners, private sector and communities to partner with NAWASCO in realizing the purpose and intent of this strategic plan. Jointly, let us invest in water and sanitation infrastructure, ensure efficient water use, and equitable access to water as this is essential for realizing the potential of water as a driver of development and health.



Foreword



Ms. LEAH NJERI

CECM WATER, ENVIRONMENT & NATURAL RESOURCE

Water is the life force of our planet, essential for all forms of life and integral to the well-being of communities and ecosystems. As we navigate the challenges of the 21st century such as climate change, increasing population, urbanization and growing demand of agriculture, industry and energy production we recognize these have placed unprecedented stress on the available water systems, necessitating need to not do business as usual.

It is against this backdrop that NAWASCO's strategic plan is premised, with a mission to "sustainably provide excellent water and sanitation services through professional and competitive practices to the satisfaction of all our stakeholders so as to ensure access to clean drinking water and sanitation services to their customers. Additionally, this strategic plan is well aligned to Laikipia County CIDP 2023-2027. It will therefore go a long way in contributing to the attainment of the Department of Water Environment and Natural Resources mission, **"to enhance access to quality water and sanitation services while protecting our environment"** in NAWASCO's area of operation.

In developing this strategic plan, NAWASCO has drawn upon the expertise, knowledge and aspirations of diverse stakeholders ranging from staff, national and county government, engineers and conservation experts, customers, business community among others. This plan therefore encapsulates a collective vision where water is viewed not just as a commodity but as a common good that must be protected and managed sustainably. It is a vision that embraces equity and inclusivity recognizing that access to safe drinking water is a basic right and sanitation services promotes dignity for all.

This plan shall provide direction and inform the decisions, policies and actions necessary. Over the years, NAWASCO has proved itself as a high performing water company. The Water Services Regulatory Board (WASREB) Impact Assessment Report Issue 15 (2021/2022) ranked NAWASCO as position 4 in terms of performance out of 88 water companies in Kenya. It was also ranked position 1 out of the 33 large category water companies in Kenya and bagged the most improved performance award 2021/2022.

This remarkable performance is an indicator of committed leadership and team work in NAWASCO. I therefore call upon all stakeholders- county national governments, business community, development partners, customers among others to join hands and work towards the common goals articulated in this plan. This requires us to make bold decisions and choices, invest in sustainable infrastructure, cultivate a culture of water stewardship while building resilience in the face of climate change amongst other challenges.

I take this opportunity to congratulate NAWASCO for this milestone and I reiterate the commitment of County Government of Laikipia to ensure the success of this plan.

NAWASCO's strategic plan is premised, with a mission to "sustainably provide excellent water and sanitation services through professional and competitive practices to the satisfaction of all our stakeholders so as to ensure access to clean drinking water and sanitation services to their customers.

Preface



ENG. MARTIN MUCHIRI WAHOME

CHAIRMAN OF THE BOARD

Sustainable Development Goals (SDGs) define sustainable development as **'meeting the needs of the present without compromising the ability of future generations to meet their own needs'**. Access to water and sanitation has been identified world-wide as one of the key pillars towards sustainable development (UN, 2015)

At global level, the basic need for water and sanitation access is well elaborated under Sustainable Development Goal number six (6) stated as 'to ensure access to Water and sanitation for all'. Kenyan government, under Article 43 of Constitution of Kenya (CoK), 2010 recognizes access to both water and sanitation as a basic human right. It is in the same spirit that the Constitution provides various institutions the responsibilities to ensure that these rights are respected and fulfilled at National and County levels of government. In addition, various legislations among them Water Act, 2016 and National Water policy 2021 as well as the long-term frameworks such as Kenya Vision 2030, Social pillar that aims to ensure that improved water and sanitation are available and accessible to all by 2030; and Kenya Environmental sanitation and Hygiene Policy 2016-2030.

Article 186(1) as read with the fourth Schedule of the CoK, 2010 delineates water and sanitation services functions to the counties while water resources conservation largely remains a national role. Nanyuki Water and Sanitation Company (NAWASCO) therefore executes its mandate on provision of water and sanitation services and development of county assets as an agent of Laikipia County. Our goals in this strategic plan are therefore well aligned with the Laikipia County Integrated Development Plan 2023/2027. Further, this plan is set out to improve on key water sector indicators as regulated by Water Services Regulatory Board (WASREB)

This Strategic Plan 2023/2028 comes at a critical time to help us fast tract the fulfilment of the aforementioned right to water and sanitation to residents of Nanyuki town and its environs. This plan will help us ride on the gains made in the just ended Strategic Plan 2019/2023 as we build on our vision to be a 'Premiere utility in excellent service delivery'. We have analyzed the critical questions on: What are our greatest needs? What do we have in terms of existing water and sanitation infrastructure, what are our supply gaps, what are the priorities on climate change interventions? what needs to be done? and how much will it cost in the next five years? This Plan therefore provides a roadmap that will not only improve our performance as a water company, but also improve customer experience and customer service levels.

As NAWASCO, we recognize that this role cannot be accomplished without the support and partnership of key stakeholders. The County government of Laikipia has accorded NAWASCO goodwill and an enabling environment as an agent of the County to execute its mandate. We therefore will engage various stakeholders in the implementation and financing of the plan.



SDG6:
"ensure access to Water and sanitation for all"

Acknowledgment

ENG. KENNEDY GITONGA
MANAGING DIRECTOR, NAWASCO



The most basic human need for health and well-being is access to safe water and reasonable standards of sanitation. However, globally billions of people will lack access to these basic services by the year 2030. Growing water demand and water scarcity have turned into a notable challenge in Kenya. The water crisis issue has been aggravated by climate change, population growth, urbanization, water pollution, and poor management of water resources. Consequently, this affects economic activities, food security, education, and health.

NAWASCO is cognisant that, prioritization is critical in narrowing this gap within its service area because, resources are scarce, but also because we do not have the capacity to do everything at once. It is against this backdrop that NAWASCO has prepared a roadmap for the utility geared towards top notch service delivery leading to better lives for all customers and stakeholders. The strategic plan aims to increase and sustain access, quality, quantity and affordable safe water and sanitation services, as well as growing the commercial and financial viability and sustainability of the utility. All this geared towards improving customer service experience, that will be underpinned by strengthened internal operational processes as well as strengthened human capital that promotes innovation and creativity in all our services.

These calls for innovative financing and combined effort from all our stakeholders to hasten the progress of the realization of water and sanitation services.

In actualizing this strategic plan, I call upon the entire NAWASCO team to be driven by the company's core values and to embrace the utility's culture of having a versatile style, a customer focus orientation, with an opportunistic and go-getter attitude to achieve results. While fostering a strong attitude of owner and doer taking responsibility for our actions, at the same time collaborating and networking with our peers and the industry with an aim to learn and deliver on our mandate.

Finally, with gratitude and satisfaction, as we enter our 4th strategic cycle I would like to acknowledge and thank the shareholders of the company the county government of Laikipia, Board of directors, our customers, suppliers and development partners, the National Ministry of water and sanitation, NAWASCO employees at every level and other stakeholder. Lastly, I would like to pass my gratitude to Gatsby Africa (GA) who have been very instrumental in facilitating the development of this strategic plan. Together we MAKE IT HAPPEN!



Executive summary

Global, National, County Goals

The global aspirations on water access are articulated under Sustainable Development Goal number six (6) stated as 'to ensure access to Water and sanitation for all'. At National level, Article 43 of Constitution of Kenya (CoK), 2010 recognizes access to both water and sanitation as a human right. The Constitution, alongside relevant water legislations, gives various institutions the responsibilities to ensure that these rights are respected and fulfilled at National and County levels of government. It is in the same spirit water and sanitation services functions were devolved to the counties while water resources conservation largely remains a national role. Further, the social pillar under Kenya Vision 2030, aspires to ensure that improved water and sanitation are available and accessible to all by 2030. NAWASCO, as an agent of Laikipia county, has prepared this plan in alignment with Laikipia County

manifesto 2023/2027 and Laikipia County Integrated Development Plan (CIDP) 2023/2027 on 'sustainably managed water and environment for the provision of adequate, clean safe water and sanitation services in the county'.

NAWASCO's goal is to contribute to making people's lives better by realizing their constitutionally enshrined rights to water and reasonable sanitation standards.

This is the 4th Strategic Plan cycle 2023/2028 after successful implementation of the 3rd Strategic plan 2018/2023 through collaboration with various stakeholders, teamwork, prioritization of investments with low hanging fruits, setting SMARTER objectives and constantly reviewing our performance. As we ride on the success and lessons learnt from the past cycle, NAWASCO is ready to take on this new 5-year plan with 'new eyes'.

Strategic Map/Charter

NAWASCO's Strategic Road map is steered by our long-term Vision: 'Premiere Utility in Excellent Service Delivery', our guiding Mission: 'To sustainably provide excellent water and sanitation services through professional and competitive practices to the satisfaction of all our stakeholders'; and our Mantra: **Make it Happen!** Which literally translates to making our goal 'happen' every day.

These aspirations are further propelled by our five internal Core Values abbreviated as IREST which are:

In this strategic plan, NAWASCO has set in motion the culture statement which coupled with our values will provide the right posture that is tantamount to optimal service delivery. Our internal lifestyle will be guided as:

--	--	--	--	--

As an institution we have ensured that the roadmap is fully known and embraced by all employees at every level.

Strategic Objectives

The five key strategic objectives that will propel this plan include:

<p>SO: 1</p>  <p>Increase and sustain access to potable water and safe sanitation services</p>	<p>SO: 2</p>  <p>Grow commercial and financial viability and sustainability</p>	<p>SO: 3</p>  <p>Improve customer experience</p>
<p>SO: 4</p>  <p>Strengthen operational processes</p>	<p>SO: 5</p>  <p>Strengthen human capital and promote innovation</p>	

Further, these objectives are tied up to the key water sector indicators on quality of service, economic efficiency, and operational sustainability. This is further aligned to the CoK, Article 10(2d) on national values and principles of governance, and specifically- sustainable development.

Building on climate resilient water and sanitation supply systems

The ever-increasing climate erraticism, weather extremes, unsustainable human activities coupled with poor environmental management has become a threat to water availability and quality. In our context, NAWASCO's main surface water source is located on the leeward side of Mt. Kenya, with frequent annual droughts leading to stressed water abstraction. This calls for intentional, immediate as well as long term mitigation actions towards strengthening resilience as a company and to our esteemed customers. NAWASCO is strategic in this plan not only to intervene in water catchment protection, green energy and waste water reuse, but also engage customers on innovative storage and efficient water use systems for improved livelihoods.



What are we looking forward to:

The overall goal for this plan is to contribute to improved livelihoods for residents in Nanyuki and its environs through improved service delivery and company performance. The strategic plan has put in place measures to address our water demand gap, renewal and upgrading of our infrastructure, storage and extension of water and sewer services to unserved and underserved areas. The company will strengthen internal operations through ISO 9001: 2015 certification and promote internal and external innovations. We look forward to building sustainable green water and sanitation infrastructure options, coordinated efforts with key players as well as healthy and adaptable communities to the realities of climate change.

One of the key highlights in this strategic plan is the plan to focus on improving our stakeholders and customer experience under strategic objective three. Chapter five of this plan has articulated our stakeholder engagement path which we shall continuously improve on. Our Low-Income Areas (LIAs) have not been left behind. Apart from water and sewer infrastructure investments, NAWASCO has planned to undertake social connection investments for the elderly and vulnerable to enable them have access to our services.

As an agent of Laikipia County, NAWASCO continues to provide technical support to key adjacent water supply schemes

Financing

The total cost of the strategic plan is **Kshs. 2,286,608,297** for both Capital Investments and recurrent expenditure. The financing of these activities will be done through ring fencing of revenues, government taxes, funding from development partners, Commercial financing and Public Private Partnerships.

Implementation, Monitoring and Evaluation.

The balanced score card and the implementation plan will be used to measure the progress towards the set targets for each strategic objective. In addition, annual reviews will be carried out to assess milestones and re-evaluate the ever-changing working environment under which we carry out day to day business.



01

INTRODUCTION AND BACKGROUND



1.1 Background

Nanyuki Water and Sanitation Company (NAWASCO), is located in Nanyuki town Laikipia County. The utility was incorporated under the Company's Act (Cap 486) of the laws of Kenya on 14th of December, 2005.

NAWASCO, pursuant to Section 154 of the Water Act 2016 operates as a county water service provider mandated to serve Nanyuki and its environs including parts of Nyeri and Meru Counties, covering a total of 286km² as per the license by Water Services Regulatory Board (WASREB).

Sustainable Development Goals (SDGs) define sustainable development as **'meeting the needs of the present without compromising the ability of future generations to meet their own needs'**. Access to water and sanitation has been identified worldwide as one of the key pillars towards sustainable development (UN, 2015). The global aspirations on water access are articulated under Sustainable Development Goal number six (6) stated as **'to ensure access to water and sanitation for all by 2030'**.

At National level, Article 43(d) of Constitution of Kenya (CoK), 2010 recognizes access to both water and sanitation as a human right. The Constitution also gives various institutions the responsibilities to ensure that these rights are respected and fulfilled at National and

County levels of government. It is in the same spirit water and sanitation services functions were devolved to the counties while water resources conservation largely remains a national role. Further, the social pillar under Kenya Vision 2030, aspires to ensure that improved water and sanitation are available and accessible to all by 2030.

Laikipia County ambitions on water and sanitation access have been outlined within Laikipia County Integrated Development Plan (CIDP) 2022/2027. Specifically, Chapter 4 on Water, Environment and natural resources stipulates the vision as **'Sustainably managed water, environment and natural resources in the County'** and the sector mission which is **'To create an enabling environment for the provision of adequate, clean and safe water and sanitation services through conservation, protection and restoration'**.

NAWASCO as an agent of County Government of Laikipia, by necessity contributes to the enjoyment of the constitutionally enshrined right to clean and safe water in adequate quantities and to reasonable standards of sanitation as stipulated in Article 43 of the constitution, as well as contribution on the realization of Laikipia County Development Plan.

1.2 NAWASCO Strategic Roadmap

Vision:

'Premiere Utility in Excellent Service Delivery'.



Goal:

Contribute to making people's lives better by realizing their constitutionally enshrined rights to water and reasonable sanitation standards



Mission:

To sustainably provide excellent water and sanitation services through professional and competitive practices to the satisfaction of all our stakeholders.

