NYAHUWASCO

Safe, Accessible & Affordable Water & Sanitation Services

NYAHURURU WATER AND SANITATION COMPANY LIMITED

Strategic Plan

2024 - 2029

VISION

To Be A World Class Utility Committed To Changing Livelihoods

MANTRA

Together we can/pamoja twaweza

MISSION

To provide clean and safe water, dignified sanitation and other related services in a socially, commercially, innovative and environmentally sustainable manner to the delight of our customers and other stakeholders.

CORE VALUES

- Teamwork
- Accountability/Transparency
- Customer Focus
- Innovation and Creativity
- Inclusivity and diversity
- Environmental conscience

(TACII)

STRATEGIC OBJECTIVES

1. Increase Access to Clean & Safe Drinking Water and Sanitation Services
2. Enhance Financial/Commercial Growth
3. Environmental Sustainability.
4. Enhanced Customer Focus
5. Improve Organizational Processes
6. Enhance Learning & People Growth

Statement from H.E the Governor, Laikipia County

Water is an indispensable resource that sustains life, supports economic development, and nurtures ecosystems. As stewards of this precious resource, Nyahuwasco must plan thoughtfully and act decisively to ensure sustainability. This Strategic Plan 2024-2029 has been crafted to guide collective efforts in ensuring a water-secure future for our communities and ecosystems.

This five-year plan is built on a foundation of thorough research, review of annual Impact Reports by WASREB, stakeholder engagement, and a clear understanding of the current and future challenges. It sets forth a strategic vision and mission that addresses the complexities of water management in a rapidly changing world, where factors such as climate change, population growth, and industrial demands pose significant challenges to our water resources. This plan sets targets in critical performance indicators such as reduction of non-revenue water which currently stands at 38% among others, which my government shall continue to monitor and hold the company accountable.

Throughout this plan, collaboration across all levels of society—from local communities, government and its agencies, private sector partners and international organizations is emphasised. It is through these partnerships that Nyahuwasco will realize its mission: *To provide clean and safe water, dignified sanitation and other related services in a socially, commercially, innovative and environmentally sustainable manner to the delight of our customers and other stakeholders*, thereby enhancing its capacity to address the pressing issues of water scarcity and dignified sanitation in the face of climate change.

The Strategic Plan 2024-2029 outlines key priorities, actionable strategies, and measurable outcomes that will guide Nyahuwasco's efforts over the next five years. It is designed to be a living document, adaptable to emerging challenges and opportunities, while remaining steadfast in its commitment to sustainability, equity, and resilience.

We recognize that the success of this plan depends on the active participation and support of all stakeholders as emphasized by Nyahuwasco's mantra: Together we can/ pamoja twaweza. We invite all stakeholders to join Nyahuwasco as they work towards a future where water is managed sustainably, used efficiently, and made accessible to all.

H.E Hon Joshua W, Irungu EGH

Governor Laikipia County

Forward from CECM-Water Environment Natural Resources and Climate Change

It is with great pride that we unveil Strategic Plan for Nyahuwasco, which will guide performance from 2024 to 2029. This document is not just a roadmap for NYAHUWASCO's future; it is a reflection of the collective vision, values, and commitment of the County Government of Laikipia to increasing access to safe drinking water while embracing sustainable management practices.

In developing this plan, NYAHUWASCO has taken into account the emerging challenges and opportunities within the sector such as climate change and population increase as well as mitigate the challenges and threats identified. This strategic plan has therefore been developed through thoughtful reflection, inclusive dialogue, and rigorous analysis to ensure that the strategies articulated are not only responsive to current needs but are also progressive, future-oriented and sustainable.

Nyahuwasco, has always been driven by a deep sense of purpose. Within the timeframe of this strategic plan, its vision is *to be a world class utility committed to changing livelihoods*. This plan is therefore the Company's pledge to continue working tirelessly guided by their mission; *To provide clean and safe water, dignified sanitation and other related services in a socially, commercially, innovative and environmentally sustainable manner to the delight of our customers and other stakeholders*, with renewed focus and energy. It outlines key priorities and initiatives that will help the company achieve its goals, strengthen its operations, expand its impact and also build community resilience in the face of climate change.

We invite all to join Nyahuwasco in its implementation, having a deep sense of responsibility and a clear recognition that water is not just a resource but a shared resource and that sanitation is an indicator of a life with dignity.