Core Values:

Our core values are fundamental principles and beliefs guiding our operations. They will act as link between the organization culture and the social systems. NAWASCO wants to be identified by the society it is serving with the beliefs as highlighted by its core values.

NAWASCO core values abbreviated as 'IREST' are:



I - Integrity and Professionalism

We commit to carry out our duties diligently and without any underhand dealings to the realization of our objectives. We are committed to serve customers and stakeholders in a courteous, honest and respectable manner.



R- Respect for Diversity

We are always ready and willing to accommodate new and diverse skills from different cultural backgrounds in their areas of expertise and have respect for varying opinion and composition



E- Environmentally Focused

We commit to deliver water and sanitation services in an environmentally sound practices ensuring we do not contribute to harming our ecosystem. In addition, we will be conscious to protect the environment, meeting the needs of the present without compromising the needs of the future.



S- Stakeholder Centric

We commit to engage our stakeholders in our key decision-making processes, value their feedback and keep them adequately informed.



T- Teamwork and Results Oriented

We commit to work cohesively, collaboratively to carry out our day-to-day activities and keeping our eyes on our actions and results.

Our Mantra: Make it Happen!

Our Mantra is linked to NAWASCO's overall goal (our big WHY?) which states:



Contribute to making people's lives better by realizing their constitutionally enshrined rights to water and reasonable sanitation standards.

The 'it' in this mantra directly refers to our **GOAL**; Thus, every day at NAWASCO, we strive to "Make people's lives better by realizing their constitutionally enshrined rights to potable water and reasonable sanitation standards happen".

1.3 Culture Statement

NAWASCO recognizes the centrality of culture in successful delivery of our Strategic Plan. It is quite evident that good plans and budget without appropriate culture is tantamount to suboptimal delivery. It is against this background that we have put together some key cultural aspirations and expected behaviour from our employees that would be essential in the implementation of the Strategic Plan 2023/2028.

The cultural styles outlined below have been informed by our working environment, mission, core values and envisaged success of NAWASCO. We aspire that our employees will fully embrace these cultural styles and responsibilities at every level, at all times.

Versatile style

We believe in flexibility, open to new ideas and allow employees to share perspectives that make our day-to-day work better. We endeavor to be adaptable by being opportunistic and handling challenges in a practical and realistic manner.

Opportunistic and go-getter attitude:

We trust in our ability to succeed in delivering our mandate, as such, we are determined to thrive by proactively taking initiatives and planning appropriately to achieve desirable results.

Collaboration and networking:

We believe everyone brings unique skills and experience to the organization, we embrace and adopt cross functional collaboration and delivering of our day-to-day activities and work across our assigned roles to deliver higher value for NAWASCO. At NAWASCO we are deliberate in forming networks with our peers and the industry and aim to learn from one another.

Customer focus orientation

We embrace customer- first mentality and strive to deliver high quality services to our customers and meet their expectations. We purpose to prioritize the current and future customer demands through proper planning. We aspire to listen and offer timely response to customers concerns.

Ownership and possession:

We foster a strong attitude of 'owner and doer' to drive employee's motivation and stellar performance towards achieving excellence in service provision. Whatever happens around NAWASCO is driven and owned by the employees and we strongly believe in taking responsibility for our actions and leaving a lasting legacy.

1.4 Rationale of the Strategic Plan 2023/2028

The rationale for the strategic plan 2023/2028 includes:

01

To provide NAWASCO with a roadmap geared towards top notch service delivery leading to better lives for all customers and stakeholders. As we build from the achievements of the previous plan, this strategic plan has set strategic objectives aiming to: Increase and sustain access, quality, quantity and affordable water and sanitation services.

02

To fulfil regulatory requirement on efficient and sustainable operations of the institution. NAWASCO targets to grow commercial and financial viability and sustainability, improve customer service experience, strengthen our internal operational processes as well as strengthen human capital that promotes innovation and creativity in all our services.

03

To respond to the changing, dynamic internal and external environment. NAWASCO's strategic cycle 23/28 takes cognizance of the changes that continue to occur in both the external and internal environment that affect how we deliver and fulfil our mandate. This calls for objective focus on our stretch objectives as well as allow for flexibility where need be during its implementation. NAWASCO puts in place plans to mitigate identified risks through preparedness and continuous assessment of areas that may hinder progress on implementation.

04



To align NAWASCO's road map with Laikipia County Integrated Development Plan (2023/2027) and subsequently contribute to the realization of the Vision 2023, Constitution of Kenya and Sustainable Development Goals

This plan outlines achievable deliverables through ring fencing our internal revenues, support from County and National Government, external grants, commercial financing and Public Private Partnerships. We therefore recognize the critical roles all our relevant stakeholders will play in making this plan a reality. Together we can do more!

1.5 Water Sector Key Institutions and roles

The water sector institutions and roles are well defined under the Water Act 2016 as follows: -

Table 1.5.1: Water Sector Key Institutions and Roles

Institutions	Logos(share)	To	Roles and Responsibility
Ministry of Water, Sanitation and Irrigation (MoWSI)			<ul style="list-style-type: none"> Efficient and economical provision of water services Development of national policy Coordination Financing
National Water Storage Authority (NWSA)			<ul style="list-style-type: none"> Development of National public water works Maintain and manage infrastructure for Water resource storage Collect, provide information and advise the CS Develop water harvesting policy and enforce strategies Undertake emergency intervention on behalf of national government during drought
Water Sector Trust Fund (WSTF)			<ul style="list-style-type: none"> Provision of Grants to the counties Assist in financing development and management of water services in marginalized or underserved areas
Water Resource Authority (WRA)			<ul style="list-style-type: none"> Regulate the management and use of water resources
The Water Service Regulatory Board (WASREB)			<ul style="list-style-type: none"> Regulators in the water sector and oversee policy and strategy implementation that relate to Water and Sanitation services development
Kenya Water Institute (KEWI)			<ul style="list-style-type: none"> Training, research and consultancy
Basin Water Resource Committee (BWRC)		Advise on:	<ul style="list-style-type: none"> Water resource conservation, use and apportionment; Data collection, analysis and management of Information Systems Flood mitigation; Protection of water resources.
Water Works Development Agency (WWDAs)			<ul style="list-style-type: none"> They undertake development, maintenance and management of the national public water works Operate water works until responsibility is handed over to the County government Provide reserve capacity to WSPs Provide technical services, support and capacity building to the CGs and WSPs Laikipia County is within Central Rift Valley Water Works Development Agency (CRVWDA)
Water Resource User Association (WRUAs)			<ul style="list-style-type: none"> Collaborative management of water resources; Conflict resolution on use of water resources;
Water Service Providers (WSP)			<ul style="list-style-type: none"> Mandated to provide water in their area of jurisdiction Development of county assets for provision of water services
The Water Tribunal			<ul style="list-style-type: none"> Hear and determine appeals by people or institutions affected by decisions from Cabinet Secretary (CS)

02

PERFORMANCE OF THE PREVIOUS STRATEGIC PLAN 2018/2023



2.1 Performance on water services delivery

Water Services Regulatory Board (WASREB) is mandated to set standards and enforces regulations that guide the sector in not only ensuring that consumers are protected and have access to efficient, affordable and sustainable services, but also, provide for financial sustainability of Water Service Providers (WSPs). Every year, WASREB collects data from WSPs to assess the utilities on the basis of nine Key Performance Indicators (KPIs) which is then published by WASREB on annual Impact Report.

NAWASCO is categorized as a large WSP i.e., utility with 10,000-34,999 combined water and sewer connections. The utility has recorded consistent improvement in the WASREB Impact Report 13, 14 and 15. According to the Impact Report 15 of 2021/2022 it was ranked and awarded as the top most improved utility with 20 points from 137 points to 157 points out of a possible 200 points. Additionally, the utility was ranked position one (1) in its category and position four (4) overall out of 88 WSPs.

The table below highlights key achievements and performance for the period 2020-2022

Table 2.2.1: NAWASCO performance on Impact Reports 14 and 15

KPI	IMPACT 14 2020/21	IMPACT 15 2021/22	NATIONAL AVERAGE 21/22
Water Coverage	93%	93%	62%
Drinking Water Quality	100%	100%	95%
Hours of Supply	23	23	17
Personnel Expenditure as % of Total O+M Cost	48%	53%	47%
O & M Cost Coverage	111%	121%	96%
Revenue Collection Efficiency	96%	97%	94%
NRW	40%	32%	45%
Staff Productivity per 1000 connection	6	5	7
Metering Ratio	100%	100%	95%
Technical Performance Score	137/200	157/200	
Position under Large	5	1/33	
Overall Position	8	4/88	

2.2 Good practices and lessons from the previous SP implementation

The journey on the implementation of the previous Strategic Plan came in with valuable lessons and good practices that can be replicated in our current SP namely: -

- i) Prioritizing projects with low hanging fruits that are interlinked with revenues for increased sustainability
- ii) Projects and objectives set should be SMARTER (Specific, Measurable, Achievable, Realistic, Timebound, Evaluation and Re-adjustment) whereby there will be room for flexibility to readjust projects for improved performance.
- iii) Maximizing on the inter-linkages between one strategic objective with another for overall optimal gains.
- iv) The value of effectively disseminating to staff and key stakeholders on the plans thereof and forge forward as a team
- v) Annual review on the progress of the Strategic Plan was a good practice. This was specifically helpful to reflect and adjust our priorities with the ever changing internal and external environments.

2.3 Review of strategic cycle 2018-2023

Table 2.3.3: Performance on Balanced score card- 2018/2023

Financial Perspective			2019		2020		2021		2022		2023	
Strategic Objectives	Measures	Baseline (2018)	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
Increase access to safe and clean drinking water and sanitation services	% increase in water access	92%	93%	94%	94%	83%	95%	93%	96%	93%	97%	94%
	% increase in sewerage access	35%	36%	39%	39%	41%	42%	43%	44%	44%	45%	44%
	% increase in net profit/surplus	25%	30%	9%	35%	14%	40%	11%	45%	21%	50%	21%

Grow financial and Commercial viability	Billing on actual	74%	83%	93	92%	95%	100%	95%	100%	97%	100%	97%
	% increase in collection efficiency	91%	93%	91%	95%	95%	97%	96%	99%	96%	100%	97%
	O&M cost recovery	125%	130%	109%	135%	114%	140%	111%	145%	121%	150%	121%
	% increase in metering ratio	94%	95%	100%	96%	100%	97%	100%	100%	100%	100%	100%
	Staff per 1000 connections	6	5	6	4	6	4	6	4	5	4	5
	Improve credit worthiness ranking	BBB	BBB	BB/42	A	BB/46	A	BBB/56	AA	A/62	AA	A
	% reduction in NRW	38%	35%	36%	33%	39%	30%	40%	27%	32%	25%	31%

Customer Perspective			2019		2020		2021		2022		2023	
Strategic Objectives	Measures	Baseline (2018)	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
Offer timely, quality and reliable services	Increase in hours of supply	23	23	23	23	23	24	23	24	23	24	23
	% Customer satisfaction index	60%	70%	72%	80%	72%	85%	82%	90%	82%	95%	82%
	Drinking water quality	95%	96%	96%	97%	98%	98%	98%	100%	100%	100%	100%
	Compliance with residual chlorine	97%	97%	100%	99%	100%	98%	100%	99%	100%	100%	100%

Internal (process) perspective

			2019		2020		2021		2022		2023	
Strategic Objectives	Measures	Baseline (2018)	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
Strengthen organizational structure and operational processes	ISO certification: Number of Accreditation	0	0	0	0	0	1	0	1	0	2	In progress
	Number of policies developed	3	5	5	7	7	9	8	12	9	15	10
	Continuous Improvement	Establish committee on CI	Measure success of CI		Continuous monitoring of CI		Implement CI-Depts		Evaluate the effectiveness of CI	Ongoing		Ongoing
	Regulatory compliance	90%	95%	95%	99%	100%	100%	100%	100%	100%	100%	100%

Learning and growth (people) perspective

			2019		2020		2021		2022		2023	
Strategic Objectives	Measures	Baseline (2018)	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
Strengthen people and communication systems	Employee development plan		Employee development plan in place		10 Staff trained		20 Staff trained		All staff trained	All staff trained		All staff trained
	Performance Management plan Note: (changed from 2 formal appraisals to 1)	Performance appraisal system instituted and 2 appraisal (Mid and end of year)	2 appraisals (Mid and end of year)	1	2 appraisals (Mid and end of year)	1	2 appraisals (Mid and end of year)	1	Impact of appraisal system evaluated 2 appraisal (Mid and end of year)	1	2 appraisal (Mid and end of year)	2 appraisals done
	Attract and retain talent	On- going	1 Policy on staff retention developed	Staff retention captured in the HR policy.	Reward system implemented	Reward system implemented.	Continuously improve the retention policy	Ongoing	Continuous	Ongoing	assessment on staff retention policy	Done
	Automation of key processes	Plan for HRIS	HR dash board finalized	ERP with a HR module acquired	Completed	Operations automated and training on ERP use done	completed	Ongoing	Develop Staff capacity	Ongoing-continuous improvement	Access impact of the process of automation	On going
	Foster innovation	On-going	Establish R&D and innovation hub	Progressive realization	2 Innovations developed by the hub	GIS ICT Hybrid power system	Integrate R&D in all departments	On-going	Integrate R&D in all departments	Continuous process	Assess impact of R&D & innovation hub	

03

WATER DEMAND AND SUPPLY



3.1 Projected Population Growth Versus Water Coverage

NAWASCO's service provision areas of supply for water and sanitation cover Nanyuki town and its environs that include parts of Meru and Nyeri Counties. The population growth rate in these areas as per the Kenya National Bureau Statistics, 2019 Volume II; and Laikipia County Statistical Abstract, 2021. The town is under rapid growth influenced by urbanization, and population growth.

The projected analysis of the population as per the SPA is displayed below.

Year	BASE YEAR	Strategic plan 2023 -2028						Vision 2030	
	2019	2023	2024	2025	2026	2027	2028	2030	2040
Population in SPA	120081	137,796	142,619	147,610	152,777	158,124	163,658	175,315	247,299
Water Coverage (%)		94%	94%	95%	95%	96%	98%	98%	99%
Population served at 93.8%	112,661	129,528	134,061	138,754	145,138	150,218	157,112	170,055	244,826

3.2 Water Supply and Demand Analysis

NAWASCO's main supply is from surface water which accounts for 98% of the total production. These volumes are abstracted from the Likii river designed at approximately 14,000 m³/ day. However, due to frequent drought and changes in weather patterns that have reduced the amount of rainfall in the area which in turn has affected the flow of water into river Likii, the treatment works is only able to produce 13,392m³/day against the current daily demand of 18,051m³/day.