Hon. Leah Njeri

CECM-Water Environment Natural Resources and Climate Change

Laikipia County

The company is strategizing by moving to a new office block. During the official opeining of NYAHUWASCO office by H.E Joshua Iringu, EGH, Governor Laikipia County

Statement by the Chairman, Board of Directors

For over 20 years, Nyahururu Water and Sanitation Company Limited has been a powerful force in the water sector. We have always been guided by our mission to provide clean and safe water, dignified sanitation and other related services in a socially, commercially, innovative and environmentally sustainable manner to the delight of our customers and stakeholders in Laikipia county and beyond. We aspire to become a world class utility committed to changing livelihoods by meeting the highest standards of excellence.

We are glad to note that NYAHUWASCO was ranked 7th best performing out of 35 Large Water Utilities category and 16th in the Overall Rankings out of 88 Publicly owned WSP's in WASREB Impact Report No. 16 of 2024. All this is a fine tribute to the internal and external stakeholders who are committed to turning this Company into one of the finest Water Services Provider in Kenya and beyond.

We reckon that there is no room for complacency and therefore, we have to keep the momentum going. We have prepared and are ready to implement this 2024-2029 strategic plan that seeks to steer the Company through the challenges of a fast-changing world, set forth new goals for the future and chart new directions in the areas of innovations, efficiency and effectiveness in service delivery.

We are delighted to report that even though our previous strategic plan did not serve us as we had envisaged, we are ready to lay a firm foundation for our development through continuous re-evaluation of internal processes. The strategic plan is more than a wish list; it includes an in-depth analysis of our opportunities and strengths and offers ways to leverage these to meet future challenges and thus benefit our customers, general public and other stakeholders. This strategic plan outlines our shared goals and the actions required to realize them.

The Strategic Plan 2024–2029 is a comprehensive and insightful action plan that sets forth new directions in key areas. During this period, we must boldly reposition to meader through the ever changing business environment. It's only by adhering to the chartered path that will take the Company to new heights.

We hereby present this Strategic Plan 2024-2029 to all stakeholders and partners who take keen interest on the progress of this Company. Your contribution towards furthering success of this roadmap by participating in or supporting our initiatives is highly appreciated.

Thank you.

David K Munyeki

Chairman Board of Directors

Acknowledgment

The development of the strategic plan is an enormous task in conceptualization, collating of material facts, editing and eventually published work. This could not have been possible without the assistance accorded to Nyahururu Water and Sanitation Company by Gatsby Africa. Gatsby Africa were instrumental in training the Board of Directors and Strategic Team on the professional approach in coming up with the plan. It also provided financial and technical assistance which greatly simplified an otherwise difficult task.

It is notable that the entire staff contributed by giving views and proposing amendments which is a departure from the past where they only saw a complete document. The inclusion will assist during implementation.

The strategic team worked tirelessly in ensuring nothing was left unaddressed. They are the engine of the process.

The Board of Directors devoted time and interrogated the contents of the plan. Different organs of the board validated content for inclusion which greatly contributed in coming up with a management tool that will guide the company for the next five years.

The guiding hand of the shareholders comes handy in terms of advice and direct input of ideals. The entire process would not have been possible without the goodwill, political support and selfless devotion accorded by His Excellency the Governor and members of his executive team during the entire process. This is a milestone on what unity of purpose can achieve.

We thank all our stakeholders for walking this journey with us.

Thank you.

Bernard Mwaura

MANAGING DIRECTOR

The Share Holders, Board of Directors and Management Staff during a Strategic Plan Development Workshop in Naivasha

Executive Summary

The development and implementation of Strategic Plan has tremendously improved corporate management in the last two decades.

Nyahururu Water and Sanitation Company's Board of Directors and entire staff has embraced and adopted strategic planning as a focused guide in executing its mission, vision and objectives.

It is noteworthy that in this third cycle of Strategic Plan 2024-2029, the company has adopted simple, targeted and implementable strategies.

The environment within which it will be implemented is guided by six core values. The plan structure brings all stake holders on board. It identifies critical segments of the society, ranging from government agencies, the ministry of water and its institution agencies, the County Government organs and the Water Sector Regulatory Board (WASREB). Importantly, areas where each player will assist has been identified. Thus, bringing all this teams together and in a coordinated approach places the company in a strategic position to counter difficult economic environment.

Accountability should not be a mere word, but a day today journey. As a focused team, we will account for our actions where we adhere to prudent use of public resources. The customer remains the "king".it is noteworthy that the strategic plan has centralized the needs of the customer as primary. In its third pillar customer focus is identified as the driving force for change in the way we address issues across our supply chain.

In a rapidly changing technological space, innovation and creativity takes center stage. To be a world class utility, we have embraced inclusivity and diversity while adopting and planning for changes in our environment which is critical in maintaining uninterrupted supply of water a key commodity in our existence both as a company and as human beings. The entire plan is premised on balanced score card model. Using the model, the company has identified six strategic objectives. These includes; increased access to clean and safe drinking water and sanitation services, enhanced financial and commercial growth, environmental sustainability, enhanced customer focus and improved organizational process and enhanced learning and people growth.