The amount of water produced has been augmented by additional 6 boreholes and currently, the utility produces 14,092 m³/day. It is envisaged that, this gap will be addressed by the proposed construction of the new intake and rising main with a capacity of 6000 m³/ day along the Nanyuki river. The table below shows the projected water demand projection during the strategic plan period.

Year	BASE YEAR	Strategic Plan 2023 -2028						VISION 2030	
	2019	2023	2024	2025	2026	2027	2028	2030	2040
Population In SPA	120081	137,796	142,619	147,610	152,777	158,124	163,658	175,315	247,299
Demand M3/Day	12,008	13,780	14,262	14,761	15,278	15,812	16,366	17,531	24,730
Adjusting Upward With NRW LOSSES (%)	40%	30%	28%	25%	22%	20%	18%	16%	15%
Demand with NRW M3/DAY	16,811	17,914	18,255	18,451	18,639	18,975	19,312	20,336	28,439

3.3 Assumptions on the Water demand and Supply Analysis

DATA TYPE	ASSUMPTION DESCRIPTION
1 Volume per capita	Urban Service Type: Practice manual for water supply services in Kenya 2006 recommends 100 l/c/day
2 Population data	Population data is projected from National Bureau Statistics, 2019 Volume II and also aligned to our Service Provision Area- WARIS data
3 Population Projection	The current rate for Laikipia urban centres of 3.5% will hold true for the Strategic period as per KNBS 2019 and Laikipia Statistical Abstract, 2021

04

SITUATION ANALYSIS

4.1 Overview of SWOT

The internal and external environment within which NAWASCO expects to operate in the next 5 years is both promising and challenging. The internal environment has been analyzed using the SWOT (Strengths, Weaknesses, Opportunities and Threats). Whereas we take pride in our strengths and opportunities which gives us a competitive edge to leverage on as well as exploit the opportunities. Natural calamities e.g.,

drought remains a key threat to water service delivery. The proposed activities within this Strategic period have not only addressed the gaps on our identified weaknesses but also exploited the key strengths and opportunities. In addition, a risk framework analysis has outlined mitigation measures on anticipated risks. NAWASCO therefore is well able to manage its internal dynamics for optimal and sustainable service delivery.

4.2 Overview of PESTEL analysis

The external environment dynamics have been analyzed through PESTEL, which looks at Political, Economic, Social, Technological, Environmental and Legal aspects and how the changes thereof affect the way we do our business. Currently there is political stability and goodwill which will be conducive to deliver services and lobby for key infrastructure investments by the County and National governments. The current global and national inflation will affect our purchasing power with respect to inputs that facilitate deliver services. Kenya's economic growth rate has declined in the recent past, with many economies affected by the COVID 19 pandemic. This continues to affect the disposable income for our customers especially in the low-income areas. However, there is hope for economic growth in the near future. On the social front, Nanyuki town and its environment is experiencing rapid growth due to urbanization. This means higher demand for water and sanitation services. Within this period NAWASCO has put in place investments to expand water and

sewer infrastructure, additional water sources and reduction of non-Revenue water. The majority of our customers are young and dynamic middle-income families who are adaptive to existing technologies and our customer engagement media will be intentional in reaching out to our customers needs. NAWASCO has embraced technological inventions that promote efficiency and ease of service delivery. The operations on water and sanitation services is well regulated within the sector. NAWASCO upholds compliance to the same, in addition other laws and regulation that affect our business including finance, tax procurement, environment among others. Changes in the regulations contributes to making changes in the way we do things. The environment is a key factor affection our services. Whereas our location is optimal to invest in green energy solutions, climate change remains a threat to reliable water source. NAWASCO takes into account environmental conservation initiatives through collaboration with key stakeholders and as a Corporate Social Responsibility.



The detailed PESTEL analysis is provided as Annex 1, while the SWOT Analysis is outlined in the table below:

4.3 SWOT Analysis

S

STRENGTHS

- Competent, qualified, multiskilled, young and experienced staff
- Advanced operational and management systems and technology – ERP, GIS and Mobile Apps
- Effective & efficient IT system.
- Conducive and ambient working environment
- Compliance with regulatory and taxation frameworks
- Improved infrastructure
- Respected in the industry for innovations – e.g., GIS
- Good team synergy
- Good communication and negotiation skills
- Good management and support
- Strong Brand recognition
- Ability to accumulate reserves for capital expenditure
- Ability to attract funders and develop grants.
- Gender and diversity balance
- Efficient Staff Productivity per 1,000 connections
- Good customer relations
- Business Unit- Equator Glaciers

STRATEGIES TO LEVERAGE ON OUR STRENGTH

- Document and share success stories with relevant stakeholders (Documentaries, social media, mainstream media, fliers, Website, brochures)
- Actively engage relevant partners and donors in fundraising, PPP etc.
- Maintain NAWASCO Brand in excellent service delivery,
- Corporate Social Responsibility, Sports etc.
- Implement Staff recognition and reward system- for teams and individuals
- Grow/ expand the business unit- Equator Glaciers

W

WEAKNESSES

- Constrained capacity of existing infrastructure
- High maintenance cost due to dilapidated infrastructure
- Dilapidated infrastructure leading to high Non-Revenue Water
- Limited resources.
- Inadequate marketing strategy for Equator Glacier

STRATEGIES TO IMPROVE ON OUR WEAKNESS

- Identify and prioritize investments with low hanging fruits/ returns
- Continuous improvement of existing infrastructure
- Widen revenue streams/ Aggressive resource mobilization
- Aggressive marketing of Equator Glacier to other counties

O

OPPORTUNITIES

- In an ideal location for harnessing solar technology
- Multiple sources of reliable water
- Good quality water source
- Reticulation by gravity
- Minimal competition in the service provision area
- Rapidly expanding urban area
- Large customer base
- Available land for expansion of infrastructure – existing ways leaves, land for treatment plant, etc.
- Goodwill from stakeholders – County, Water Works Development Authorities, Funding agencies
- High level of stakeholder awareness

STRATEGIES TO TAP INTO THE OPPORTUNITIES

- Invest in green energy solutions
- Ensure top notch service delivery to customers
- Continuous Stakeholder engagement and Participation- Well informed stakeholders

T

THREATS

- Insecurity (Cyber Attacks, Vandalism)
- Clients getting alternative sources of water
- Natural Calamities e.g., Drought
- Over-reliance on Large customers
- Changes in Government policies
- Changes in political environment
- Uncoordinated Developments by National & County Governments

STRATEGIES TO MITIGATE THREATS

- Ensure adequate and high-quality water and sewerage service to curb alternatives form customers
- Continuously integrate risk management reviews in our processes



05 STAKEHOLDERS ANALYSIS



5.1 Internal Stakeholders

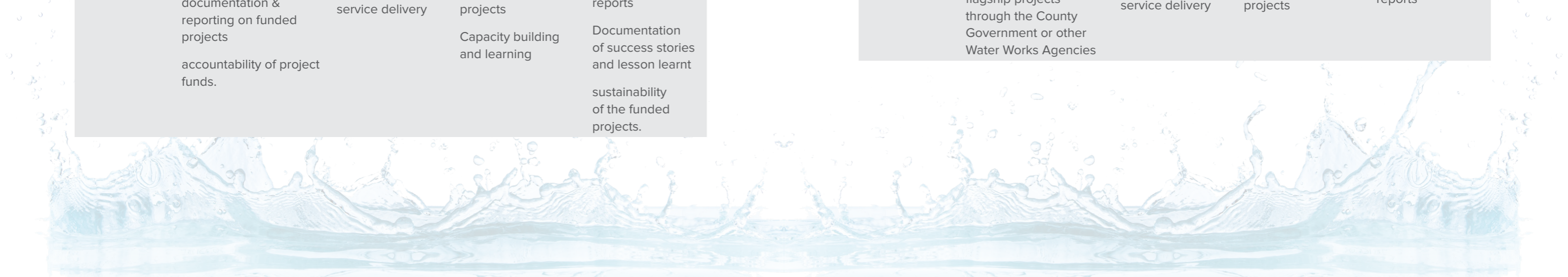
Stakeholder	What the Stakeholder wants and needs from us	Stakeholder perception of our organization's performance	What we want and need from the Stakeholder	Plan for involvement
Board of Directors	Compliance with set policies and guidelines	Good performance	Provide Direction and Oversight	Provide timely board reports
	Adherence to all regulations, BP, SP, Budgets, Memorandum and Articles of Association		Policy formulation Provide feedback to the management Offer support and push for flagship projects with relevant stakeholders	Monitoring field visits
Staff	Timely and quality service delivery- (Approvals, leaves etc)	Good employer	Performance in the assigned duties and responsibilities	Staff appraisals Timely communication
	Competitive remuneration		Teamwork	Organizational Calendar & Staff meetings
	Career growth & Development		Maintain NAWASCO Brand of Excellence	Career development
	Recognition and reward		-	Reward for good performance and innovation
	Good working environment			

5.2 External Stakeholders

Stakeholder	What the Stakeholder wants and needs from NAWASCO	Stakeholder perception of our organization's performance	What we want and need from the Stakeholder	Plan for involvement
Customers (Domestic, Commercial, Institutions, water Kiosks)	Sufficient water and sanitation services	NAWASCO has the capacity to provide excellent water and sanitation services in a timely and reliable manner	-Timely payments of bills by customers	-Organize Customer service experience forums
	Timely and quality water and sanitation services		-Feedback from customers	-Carry out customer satisfaction surveys
	Timely response to complaints		- Efficient use of water and existing infrastructure	
	Communication and feedback to customers			-Continuous improvement of the Customer Complaints Response

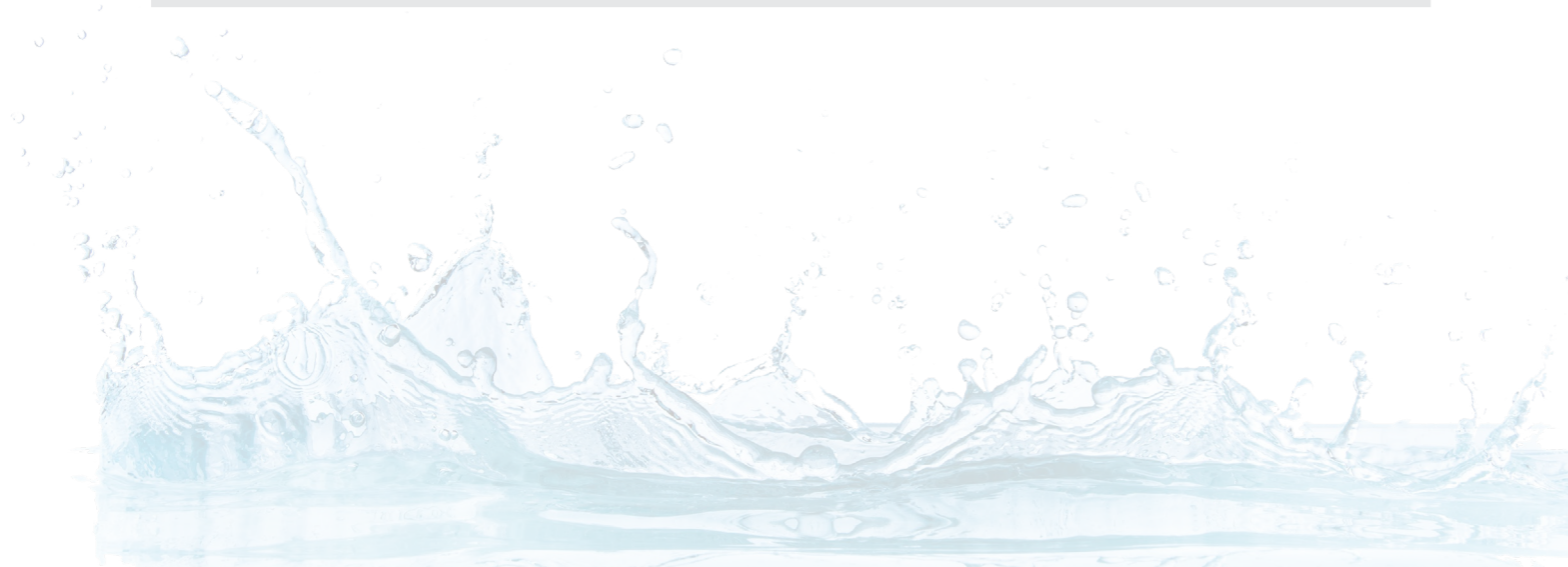
Stakeholder	What the Stakeholder wants and needs from NAWASCO	Stakeholder perception of our organization's performance	What we want and need from the Stakeholder	Plan for involvement
Department of Defence	Reliable water supply Timely and Quality services Technical support	NAWASCO can deliver reliable, timely & quality services	Timely payments of bills Feedback on our services	Monthly review meetings on services for continuous improvement
County Government	Improved service delivery as an agent of the county Collection and payment of Conservancy fee as County Agent Coordination and progress reports	As an agent of the county, we have mandate and can be entrusted to provide excellent services	Support and goodwill in provision of water and sanitation services Feedback on services and key projects	Quarterly review meeting and progress reports Submit funding support proposals
Central Rift Valley Water Works Development Authority	Improved service delivery form handed over projects Coordination and Progress reports Requests for funding proposals	NAWASCO has the capacity and skills to implement projects	-Funding, goodwill and technical support on key infrastructure projects	Quarterly review meeting and progress reports Submit funding support proposals
Water Services Regulatory Board (WASREB)	Compliance with Water Sector regulations	NAWASCO has the capacity to provide water and sanitation services and improve on service delivery	Technical support on meeting the regulations. Feedback on performance	Submit timely monthly and quarterly reports Adherence on tariff and license conditions Performance reviews
WSTF Waster Sector Trust Fund	Viable project proposals for funding Timely implementation, documentation & reporting on funded projects accountability of project funds.	NAWASCO has capacity to implement projects for improved service delivery	Funding, goodwill and technical support on key infrastructure projects Capacity building and learning	Submit proposals for funding Timely progress reports Documentation of success stories and lesson learnt sustainability of the funded projects.