The plan is self-executing, each objective is clearly defined. Budgets are developed and source of financing identified. The implementing team for each item is in place. A risk heat map guides and prioritize aspects that demand immediate attention. It also demands attention to areas hitherto neglected but critically important. One of these areas is disaster management and mitigation measures. To avoid gaps and misses, a monitoring and evaluation tool will guide in identifying progress on quarterly and annual basis.

We are therefore pleased to implement this strategy with all our esteemed customers, stakeholders and the entire staff to anchor our company towards financial sustainability.

Thank you.

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LIST OF ABBREVIATION

BoD	Board of Directors
BSC	Balanced Score Card
CAPEX	Capital Expenditure
CECM	County Executive Committee Member
CM	Commercial Manager
CMT	Corporate Management Team
CIDP	County Integrated Development Plan
CLSG	Conditional liquidity Grant
CGL	County Government of Laikipia
CSR	Corporate Social responsibility
CRVWWDA	Central Rift Valley Water Works Development Agency
CVC	Credit Viability Criteria
DMAs	District Metering Areas
ERP	Enterprise Resource Planning-system
FM	Finance Manager
GIS	Geographical Information Systems
HR	Human Resource
ICTO	Information Communication Technology Officer
JICA	Japan International Cooperation Agency
KPIs	Key Performance Indicators
LIA	Low Income Areas

LIST OF ABBREVIATION

M&E	Monitoring and Evaluation
MD	Managing Director
NYAHUWASCO	Nyahururu Water and Sanitation Company LTD
NEMA	National Environment Management Authority
NRW	Non-Revenue Water
O&M	Operations and Maintenance
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PPP	Public Private Partnership
SO	Strategic Objective
SP	Strategic Plan
SPA	Service Provision Agreement
SWOT	Strengths, Weaknesses, Opportunities and Threats
TSM	Technical Services Manager
TOR	Term of Reference
UBSUP	Upscaling Basic Sanitation for Urban Poor
WASREB	Water Services Regulatory Board
WRA	Water Resource Authority
WSTF	Water Sector Trust Fund

BACKGROUND INFORMATION

The Nyahururu Water and Sanitation Company Ltd was established by the Water Act of Parliament of 2002 and was incorporated on 18th February 2002 under the Companies Act Cap 486 of Kenyan law.

It is licensed to provide water and sanitation services in Laikipia West Subcounty of Laikipia County. The company is fully owned by the County Government of Laikipia.

At County level, the Company is represented by the County Executive Member responsible for water and sanitation, who together with the board of Directors are responsible for the general policy and strategic direction of the Company.

THE MANDATE OF NYAHUWASCO

A water service providers mandate is drawn from Section 78 of the Water Act 2016. This section identifies the responsibilities of a water services provider and explicitly states that; a water services provider shall be responsible for the provision of water services within the area specified in the license and the development of the County assets for water service provision. Section 78 (2) further states that a licensed water services provider shall have such powers and functions as may be conferred on it by this Act or any other Act. Informed by this mandate, the roles and functions of NYAHUWASCO include;

1. Carry on the business of water and sanitation within the area of jurisdiction. This business includes the abstraction, treatment, transmission and distribution of water and collection, transmission, treatment and disposal of sewerage to the acceptable quality standards.
2. Exercise overall control over the source and supply of water in the service area.
3. Provide and distribute a constant supply of water for commercial, industrial and domestic purposes.
4. To be responsible for the provision, control, and maintenance of sewerage system both for domestic and industrial purposes.
5. To construct weirs and support any other water conservation and reticulation works for the provision of water for domestic and industrial purposes.
6. To be responsible for the treatment and disposal of the waste water within the service area
7. To obtain water for the purposes of distribution and supply from appropriate sources.
8. To undertake laboratory analysis to ensure that acceptable water and effluent quality standards are maintained.
9. To levy to the consumer charges in respect of the services which the company provides as per the approved tariffs.

BOARD OF DIRECTORS

Rev. Fr. David Munyeki, Chairman

Fr. David Kamiru Munyeki is a non-executive Director representing resident organizations. He is the chairperson of Board of Directors.

Fr. Munyeki holds a Bachelor's degree in Canon Law from University of Pontificia Pius X Venice, Bachelor's degree in Sacred Theology and a Bachelors of Arts in Philosophy from Urbaniana University

He has previously served as a Board Member at County Assembly Services Board in Nyandarua County and Chaired various board committees. He also served in various Parishes, Saccos and The Nyahururu Sports club.