Stakeholder	What the Stakeholder wants and needs from NAWASCO	Stakeholder perception of our organization's performance	What we want and need from the Stakeholder	Plan for involvement
Water Resources Authority (WRA)	Compliance with water abstraction regulations Timely payment of abstraction fees	NAWASCO has capacity and resources as a Water Service Provider	Cooperation, goodwill and timely communication Timely approval of abstraction applications	Monthly water Abstraction data Quarterly Stakeholders meeting
National Environment Management Authority	Compliance with NEMA regulations Timely payment of NEMA license fees	NAWASCO has capacity and resources as a Water Service Provider	Cooperation, goodwill and timely communication Timely approval of ESIA applications	Monthly Water quality reports Quarterly stakeholders' meetings
Financiers	Viable project proposals for funding Timely implementation, documentation & reporting on funded projects	NAWASCO has capacity to implement projects for improved service delivery	Funding, goodwill and technical support on key infrastructure projects Capacity building and learning Flexible repayment terms	Submit proposals for funding Timely progress reports Documentation of success stories and lesson learnt
Non-Governmental and Community Based Organizations	Collaboration towards improved service delivery Viable projects proposals for funding/ joint implementation Timely implementation and reports	NAWASCO has capacity to implement projects for improved service delivery	Funding, goodwill and technical support on key infrastructure projects Capacity building and learning	Submit proposals for funding Timely progress reports Documentation of success stories and lesson learnt
Ministry of Water, Sanitation and Irrigation	Improved service delivery Reporting on key flagship projects through the County Government or other Water Works Agencies	NAWASCO has capacity to implement projects for improved service delivery	Funding, goodwill and technical support on key infrastructure projects	Submit proposals for funding Timely progress reports



Stakeholder	What the Stakeholder wants and needs from NAWASCO	Stakeholder perception of our organization's performance	What we want and need from the Stakeholder	Plan for involvement
National Drought Management Authority	-Viable project proposals for funding- on drought and emergency WASH interventions	We have capacity to implement WASH projects	- Funding, goodwill and technical support on drought emergency WASH projects	- Submit proposals for funding -Timely progress reports
National Irrigation Board	- Viable project proposals for funding -Timely implementation and reports	We have capacity to implement projects for improved service delivery	-Funding, goodwill and technical support on key infrastructure projects	-Submit proposals for funding -Timely progress reports
Suppliers	Timely payments of goods and services Good coordination and timely communication	We have capacity and resources as a Water Service Provider	Timely delivery of quality goods and services Offer best prices, discounts and favourable terms of payments	Continuous engagement on goods and services offered Timely payment of services
Private Investors and Business	-Engagement on Water and Sanitation Services that will promote business and investments -Favourable Private Public Partnerships -Good coordination and information sharing	-We have capacity and resources as a Water Service Provider	-Engagement partnerships and Co-funding of Win-Win Investment projects for improved service delivery -Good Coordination and communication	-Initiate Win- Win Private Public Partnership projects -Review meetings and progress reports on joint projects
Legislature (Members of County Assembly, Women Rep, Member of Parliament)	-Engagement on Water and Sanitation Services that will promote service delivery to services to common mwananchi	We have capacity to provide reliable, quality and timely services	-Goodwill and support for WASH projects and expansion of infrastructure	-Lobby and engagement forums -Sharing of relevant information and success stories

06 STRATEGIC OBJECTIVES



6.1 Strategic Objectives Overview

This strategic plan developed 5 key strategic objectives as guided by the 4 perspectives in the Balanced Score Card namely **Financial, Customer, Internal** and **Learning & growth** perspectives

The five key strategic objectives are outlined as follows: -






SO: 1		SO: 2		SO: 3	
Increase and sustain access to potable water and safe sanitation services		Grow commercial and financial viability and sustainability		Improve customer experience	
SO: 4		SO: 5			
Strengthen operational processes		Strengthen human capital and promote innovation			

6.2 Linkage of Strategic and specific objectives to Water Sector Key Performance Indicators

Water Sector Key performance indicators as set out by Water Services Regulatory Board (WASREB) are classified into 3 main clusters namely Quality of Service, Economic Efficiency and Operational Sustainability.

KPI Cluster	Quality of Service	Economic Efficiency	Operational Sustainability
KPI Indicators	Water coverage %	Personnel as a percentage of O&M costs	Staff productivity per 1000 connections-No
	Drinking water Quality %	O& M cost Coverage %	Metering Ratio %
	Hours of Supply-No	Revenue Collection Efficiency %	
		Non-Revenue Water %	

Within the current strategic period, the strategic and specific objectives are linked towards the achievement of one or more Key Performance Indicator(s) -KPI(s) as outlined below

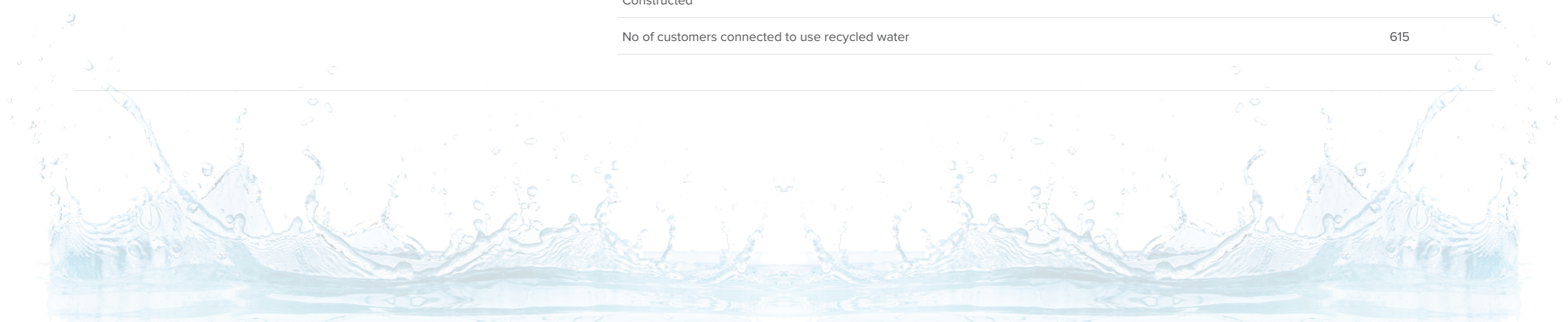
Perspective	Strategic Objective	Specific Objectives	Key performance Indicators addressed by the Strategic and Specific Objectives
Financial Perspective	 Increase and sustain access to potable water and safe sanitation services	<ul style="list-style-type: none"> Increase water coverage from 94% to 98% Increase sewer coverage from 44% to 49% Improve water treatment and quality monitoring technology Ensure equitable service delivery in Low Income Areas (LIAs) Strengthen water supply resilience and adaptation to climate change 	Water Coverage % Hours of Supply-No
		 Grow commercial and financial viability and sustainability <ul style="list-style-type: none"> Reduce NRW from 30% to 18% Increase billing revenue from 28million to 40million per month Increase O&M cost coverage ratio from 119% to 133% Improve average collection efficiency from 98% to 99% Broaden revenue streams for the company Improve credit rating from A (Score 62) to AA (Score 71-85) 	Non-Revenue Water % Metering Ratio % O& M cost Coverage % Revenue Collection Efficiency % Personnel as a percentage of O&M costs %
Customer Perspective	 Improve Customer Service Experience	<ul style="list-style-type: none"> Increase customer satisfaction levels from 82% to 95% Improve the level of stakeholder satisfaction 	Drinking Water Quality %
Internal Perspective	 Strengthen operational processes	<ul style="list-style-type: none"> Embrace quality management systems Integrate M&E in organization processes 	Staff productivity
Learning and growth Perspective	 Strengthen human capital and promote Innovation	<ul style="list-style-type: none"> Increase staff productivity Promote culture of continuous learning Promote innovative work culture 	Staff Productivity Personnel as a percentage of O&M costs %

6.3 Balanced Score Card (BSC)

Balanced Score Card with key annual performance target for the specific objectives is outlined here below

Financial Perspective

			Baseline	2023/24	2024/25	2025/26	2026/27	2027/28
Strategic Objective	Specific Objectives	Measures	-2022	Target	Target	Target	Target	Target
Increase and sustain access to potable water and safe sanitation services	Increase water coverage from 94% to 98%	% increase in water access	93%	94%	96%	97%	98%	98%
		Hours of supply	23	23	24	24	24	24
	Increase sewer coverage from 44% to 49%	% increase in sanitation access	43%	44%	46%	47%	48%	49%
	Ensure equitable service delivery in Low Income Areas	% increase in water Service levels in LIAs	93%	94%	96%	98%	99%	99%
	Maintain Drinking Water Quality at 100%	Water Quality reports	100%	100%	100%	100%	100%	100%
Strengthen water supply resilience and adaptation to climate change		No of Grown Trees (planted & Maintained)	0	20000	20000	20000	30000	30000
		No of Ha. In the water catchment rehabilitated	0	20Ha	20Ha	20Ha	30Ha	30Ha
		Km of river bank rehabilitated	0	4Km	4Km	4Km	4Km	4Km
		No of trees grown (planted and maintained) on river Likii and Nanyuki	0	4000	4000	4000	4000	4000
		No of river clean ups conducted	0	2		2		2
		Wetland constructed	0	1				
		Waste water recycling and reuse project-Gravity Main Constructed	0			28.4Km		
		Waste water recycling and reuse project-Distribution lines Constructed					28Km	
		No of customers connected to use recycled water					615	



			Baseline	2023/24	2024/25	2025/26	2026/27	2027/28
Strategic Objective	Specific Objectives	Measures	-2022	Target	Target	Target	Target	Target
Grow commercial and financial viability and sustainability	Reduce NRW from 30% to 18%	% reduction in Non-Revenue Water	30%	28%	25%	22%	20%	18%
	Increase billing revenue from 28million to 40million per month	Average Monthly increase in billing revenue (in Million Kshs)	27m	32m	34m	36m	38m	40m
	Improve average collection efficiency from 97% to 99%	Average annual collection efficiency	97%	97%	98%	98%	99%	99%
	Improve credit rating from A(62points) to AA (71-85 points)	Credit rating points	62	64	66	68	70	72
	Increase O&M cost coverage from 119% to 133%	% Increase O&M cost coverage	119%	121%	125%	127%	130%	133%

Customer Perspective

			Baseline	2023/24	2024/25	2025/26	2026/27	2027/28
Strategic Objective	Specific Objectives	Measures	-2022	Target	Target	Target	Target	Target
Improve Customer Service levels	Customer Satisfaction Index	Customer Satisfaction Survey report	82%	90%	92%	93%	94%	95%

Internal Processes Perspective

			Baseline	2023/24	2024/25	2025/26	2026/27	2027/28
Strategic Objective	Specific Objectives	Measures	-2022	Target	Target	Target	Target	Target
Strengthen operational processes	Preparation and implementation of Operational Manual	1no. Organization Operational Manual in place and operational	1	1	1	1	1	1
	Ensure quality Management systems	Iso Certification/ Accreditation ISO 9001: 2015	0	1	1	1	1	1
	Integrate M&E in Organizational processes	M& E Module integrated with ERP	0	1	1	1	1	1

Learning and Growth Perspective

			Baseline	2023/24	2024/25	2025/26	2026/27	2027/28
Strategic Objective	Specific Objectives	Measures	-2022	Target	Target	Target	Target	Target
Strengthen human capital and promote Innovation	Increase staff productivity	Job Evaluation	1	1	1	1	1	1
	Promote culture of continuous learning	No of staff trained	135	135	135	135	135	135
	Promote innovative work culture	No of Innovations	3	3	3	3	3	3

07

FINANCING THE SP-BUDGETING AND RESOURCES



7.1 Financing the Strategic Plan 2023/2028

The total budget for this Strategic Plan is **Kshs. 2,286,608,297** for the proposed CAPEX investments **Kshs. 597,863,887** and Operations & Maintenance costs **Kshs. 1,688,744,410**. The Strategic Plan will be financed through various means including: taxes, tariffs, transfers, Public Private Partnerships, and repayable Finance.

2.29 Billion
Total budget for the Plan

597 Million
CAPEX investments

1.69 Billion
Operations & Maintenance

Taxes refers to budgetary allocations from National to County government while tariffs refer to the fees paid by the water and sanitation services users. Transfers are the funds provided by foreign governments. NAWASCO will also explore innovative Win-Win Private Public Partnerships with investors for improved service delivery.

The various financing options are outlined below: -

Ring fencing revenues: With reference to Water Act 2016, Section 131, all funds collected for water services by licensed water service providers holding county or national government assets on behalf of the public, shall be used entirely for the purpose of covering the costs of provision of water services and asset development as per regulations made by the Regulatory Board. NAWASCO will endeavor to ring-fence revenue generated from water and sanitation services delivery.

Investments by County Government: NAWASCO as an agent of Laikipia County Government will seek support from the county for key infrastructure projects in underserved/unserved areas with our Service Provision area. NAWASCO will therefore lobby for allocation of funds through the ministry of Water, Environment and Natural Resources within the county.

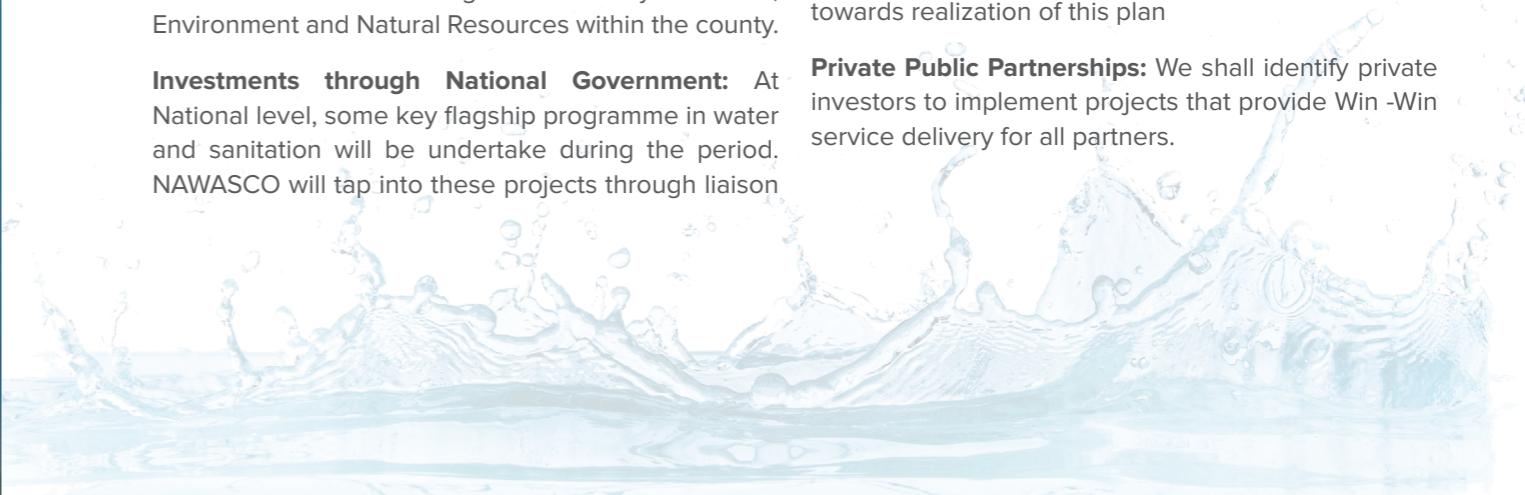
Investments through National Government: At National level, some key flagship programme in water and sanitation will be undertake during the period. NAWASCO will tap into these projects through liaison

with national and regional agencies e.g., Ministry of Water, Sanitation and Irrigation, Water Works Development Agencies, National Irrigation Board, National Drought Management Authority among others

Commercial Financing: Kenya is now classified as a middle-income county meaning that it is expected to have more self-sustainable projects. NAWASCO will seek to finance commercially viable projects through commercial banks and blended financing

External Donor funding: NAWASCO will seek donor support from various donors, NGOs and well-wishers to compliment internal funding. The donor support on infrastructure for water and sewerage services as well as support on soft components will go a long way towards realization of this plan

Private Public Partnerships: We shall identify private investors to implement projects that provide Win-Win service delivery for all partners.



7.2 Annual Budgetary Projections

The implementation matrix outlines the priority projects/activities apportioned for every year. NAWASCO will align the Annual budgetary allocation with respect to the activities in the Strategic Plan as well as internal/tariff investments

The projected annual budgets will be outlined as:

Year	Projected Annual Capital Investment Budget (Kshs)	Projected Annual Recurrent Expenditure (Kshs)	Total Annual Projected Budget (Kshs)
2023/2024	109,708,060	324,283,943	433,992,003
2024/2025	137,756,017	330,450,288	468,206,305
2025/2026	120,758,218	335,706,238	456,464,456
2026/2027	107,739,141	342,712,330	450,451,471
2027/2028	121,902,451	355,591,611	477,494,062
Total	597,863,887	1,688,744,410	2,286,608,297
		Percentage of CAPEX	26%
		Percentage of OPEX	74%

Notes:

- i) The projected inflation rate applied is 6% (Average inflation of the past 4 years)
- ii) NAWASCO Growth rate is 12% for sewered areas and 7% for unsewered areas
- iii) The average Collection Efficiency is 96%

7.3 Annual Investments Schedule

7.3.1. Annual Capital Investments

i) Year 1 CAPEX Investments (2023/2024)

Strategic Objective	Specific Objective (s)	Key Investment(s)	Budget (Kshs)
Increase and sustain access to potable water and safe sanitation services	i) Increase water coverage from 94% to 98%	-New surface water source (proposed Nanyuki river intake -6000m3/day)	37,037,050
		• Upgrade the treatment plant (Introduction of the lamella plates)	1,500,000
		• Upgrade and rehabilitation of distribution lines (various sizes) <ul style="list-style-type: none"> i) Kilimo Teachers (31.7km) ii) Emmanuel 9.0km iii) Temu 3.72km iv) CBD Bemwaki 2.93km 	30,061,420
	ii) Increase sewer coverage from 44% to 49%	• Annual wastewater ponds desludging	1,500,000
	iii) Improve water treatment and quality monitoring technology	• Rehabilitate 6no filters at the Treatment works	3,000,000
	iv) Ensure equitable service delivery in Low Income Areas	• Social connections in Pro-poor Areas(36no)	468,000
	v) Strengthen water supply resilience and adaptation to climate change	• Rehabilitate water source catchment & carbon credit initiative (20Ha with 20,000 indigenous seedlings)	3,100,000
		• Tree growing in Target Forest area in collaboration with Community Forest Associations and Kenya Forest Service	
		• Maintenance & protection by CFA scouts	
		• Waste water recycling and re-use project-Phase 1	1,842,923
	• Construction of Wetland		
	• River Bank rehabilitation Likii – on Carbon Credit initiative (4km- 4,000 seedlings)	1,500,000	
	• Tree growing in degraded riverbank areas, including gabions in collaboration with Water Resources Authority and Water Resources Users Association		
	• Carry out 2no. clean up exercises and awareness creation with stakeholders (Likii and Nanyuki rivers)	250,000	

Strategic Objective	Specific Objective (s)	Key Investment(s)	Budget (Kshs)	
Grow commercial and financial viability and sustainability	i) Reduce NRW from 30% to 18%	• Connections transfer to the new lines and relocation of the inaccessible meters	3,000,000	
		• Isolation of distribution network -Establish 3no DMAs	1,000,000	
		• Acquire Acoustic stick and pipe locator	885,000	
		• Acquire 1No motorbikes for meter servicing team	210,000	
	ii) Increase monthly billing from Kshs. 28 million to Kshs. 40 million	• Upgrade NAWASCO ERP system (Billing and customer service functions)	1,000,000	
		• New Water Connections (Normal Growth & new)	11,920,000	
		• Introduction of 38no.Smart Meters for Major Consumers	820,000	
		• Replacement of under-registering meters (1,179no)	4,714,670	
		Sub Total -Year 1 Investments		109,708,060

v) Year 2 CAPEX investments (2024/2025)

Strategic Objective	Specific Objective (s)	Key Investment(s)	Budget (Kshs)
Increase and sustain access to potable water and safe sanitation services	i) Increase water coverage from 94% to 98%	Increase water balancing /storage tank capacity- Construction of 1no. Elevated Steel Tank (Reli B)	4,667,000
		Upgrade and rehabilitation of distribution lines (various sizes)	9,090,690
		• Baraka A (23.3km)	
		• Kabiru 1.9km	
	ii) Increase sewer coverage from 44% to 49%	Water pipeline extensions	11,717,930
		• Sarafina - camp miazi -Airstrip 20.47 km	
		• Reli B 5.7Km	
	iii) Improve water treatment and quality monitoring technology	Drilling and equipping 1No.BH-Ruai	6,200,000
		Likii A/Makutano(21.437Km)-Phase 1	40,512,860
		Annual wastewater ponds desludging	1,500,000
	Acquire photometer and modern Jar tester	460,000	
	Acquire Turbidity analyzer controller	2,000,000	

Strategic Objective	Specific Objective (s)	Key Investment(s)	Budget (Kshs)
Increase and sustain access to potable water and safe sanitation services	iv) Ensure equitable service delivery in Low Income Areas (LIAs)	Social connections in Pro-poor Areas(36no)	468,000
		Construct 1no. Fabricated water kiosk	600,000
	v) Strengthen water supply resilience and adaptation to climate change	Rehabilitate water source catchment & carbon credit initiative (20Ha with 20,000 indigenous seedlings)	3,200,000
		<ul style="list-style-type: none"> -Tree growing in Target Forest area in collaboration with Community Forest Associations and Kenya Forest Service - Maintenance & protection by CFA scouts 	
		River Bank rehabilitation Likii &Nanyuki – on Carbon Credit initiative (4km- 4,000 seedlings)	1,600,000
		Tree growing in degraded riverbank areas, including gabions in collaboration with Water Resources Authority and Water Resources Users Association	

Grow commercial and financial viability and sustainability	i) Reduce NRW from 30% to 18%	Connections transfer to the new lines and relocation of the inaccessible meters	3,000,000
		Isolation of distribution network	1,000,000
		Establish 3no DMAs	
		Acquire Ultrasonic Flow Meter	800,000
		Acquire Underground leak detector	1,500,000
		Acquire 1No. meter Testing Bench	5,000,000
	Increase monthly billing from Kshs. 28 million to Kshs. 40 million	Acquire 1No motorbikes for meter servicing team	210,000
		Upgrade NAWASCO ERP system (Billing and customer service functions)	250,000
		New Water Connections (Normal Growth and new connections)	13,400,000
		Introduction of 38no.Smart Meters for Major Consumers	820,000
		Replacement of under-registering meters (1,179no)	4,714,670
Sub Total -Year 2 Investments		137,756,017	

vi) Year 3 CAPEX investment (2025/2026)

Strategic Objective	Specific Objective (s)	Key Investment(s)	Budget (Kshs)	
Increase and sustain access to potable water and safe sanitation services	i) Increase water coverage from 94% to 98%	Increase water balancing /storage tank capacity- Construction of 3no. Elevated Steel Tanks (Stadium, Ruai, Nyariginu)	14,133,000	
		Upgrade and rehabilitation of distribution lines (various sizes)-Milimani 17.8kmKabiru 1.9km	7,519,000	
		Water pipeline extensions- Nalanya Delta 9.3km	7,576,790	
	ii) Increase sewer coverage from 44% to 49%	Likii A/Makutano(21.437Km)-Phase 2	24,000,000	
		Solarization of Pump Station-Likii	1,160,200	
		Annual wastewater ponds desludging	1,500,000	
	iii) Improve water treatment and quality monitoring technology	Automate flocculant and disinfectant dosing system-2no	2,000,000	
		Acquire water quality online monitoring devices (residual chlorine 2, turbidity and colour 3	5,250,000	
		Acquire Automatic Colony Counter	200,000	
	iv) Ensure equitable service delivery in Low Income Areas (LIAs)	Social connections in Pro-poor Areas(36no)	468,000	
		Construct 2no. Fabricated water kiosk	1,200,000	
	v) Strengthen water supply resilience and adaptation to climate change	Rehabilitate water source catchment & carbon credit initiative (20Ha with 20,000 indigenous seedlings)		3,300,000
			<ul style="list-style-type: none"> Tree growing in Target Forest area in collaboration with Community Forest Associations and Kenya Forest Service -Maintenance & protection by CFA scouts 	
River Bank rehabilitation Likii & Nanyuki - on Carbon Credit initiative (4km- 4,000 seedlings)		1,700,000		
Tree growing in degraded riverbank areas, including gabions in collaboration with Water Resources Authority and Water Resources Users Association				
	Waste water recycling and re-use project-Phase 3 (Construction of distribution lines and connections to consumers)		20,233,855	

Strategic Objective	Specific Objective (s)	Key Investment(s)	Budget (Kshs)	
Grow commercial and financial viability and sustainability	i) Reduce NRW from 31% to 18%	Isolation of distribution network	1,000,000	
		Establish 3no DMAs		
		Tank Repairs: (2no.Nanyuki high old & new tanks, 43 old tank, Njoguini tank, Inooro tank)	8,043,000	
			Acquire 1No motorbikes for meter servicing team	210,000
	ii) Increase monthly billing from Kshs. 28 million to Kshs. 36 million		Upgrade NAWASCO ERP system (Billing and customer service functions)	250,000
			New Water Connections (Normal Growth and new connections)	15,480,000
			Introduction of 38no.Smart Meters for Major Consumers	820,000
			Replacement of under-registering meters (1,179no)	4,714,670
		Sub Total -Year 3 Investments		120,758,218

vii) Year 4 CAPEX investments (2026/2027)

Strategic Objective	Specific Objective (s)	Key Investment(s)	Budget (Kshs)	
Increase and sustain access to potable water and safe sanitation services	i) Increase water coverage from 94% to 98%	Increase water balancing /storage tank capacity- Construction of 1no. Elevated Steel Tank- (Kangaita)	4,667,000	
		Upgrade and rehabilitation of distribution lines (various sizes)-Ruai- Kwambuzi (23.2km)	10,798,060	
		Water pipeline extensions- Taji 40.8km	13,018,900	
		Equipping and solarization of boreholes	13,578,000	
		<ul style="list-style-type: none"> Taji and Reli B Nuru Stima BHs-2No Solarization and Connection to grid- 1No Nuru BH 		
		Drilling and equipping 1No.BH-Nyariginu	6,200,000	
	ii) Increase sewer coverage from 44% to 49%		Shika Adabu sewer extension(3.159Km)	6,123,630
			Taji sewer extension 6.429km	15,600,600
			Solarization of Pump Station-Likii	2,320,384
			Annual wastewater ponds desludging	1,500,000

Strategic Objective	Specific Objective (s)	Key Investment(s)	Budget (Kshs)
Increase and sustain access to potable water and safe sanitation services	iii) Improve water treatment and quality monitoring technology	Acquire Colilert- 18Test Kit	630,000
	iv) Ensure equitable service delivery in Low Income Areas (LIAs)	Social connections in Pro-poor Areas(36no)	468,000
		Construct 1no. Fabricated water kiosk	600,000
	v) Strengthen water supply resilience and adaptation to climate change	Rehabilitate water source catchment & carbon credit initiative (30Ha with 30,000 indigenous seedlings)	4,800,000
		<ul style="list-style-type: none"> Tree growing in Target Forest area in collaboration with Community Forest Associations and Kenya Forest Service Maintenance & protection by CFA scouts 	
River Bank rehabilitation Likii & Nanyuki on		1,800,000	
	Carbon Credit initiative (4km- 4,000 seedlings)		
	Tree growing in degraded riverbank areas, including gabions in collaboration with Water Resources Authority and Water Resources Users Association		
	Carry out 2no. clean up exercises and awareness creation with stakeholders (Likii and Nanyuki rivers)	250,000	
Grow commercial and financial viability and sustainability	vi) Reduce NRW from 30% to 18%	Isolation of distribution network	1,000,000
		Establish 3no DMAs	
	vii) Increase monthly billing from Kshs. 28 million to Kshs. 40 million	Upgrade NAWASCO ERP system (Billing and customer service functions)	250,000
		New Water Connections (Normal Growth and new connections)	18,600,000
		Introduction of 38no.Smart Meters for Major Consumers	820,000
	Replacement of under-registering meters (1,179 meters per year)	4,714,670	
Sub Total -Year 4 Investments			107,739,141

viii) Year 5 CAPEX investments (2027/2028)

Strategic Objective	Specific Objective (s)	Key Investment(s)	Budget (Kshs)
Increase and sustain access to potable water and safe sanitation services	i) Increase water coverage from 94% to 98%	Increase water balancing /storage tank capacity- Construction of 2no. Elevated Steel Tank- (1no Stadium and 1No 43 tank)	9,333,000
		Upgrade and rehabilitation of distribution lines (various sizes)-	8,888,530
		<ul style="list-style-type: none"> Baraka B -10.8km - Borehole area Kaugu-4.5km Shika -Adabu 5.6km 	
		Water pipeline extensions- Taji 40.8km	13,018,900
		Solarization and Connection to grid- Nuru BH	3,015,300
		Drilling and equipping 1No.BH-Mathagiرو	7,200,000
	ii) Increase sewer coverage from 44% to 49%	Ruai/Kilimo Sewer Project(7.091Km)	40,892,800
		Solarization of Pump Station-Likii	2,320,384
		Acquire 1No. Exhauster Track	8,500,000
		Annual wastewater ponds desludging	1,500,000
	iii) Improve water treatment and quality monitoring technology	Automate flocculant and disinfectant dosing system	2,000,000
		Acquire water quality online monitoring devices (residual chlorine 2, turbidity and colour 3	5,250,000
	iv) Ensure equitable service delivery in Low Income Areas	Social connections in Pro-poor Areas(36no)	468,000
		Construct 1no. Fabricated water kiosk	600,000
	v) Strengthen water supply resilience and adaptation to climate change	Rehabilitate water source catchment & carbon credit initiative (30Ha with 30,000 indigenous seedlings)	4,950,000
<ul style="list-style-type: none"> Tree growing in Target Forest area in collaboration with Community Forest Associations and Kenya Forest Service Maintenance & protection by CFA scouts 			
River Bank rehabilitation Likii & Nanyuki on		1,900,000	
Carbon Credit initiative (4km- 4,000 seedlings)			
Tree growing in degraded riverbank areas, including gabions in collaboration with Water Resources Authority and Water Resources Users Association			
	Carry out 2no. clean up exercises and awareness creation with stakeholders (Likii and Nanyuki rivers)	250,000	

Strategic Objective	Specific Objective (s)	Key Investment(s)	Budget (Kshs)
Grow commercial and financial viability and sustainability	i) Reduce NRW from 30% to 18%	Acquire modern Portable Meter testing kit	350,000
		Upgrade NAWASCO ERP system (Billing and customer service functions)	250,000
	ii) Increase monthly billing from Kshs. 28 million to Kshs. 40 million	New Water Connections (Normal Growth and new connections)	18,600,000
		Introduction of 38no.Smart Meters for Major Consumers	820,000
		Replacement of under-registering meters (1,179 meters per year)	4,714,670
Sub Total - Year 5 Investments			121,902,451

Total CAPEX Investments- 2023/2028 = **Kshs. 597,863,887**

7.3.2 Soft components Investments supporting SP implementation

Strategic Objective	Key activities	Expected outputs and outcomes
Improve customer service experience	i) Bi-Monthly customer experience forums- at every zone	i) Increase customer satisfaction levels from 82% to 95%
	ii) Quarterly stakeholders' engagement forums and reporting as per Stakeholder Analysis chapter	ii) Improve the level of stakeholder satisfaction.
	iii) Conduct biennial customer satisfaction surveys	
	iv) Customer sensitization meetings on Water Harvesting and Storage techniques (2no per year)	
Strengthen Operational processes	i) Develop and implement an operational manual	i) Improved operational processes
	ii) Integrate M&E in organization processes	ii) Improved service delivery systems
	iii) Get ISO 9001:2015 certified on quality management systems	iii) International compliance on quality management systems
	iv) Technical support to key water schemes in collaboration with Laikipia County	
Strengthen human capital and promote innovation	i) Embark on continuous capacity building of staff- Training, benchmarking, Team building	i) Increased Staff productivity
	ii) Promote innovative work culture: Create platform for innovation and reward system	ii) Reduced operational costs

7.4 Projected Financing Sources

No	Financing Source	Estimated Budget Contribution (Kshs)	Estimated percentage Contribution (%)
1	Tariff/Ring fencing	2,121,135,597	92.7%
2	External Grants	34,347,813	1.5%
4	County Government	50,000,000	2.3%
5	National Government	15,000,000	0.7%
6	Public Private Partnership	28,894,887	1.3%
7	Commercial Financing	37,050,000	1.3%
Total		2,286,608,297	100%



RISK ASSESSMENT AND MITIGATION MEASURES



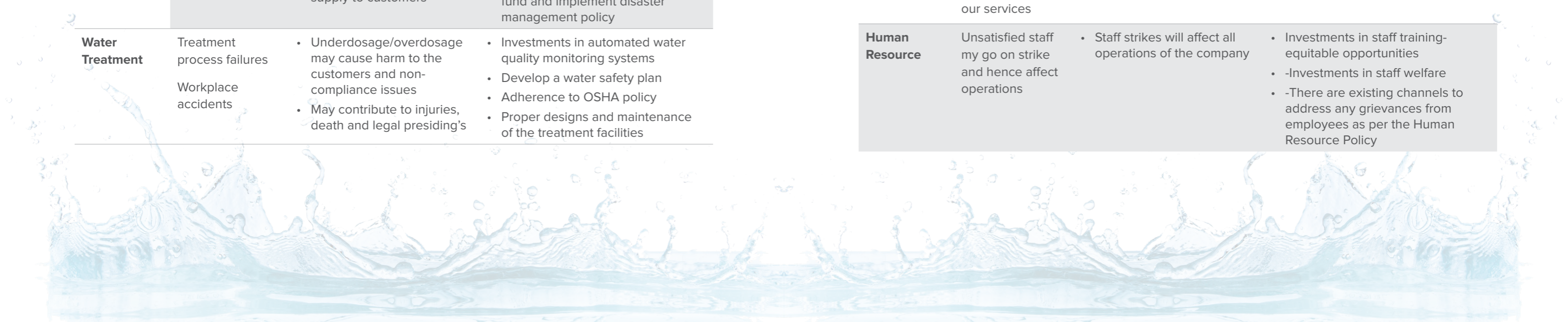
8.1 Overview

Operational Risks: -Risks associated with the day-to-day running of the water company in the provision of water and sanitation services. Within NAWASCO operations context, we have identified various risks that affect our infrastructure operations, our processes, people and office running.

8.2 Summary of key risks in relation to strategic objectives and mitigation measures

Focus Area	Identified Risks	Potential impact of the risk to the implementation of the Strategic Plan	Proposed Mitigation Measures
Water Source	Low surface water discharge during dry seasons	<ul style="list-style-type: none"> Low water production during dry means that we will not meet the water demand, leading to reduced billing and overall reduced sustainability 	<ul style="list-style-type: none"> Investments in groundwater sources to supplement production during dry season Additional surface water source has been factored in this Business Plan Encourage Customers to have sufficient storage
	Flooding	<ul style="list-style-type: none"> -Inaccessibility to the intake works leading to system shutdown Submerged intake 	<ul style="list-style-type: none"> Developing and routine maintenance of access roads. Proper designs Develop disaster management policy
	Pollution as a result of forest fires	<ul style="list-style-type: none"> Introduction of ash and suspended particles affects the water quality 	<ul style="list-style-type: none"> Engage government agencies ie. Kenya forest service to create community awareness and enhance preparedness on event of fire occurrence
	Pollution caused by herders	<ul style="list-style-type: none"> Introduction of faecal coliforms degrading water quality 	<ul style="list-style-type: none"> Engage government agencies to control movement of cattle in the protected zones
	Disruptions by Landslides	<ul style="list-style-type: none"> May destroy the existing infrastructure at the intake and hence interrupt water supply to customers 	<ul style="list-style-type: none"> Continuous monitoring of water source Have an emergency plan and fund and implement disaster management policy
Water Treatment	Treatment process failures	<ul style="list-style-type: none"> Underdosage/overdosage may cause harm to the customers and non-compliance issues 	<ul style="list-style-type: none"> Investments in automated water quality monitoring systems Develop a water safety plan Adherence to OSHA policy
	Workplace accidents	<ul style="list-style-type: none"> May contribute to injuries, death and legal presiding's 	<ul style="list-style-type: none"> Proper designs and maintenance of the treatment facilities

Focus Area	Identified Risks	Potential impact of the risk to the implementation of the Strategic Plan	Proposed Mitigation Measures
Sewer treatment	Sewer flooding	<ul style="list-style-type: none"> Health hazards and outbreak of pandemics 	<ul style="list-style-type: none"> Regular desilting of sewer pipelines and manholes.
	Workplace accidents	<ul style="list-style-type: none"> May contribute to injuries, death and legal proceedings 	<ul style="list-style-type: none"> Disconnecting storm water from sewer networks. Routine desludging of sewer ponds. Adherence to OSHA policy Proper designs and maintenance of the treatment facilities
Water Distribution	Old and undersized pipe network	<ul style="list-style-type: none"> The Old and undersized pipe network will contribute to water losses, reduced water supply to customers leading to reduced revenue 	<ul style="list-style-type: none"> Replacement of old and undersized pipe network A total of 79.2Km pipeline will be replaced within this Business Plan period
	Workplace accidents	<ul style="list-style-type: none"> May contribute to injuries, death and legal presiding 	<ul style="list-style-type: none"> Adherence to OSHA policy Proper designs and maintenance of the treatment facilities
	High Non-Revenue Water	<ul style="list-style-type: none"> High Non -Revenue Water contributes to loss of revenue to the institution which may subsequently affect our ability to expand minor investments and operations, leading to inadequate service delivery to our customers 	<ul style="list-style-type: none"> Continuously put measures to reduce physical and apparent losses & customer engagement. Investments towards reduction of NRW totaling to 25.8 million in the next 3years
Customers	Some Customers maybe unhappy about our services	<ul style="list-style-type: none"> Customers seek alternative sources of services, e.g., drilling boreholes 	<ul style="list-style-type: none"> Continuous improvement on customer service experience and customer engagement
	Customers may get wrong information about our services	<ul style="list-style-type: none"> Wrong information may influence customers not paying for their bills which in turn affects the operations of the company 	
Human Resource	Unsatisfied staff my go on strike and hence affect operations	<ul style="list-style-type: none"> Staff strikes will affect all operations of the company 	<ul style="list-style-type: none"> Investments in staff training-equitable opportunities -Investments in staff welfare -There are existing channels to address any grievances from employees as per the Human Resource Policy



09

IMPLEMENTATION, MONITORING, EVALUATION AND LEARNING



9.1 Monitoring and Evaluation of the Strategic Plan

The strategic Plan will be implemented over a 5year period. A detailed implementation plan is for each strategic objective over the 5 years is [outlined under 9.2](#)

To operationalize the SP, NAWASCO will prepare and implement the Business Plans (2023/2026) and (2026/2028) respectively. The Business Plans will assist in detailed financing and return on investments of the SP activities and guide the annual budgets and annual workplans.

At Management Level, the Annual budgets and Workplans will be broken down further into Quarterly and Monthly budgets and plans to ensure planning for results at department and interdepartmental levels

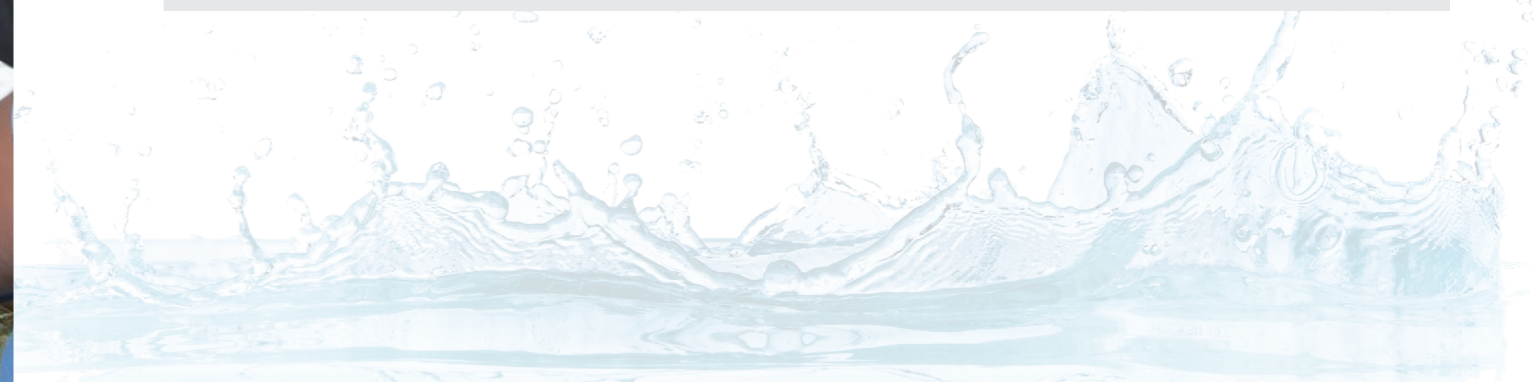
NAWASCO Monitoring & Evaluation policy provides a guideline on monitoring of investments and processes for relevance, effectiveness, efficiency, coherence, impact and sustainability.

- i) **Relevance:** The extent to which the interventions/ activities contribute to the achievements of the Strategic Objectives and the Strategic Plan as a whole.
- ii) **Effectiveness:** This will measure how far are the objectives being met in terms of improved services, revenues, Is the intervention /project / activity achieving its objective?
- iii) **Efficiency:** How well are the resource inputs (materials, human, funds etc.) being used/utilized to produce the required outputs and results?
- iv) **Coherence:** How well does the intervention fit. Is it compatible with other sectors and institutions?
- v) **Impact:** The positive and negative, primary and secondary long-term effects produced by the intervention. It can be either direct/indirect, intended or unintended. What difference will the intervention make?
- vi) **Sustainability:** Will the benefits of the intervention last, and/ or produce further benefits after the intervention is completed and beyond this Strategic Plan? In addition, t will measure the long-term benefits and the resilience to risk of the overall gains continues over time.



Documentation and reporting of success stories, lessons learnt and best practices will be a key part of the process guided by accurate data collection and analysis for informed decision making. NAWASCO will observe timely preparation and sharing of internal and external reports to relevant stakeholders.

On annual basis, there will be an internal evaluation on the outcomes of both the Business Plan and the Strategic Plan. They will be carried out by the management and the Board by use of the Balanced Score Card



9.2 Annex II: Implementation Matrix

The Implementation Matrix outlines the specific activities to be implemented the respective targets, expective outputs and outcome, budgets, responsible persons and the allocated year of implementation.

The matrix will assist the company in tracking the 6 fact-finding questions of What? When? How much? Why? Who? And so What? For each targeted activity, to be implemented for expected results and on schedule.

Increase water coverage from 94% to 98%

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
New surface water source (proposed Nanyuki river intake 6000m3/day)	13, 392 m3/day	18, 392 m3/day	BoQs, Design Technical progress reports completion Certificate	additional water volume per day	additional 6,000m3 per day	Increased coverage through extension	Increase water service reliability, Increased revenue	TSM CM FM Proc M	37,037.05					Tariff/ Commercial financing
Upgrade the treatment plant (introduction of the lamella plates)	13, 392 m3/day	18, 392 m3/day		No of Lamella plates as informed by the design	additional capacity to treat 6,000m3 per day	Maintained water quality at 100%	Improved water service levels		1,500					Tariff
Increase water balancing /storage tank capacity (2 no Stadium, 1 no Ruai, 1 no 43-site Kangaita,reli B)@ 108m3	7,641 m3/day	8,181 m3/day	BoQs, Design Technical progress reports completion Certificate"	No of tanks constructed Added Storage Capacity in m3"	Increased storage capacity by 540m3/day	Increased Service hours	Improved water service levels Improved customer satisfaction levels "	MD TSM CM FM Proc M		4,667	9,333	4,667	9,333	Donor/Tariff
Upgrade and rehabilitation of distribution lines i)Kilimo Teachers (31.7km) ii)Emmanuel 9.0km iii) Temu 3.72km iv) Milimani 17.8km v)Baraka A 23.3km vi)Baraka B 10.8km Borehole area vii)cbd bemwaki area 2.93km viii)kabiru 1.9km ix)kaugu 4.5km x)shika adabu 5.6km xi) Ruai-Kwambuzi(23.2km)	0km	134.45km	BoQs, layouts, Technical Progress reports, new customer connections list	No of Km of pipeline rehabilitated No of existing and new customer connections with improved service in the specific areas	Upgraded/ rehabilitated pipeline New customer connections Improved water distribution system	Reduced OM cost Reduced NRW	Improved Service hours from 20 hrs to 23 Hrs/day in the target area	MD TSM CM FM Proc M	15,009					
									7,550.30					
									5,989.86					
										8549.69	7,519			
												5063.55		
									1512.26					
										541				
													2202.8	
													1722.18	
												10,798.06		

Increase water coverage from 94% to 98%

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
Water Extensions i)Sarafina - camp miazi -Airstrip 20.47 km	545km	712.51km	BoQs, Layouts, Technical Progress reports, Completion reports New connection data	No of Km of water extensions completed No of new connections in the specific areas	New infrastructure in the identified areas Increased customer base & water coverage	Increased revenue Increased water coverage	Improved service delivey in the identified areas	MD TSM CM FM Proc M		8,810.00				
ii)Nalanya Delta 9.3km										7,576.79				
iii) Taji 40.8km											13,018.90			
vi) Reli B 5.7Km									2,907.93					

Increase water coverage from 94% to 98%

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
Drilling, equipping and solarization additional boreholes i) Mukima borehole	0	1	BoQs, Design Technical progress reports completion Certificate	"No of BHs drilled, equipped and Solarized BH yield"	1No BH drilled, equipped and solarized	Increased Water Production, Water Access	Improved customer service levels		5799					
Equipping and solarization additional boreholes ii) Taji and Reli B"			Procurement documents, BOQs, Technical reports	No of Boreholes Equipped No of Solarized Boreholes"	Identified Boreholed equiped and Solarized	Additional Ground water production Increased customer base and revenue	Improved Service levels in the specific areas					6,030.50		
iii) Nuru Stima-2No											3,015.30	3015.3		
iv) Solarization/ Connection to grid- 2No Nuru BHs											4,532.20			

Increase water coverage from 94% to 98%

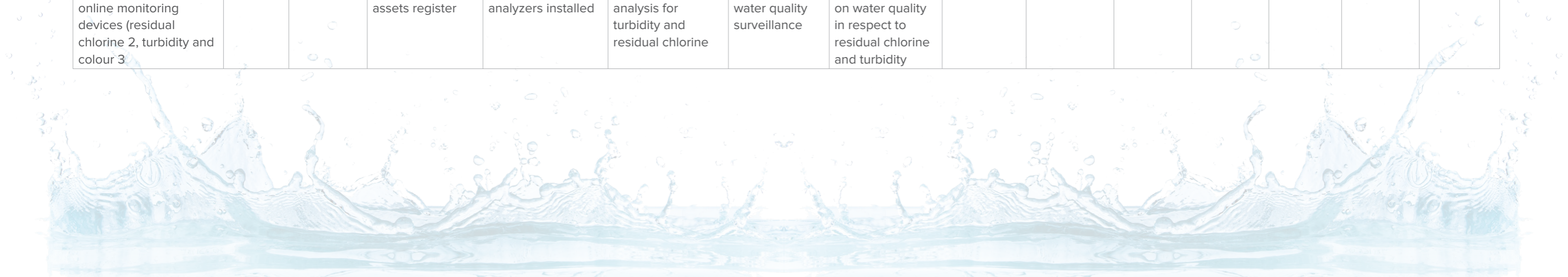
Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
Drilling and equipping 1No. BH-Ruai			Procurement documents,BOQs, Technical reports	No of Boreholes drilled Boreholes Yield No of Equipped No of Solarized Boreholes	Identified Boreholed equiped and Solarized	Additional Ground water production Increased customer base and revenue	Improved Service levels in the specific areas	MD TSM CM FM Proc M						
Drilling and equipping 1No. BH-Mathagiyo												7,200		
Drilling and equipping 2No.BH-Nyariginu and Ruai										6200		6,200		
Elevated tank - Nyariginu	8181 m3/ day	8,289 m3/ day	BoQs , Designs, Technical reports	No of elevated steel tanks constructed Volume of Storage added	1No elevated Steel tank constructed	Increased Storage Improved distribution pressure in the area	Improved Service levels and customer satisfaction			4,800				

Increase sewer coverage from 44% to 49%

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible						Funding Source					
									2023/24	2024/25	2025/26	2026/27	2027/28						
Likii A/ Makutano(21.437Km) (Accounts 1600)	0	1,600	Design and B.o.Q	No. of Kilometers constructed and accounts connected to the sewer	New infrastructure in the identified areas increased customer base & sewer coverage	Increase in sewer coverage Increased revenue	Increase in service levels Increased customer Satisfaction Reduced pollution	MD TSM SS Proc M		40,512.86	24,000								
Ruai/Kilimo Sewer Project(7.091Km)	0	644															40,892.80		
Shika Adabu(3.159Km)		132																6,123.63	
Taji 6.429km																		15,600.60	
Purchase an exhauster truck (10,000 Litre Capacity)	1	2	Quotation and Tender Documents	1 No. exhauster purchased	Increase in sanitation coverage	Increase in revenue		MD TSM Proc M FM							8,500				
Wastewater ponds disludging - Annually	1	1	Quotation and Tender Documents	Volume of pond desludged	Increase in retention time	Increase in retention time		MD TSM Proc M FM	1500	1500	1,500	1500	1500						
Solarisation of Pump Stations(Ruai, Livian ,Batuk, Taji, Likii)	0	5	Design and B.o.Q	Solarization of 5 No. Pumping Stations	Increase in sanitation coverage	Increase in sanitation coverage	Reduction in electricity bills.	FM SS			1,160.200	2320.384	2320.384						

Increase sewer coverage from 44% to 49%

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible						Funding Source		
									2023/24	2024/25	2025/26	2026/27	2027/28			
Automate flocculant and disinfectant dosing system	0	4	assets register	number of automatic dozers purchased	automated flocculant and disinfection processes	improved drinking water quality	improved customer service levels	MD TSM WQO Proc M			2,000			2000		
Rehabilitate 6no filters at the Treatment works	0	6	maintenance schedule document	number of rehabilitated filters	fully rehabilitated and laid filters	improved water turbidity	improved drinking water quality			3,000						
Acquire water quality online monitoring devices (residual chlorine 2, turbidity and colour 3)	0	5	NAWASCOS assets register	number of online analyzers installed	on line water analysis for turbidity and residual chlorine	improved water quality surveillance	realtime data on water quality in respect to residual chlorine and turbidity					5,250			5250	



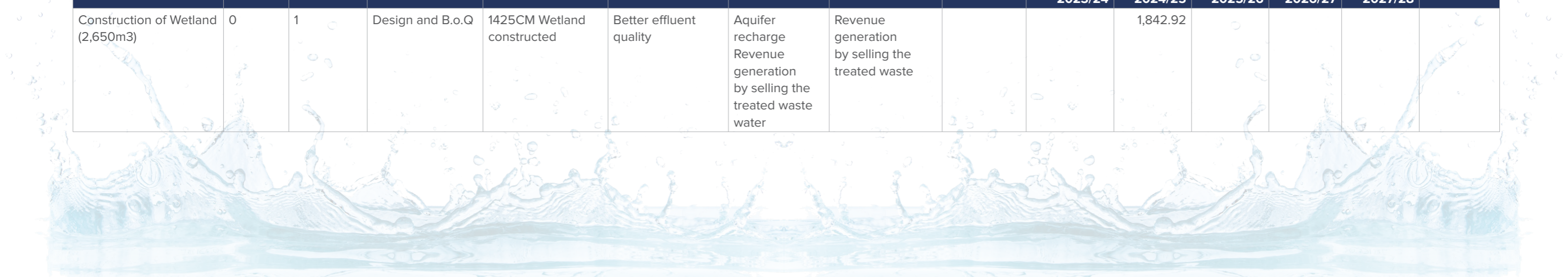
Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
Maintain and acquire water quality analysis equipment and reagents	1	2		1 Photometer acquired	Separate analysis chemical effluent and drinking water	Modern analytical methods performed	Ultramodern laboratory	MD TSM WQO Proc M PPC		300				
i) Photometer"														
ii) Modern Jar Tester	0	1		1modern Jar tester acquired						160				
iii) Automatic colony Counter	0	1		1 Automatic colony Counter acquired							200			
iv)Turbidity analyzer controller	0	1		1 turbidity analyzer controller						2000				
v) Colilert- 18Test Kit	0	1		1 Colilert- 18Test Kit acquired								630		

Ensure equity service delivery in LIAs

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
Construction of fabricated Water kiosks	12	17	BoQs, Drawings, Progress reports	no. of kiosks fabricated and functional	additional 5 water kiosks to ease water access by beneficiaries	Improved water coverage, sustainable potable and affordable water	Improved service hours Increased revenue	MD TSM PPC FM		600	1,200	600	600	
Social connections in Pro-poor Areas	0	180		No of rehabilitated water kiosks	3no. Kiosks rehabilitated	Increased water kiosk storage and improved kiok operations	Improved service hours improved revenue	MD TSM PPC FM	468	468	468	468	468	

Strengthen water supply resilience and adaptation to climate change

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
Construction of Wetland (2,650m3)	0	1	Design and B.o.Q	1425CM Wetland constructed	Better effluent quality	Aquifer recharge Revenue generation by selling the treated waste water	Revenue generation by selling the treated waste			1,842.92				



Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
Waste water recycling and re-use project-Phase 2 (Construction of Gravity Main to Kariunga Dam)	0	28.4Km Gravity main	BoQs, Drawings, Progress reports	No. of Kilometers constructed and accounts connected to recycled water	New infrastructure in the for water recycling in place. 615no customers connected for water re-use"	Contribute to underground water recharge	Improved enviroment and livelihoods	MD TSM SS PPC FM			23,673			
Waste water recycling and re-use project-Phase 3 (Construction of distribution lines and connections to consumers)	0	28Km distribution				Irrigation using recycled water						20,233.86		

Reduce Non Revenue Water from 30% to 18%

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
Connections transfer to the new lines and relocation of the unaccessible meters	0	3,000	"B.O.Qs Technical progress report"	No. of connections transferred	Reduced or minimized occurrences of bursts and leakages	Reduced NRW and more water for distribution	Reduced overall NRW and improved efficiency	MD TSM NRWO Proc M	3,000	3,000				
Isolation of distribution network Establish 12no DMAs"	0	12	B.O.Q and hydraulic design	No. of DMAs isolated	More distinct and manageable areas for NRW reduction and monitoring	Lowered NRW in the DMAs and sustenance	Reduced and sustained overall NRW	MD TSM NRWO FM	1,000	1,000	1,000	1,000		

Repair of the leaking tanks	0	6	B.O.Q, Technical progress reports, Completion reports	No.of tanks repaired	Reduced losses from the leaking tanks	Reduced NRW and more water for distribution	Reduced overall NRW and improved efficiency	MD TSM NRWO FM						
i) Nanyuki high (old & new) tanks											3,532			
ii) 43 old tank											1,387			
iii) Njoguini											606			
iv) Inooro											2,518			Donor/Tariff

Acquire assorted leak detection equipment			B.O.Qs and Specifications, invoices, Receipts	No.of equipment acquired	Increased ability to detect underground leaks	Reduced NRW and more water for distribution	Reduced overall NRW and improved efficiency	MD TSM NRWO						
i) Acoustic sticks	0	3							85					Tariff
ii) Underground leak detector	0	1								1500				Tariff
iii) Pipe Locator	0	1							800					Tariff
iv) UltraSonic Flow Meter	1	2								800				Tariff

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
Acquire modern Portable Meter testing kit	0	1	B.O.Qs and Specifications	No. of portable meter testing kits acquired	Increased ability to test for meter accuracy	More accurate bills and reduced customer complains	Reduced overall NRW and improved efficiency and reliability	TSM/NRWO					350	Tariff
3No motorbikes for meter servicing team			B.O.Qs and Specifications	No. of motorbikes acquired	Improved mobility of meter servicers	Increased number of serviced meters	Improved billing and reduced NRW	TSM/ NRWO	210	210	210			Tariff
Acquire a meter testing bench	0	1	B.O.Qs and Specifications	Acquired meter testing bench	Increased ability to test for meter accuracy	More accurate bills and reduced customer complains	Reduced overall NRW and improved efficiency and reliability	TSM/ NRWO		5,000				Donor/Tariff

Increase monthly billing from Ksh 28 million to Ksh 40 million

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	2023/24	2024/25	2025/26	2026/27	2027/28	Funding Source
Upgrade NAWASCO ERP system (Billing and customer service functions)	0	1	improved App Procurement Documents ICT reports	No of Developed App and functions thereof	NAWASCO App developed and operational	Increased billing on actual Improved customer self service improved revenue	Improved revenue & sustainability Improved customer satisfaction	CM RO ICT	1,000	250	250	250	250	Tariff
New Water Connections (Normal Growth and new connections)		7,800	New connections Data	No of Monthly/ annual new connections	New connections installed every month	Increased customer base, water coverage and revenue	Improved service levels	TSM CM PO	11,920	13,400	15,480	18,600	18,600	Tariff
Introduction of Smart Meters for Major Consumers	0	190	Monthly Billing Reports	No of installed Automated Connections	installation of the smart meters	Improved monitoring of the large consumer meter	Increased Revenue	CM RO	820	820	820	820	820	Tariff
Replacement of underegistering meters (1,179 meters per year)	2,673	8,568	monthly mete replacement reports	No of underestering metres replaced	Improved billing and revenue	Improved financial sustainability	Contibute to overall company growth and sustainability	CM RO	4,714.670	4,714.670	4,714.670	4,714.67	4,714.670	Tariff

Sub Totals 102,914.76 109,754.07 119,197.36 121,123.10 114,802.68

Totals 597,863.89 SP

331,866.20

10 ANNEXES



10.1 Annex I: PESTEL Analysis



SPHERE: POLITICAL

Issue	Implication	Opportunity	Threat	Proposed Strategy
Political Stability	Conducive environment for doing business	Improved service delivery through expansion, rehabilitation		Continuous follow up on flagship projects- Nanyuki Bulk water and Network rehabilitation project through JICA
	Predictability of resource availability	Align ourselves to undertake mid to long term projects		
	Laxity		Failure to plan and mitigate against obvious threats	Ensure adherence to Organizational Calendar and Annual Plans
Political Instability	Hostile environment for business		Decline in service levels Reduced revenues Increased staff turnover	Constantly review our political environment and make adjustments where need be.
	Limited budget appropriation, resource allocation		Delayed/ stalled project implementation	Re-adjust accordingly and prioritize key projects/ activities
Corruption	Mistrust		Negatively affect performance/ service delivery	Uphold our core values on Integrity, professionalism at all times
	Overpricing/ inflation of costs		Compromise on quality of work, projects, service delivery	Competitive bidding of goods and services and Negotiation with suppliers
	Damaged reputation		Loss of funding from development partners	Uphold accountability and integrity values with all stakeholders
Foreign Trade Policy	Affects how we access resources from development partners	Able to pitch for funding for large scale projects	Uncertainties due to ever changing policies	Keep updated on foreign trade policies affecting our business



SPHERE: ECONOMICAL

Issue	Implication	Opportunity	Threat	Proposed Strategy
Economic Growth	Increase in household's disposable income Increase GDP and per capita income	Many households are able to afford to pay for the water bills. As more households move into middle class status, the demand for water will increase		Increased water demand projections, hence plan for additional water source
Urbanization	Constrained infrastructure on water and sewer	The demand for water is increasing and presents an opportunity	A very fast urbanization may lead to pressure on existing infrastructure not designed for those high population numbers	Plan for expansion of the existing infrastructure
Interest rates (Increase / Decrease)	Cost and availability of capital	Decrease in interest rates will force banks to find alternative borrowers and utilities would be a good borrower. Opportunity for financing long term capital projects	High Interest rates would stifle growth and	Plan for, negotiate and continuously review for favourable bank interest rates Negotiation with suppliers
Inflation	High inflation – reduce purchasing power	High production		Continuously improve on key factors affecting our Tariff Indexation- i.e., NRW and Staff Costs
Disposable Income of consumers	Ability to pay	Increase in disposable income would mean that the customers have more money and find it easier to pay their bills.		Carry out Customer Social Economic Survey
Labour costs	Increase labour costs would imply higher operating expenses		Delayed implementation of projects as labour costs take up a higher percentage of revenue	Realistic projections on labour costs for projects and routine maintenance to be



SPHERE: SOCIAL

Issue	Implication	Opportunity	Threat	Proposed Strategy
Population Growth	Increased demand for NAWASCO services Increased customer base Wider revenue base	Increased number of connected households would get the company to near 35,000 connections which are ideal for a sustainable WSP with increased revenues	The rate of population if not commensurate with development of assets to support rapid growth will lead to poor service and performance indicators	Effectively Plan for additional water sources and expansion of the existing infrastructure
Urbanization	Constrained infrastructure on water and sewer	More urban households have a higher per capita water use and therefore increased demand will lead to higher revenues		Plan for expansion and rehabilitation of water and sewer infrastructure
Age distribution	Majority young with young families and therefore use more water -Relatively higher literacy adaptive to existing technology e.g., USSD, social media -Vandalism and illegal connections	Higher demand for water resulting to higher revenues Opportunities for more technology based engagement	Younger populations with no jobs can lead to vandalism and illegal connections	Customer engagement initiatives to be conscious of youth engagement through social media
Ethnic Diversity Consumer views Workforce	Cosmopolitan town No major cultural barriers.	Laikipia/Nanyuki has diversity		Promote fairness and take advantage of the harmonious customers co- existence.



Issue	Implication	Opportunity	Threat	Proposed Strategy
Emerging Technologies	Ease of doing business – ERP, GIS	NEW tech enables the company to be better networked and reduces operating expenses and increase efficiency	May come at prohibitive technology	Full utilization of the emerging technologies and automated processes
Maturing technologies	Reliability	Updates less expensive than purchasing new technology		
Copyrights and patents	NAWASCO needs to protect the intellectual property in the innovations it has pioneered	Leverage on the network and databases the company has created and monetize the innovations and data.		Ensure copyrights and patents for all NAWASCO innovations
Regulation	Evolving sector guidelines	Eradicate unfair and uncompetitive practices	Over regulation can also lead to stifling innovation and increased bureaucratic red tape	Ensure compliance with existing regulations



SPHERE: LEGAL

Employment laws	Changes that increase wages		There will be higher operating expenses if the law changes and increases wages	Compliance with labour laws
Consumer protection laws	There is widely expected and acknowledged standards for service delivery	Provides and incentive to provide consumers with the highest level of service		Ensure our customers are well informed of our services
Tax policies	Disrupted cash flows Increased cost of production and capital development		Unpredictable tax policies e.g. VAT on sewer can lead to reduced profitability especially when such policies are not factored in the tariff regime.	Continuously update on the tax policies for compliance





SPHERE: ENVIRONMENTAL

Issue	Implication	Opportunity	Threat	Proposed Strategy
Climate Conditions	Reliable water source	The company is able to provide water most of the year		Plan for additional water source to supplement shortages in the dry season
	Natural disasters e.g. drought and landslides.		Cyclical droughts make service provision projections difficult	Continuously review our mitigation measures for plan of action Ensure we have contingency funds
Environmental policies	Sector is well regulated NEMA, KEBS, WHO Penalties are punitive- polluter pays principal	There is a predictable regulation framework and thus all players can play by the rules		Ensure compliance with environmental policies- waste water quality, conduct ESIA for new projects etc.
	WRA new regulation on water abstraction fees		Increase our production costs, and subsequent cost to the customer	Lobby with other WSPs and government agencies for reasonable abstraction fees
Ground water Source	Increased drilling of boreholes leading dwindling underground aquifers.		There will be a decline in available resource thus impacting the company and resources invested	Collaboration with other relevant partners in environmental conservation contributing to recharge of acquifers
	Increased water production	There is immediate increase in available resource and positive reflection on company's revenue		Harness water production in high yield boreholes
Green Energy	Use of solar leading reduced environmental pollution	Available cheap energy leading to lower operating expense.		Invest in Solar and hybrid systems for efficient energy use



10.2 Annex II: Board of Directors



Chair of BOD
Martin Wahome



Vice Chair
Col (RTD) Lawrence Nteere



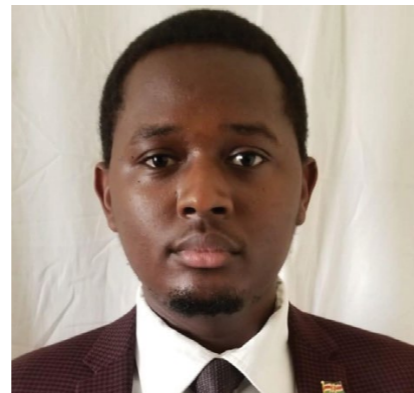
Director, Rep. Business Associations
Stephen Munene



Director Rep. Youth
Dennis Kaniaru



Director Rep. Women Organizations
Mercy M. Ndung'u



Director, Rep. County Government
John Wangai



Director, Rep. County Government
Robert Mworira



Company Secretary
CS. Muriithi King'ori



Managing Director
Eng. Kennedy Gitonga

10.3 Annex III: Management Team



Managing Director
Eng. Kennedy Gitonga



Finance Manager
CPA Paul Mwangi



Technical Services Manager
Joseph Irungu Maina



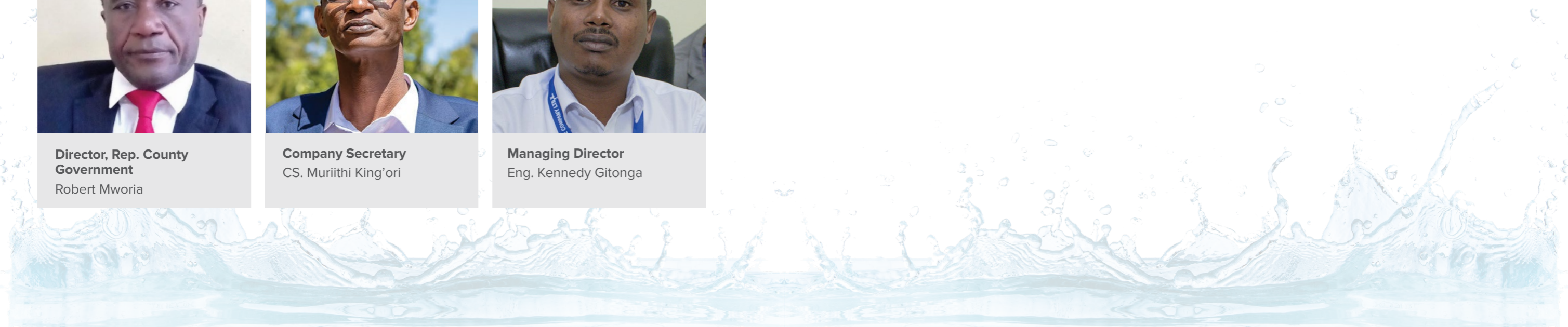
Internal Auditor
CPA Phobe Karimi



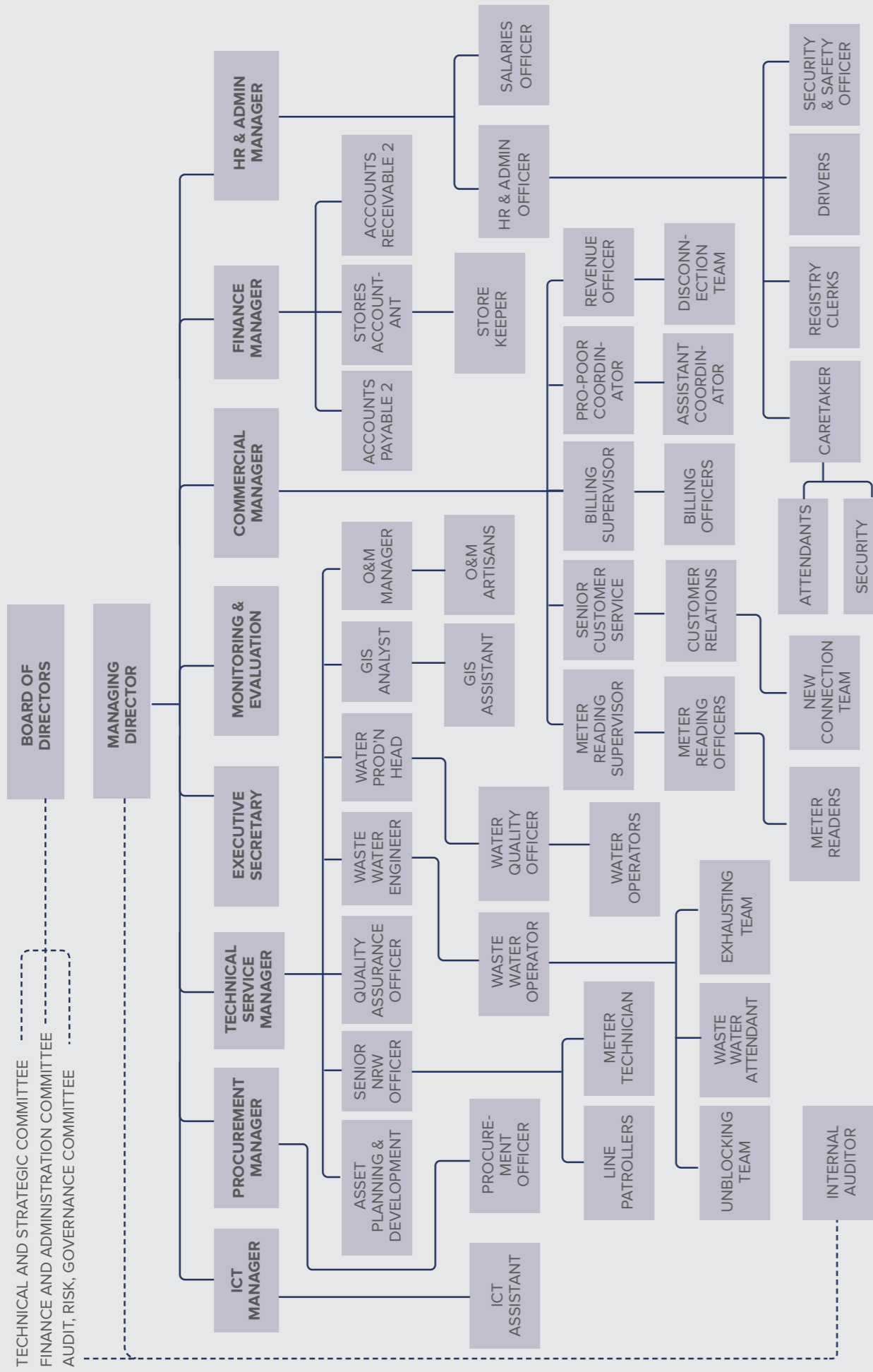
HR & Admin Manager
Caroline Kihonge



Commercial Manager
Wachira Gakuru



10.4 Annex IV: Organogram





**NANYUKI WATER AND
SANITATION COMPANY**

Nanyuki Water &
Sanitation Company

NAWASCO

Off Nanyuki - Meru Road

info@nawasco.co.ke

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062 203 1351

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