Mrs. Damaris Waiharo

Ms. Damaris is a non-executive Director representing Women and Youth Organizations.

She holds a Bachelor of Commerce (Finance) Degree from Egerton University and a Master of Business Administration Degree (Finance) from Laikipia University.

Currently she is undertaking a Phd in Finance at Laikipia University.

She is a Certified Public Accountant (CPA, K) and a Member of the Institute of Certified Public Accountants of Kenya (ICPAK). She has wide experience in auditing, financial management and corporate governance.

Ms. Maureen Muriithi

Maureen is a non-executive Director representing manufacturing and business community.

Maureen is An Advocate of the High Court of Kenya, Commissioner of Oaths with over fiv e years' experience in the legal field. She is a partner in a firm based in Nyahururu town and an active member of the Law Society of Kenya Nyahururu Chapter. She previously worked as a Manager in a successful business company based in Nyahururu town and continues to be an active member of the Nyahururu business community.

She holds a Post Graduate Diploma from the Kenya School of Law, and a Bachelor's degree in Law (LLB) from Moi University.

She also serves as a member of the Board in Igwamiti Secondary School within Laikipia County.

Kipkoech J. Birgen

Kipkoech J Birgen is a non-executive Director representing professional organizations. He is a Trained educator with a certificate in primary teacher education, diploma in early childhood development education and a bachelor degree in education primary option.

Birgen is also a trade unionist representing teachers in Kenya National Teachers Union (KNUT) Laikipia branch

Caesar Maina Wanjau

Ceasar is a non-executive Director representing rural schemes. He holds a Bachelor's degree in Education (BED) from the University of Nairobi. He is currently undertaking a Masters in Marketing at the Dedan Kimathi University of Technology.

Ceasar has over 20 years in the education sector. He is the head teacher of Murichu Primary School.

He is also a member of other Boards. He serves as the vice chair of Unison Sacco and a member of KTDA board.

Hon. Leah Njeri

M/s Leah Njeri is the County Executive Committee Member for Water, Environment and Natural Resources.

She represents the County Government of Laikipia.

Hon. Samuel Wachira Gachigi

Mr. Samuel Wachira is the CECM Finance and County Planning and Development

He represents the County Government of Laikipia.

Richard Gikuhi, Company Secretary

FCS Richard Gikuhi holds an MBA in Strategic Management, is a member of ICS with over thirty years of professional experience.

KEY MANAGEMENT TEAM

Bernard Mwaura, Managing Director

Holds a Master's degree in Intentional studies and a Bachelor's of science degree in in Information Science with over 20 years' experience in corporate leadership as Managing Director.

He is experienced in driving the attainment of corporate objectives through leadership in strategy **formulation** and ensuring efficient, **cost-effective and sustainable delivery of water** and Sanitation services to the public.

Joseph Gitau Mboi - Technical Services Manager.

Holds a Master's degree in Engineering (Civil and Environment) and a Bachelor's degree in Agricultural Engineering. Has over 10 years' experience in water service provision in public sector.

He is Graduate Engineer and a member of E.B.K.

FCPA Francis Ndegwa, Commercial Manager.

Holds a Bachelor's Degree in Education Arts (Mathematics and Economics) and Certified Public Accountant of Kenya with 15 years' experience in Public Sector Accounting and Commercial services management

He is a Member of ICPAK

Dancun Chege - Finanace Manager.

Dancun Chege, CPA, FA, is a seasoned finance professional with over nine years of experience in financial management, project management, Tax and accounting. He has successfully overseen multimillion-dollar water and sanitation projects, ensuring compliance with funding contracts.

He is a Certified Public Accountant (CPA-K), A Certified Investment and Financial Analyst(CIFAK) and a member of both ICPAK and ICIFA.

Human Resource & Administration Officer - Chrp. Tabitha Njama

Holds Masters in Business Administration (Human Resource Management), Bachelor's degree in Human Resource Management.

She is Certified Human Resource Professional (CHRP), and a member of Institute of Human Resource Management (IHRM).

Has over 10 years of experience in public sector in executing administrative workflows and procedures

Human Resource Management Officer - Chrp. Catherine Kariuki

Holds Masters in Business Administration (Human Resource Management), Bachelor's degree in Human Resource Management.

She is Certified Human Resource Professional (CHRP), and a member of Institute of Human Resource Management (IHRM).

Has over 10 years of experience in public sector in executing administrative workflows and procedures

David Thuku - Internal Auditor

David holds a Bachelor of Commerce degree and is a Certified Public Accountant of Kenya. He has over ten years experience in accounting with wide knowledge in financial management.

Moses Mundia - ICT Officer

Moses holds a Bachelor of Science degree in Computer Science and a Master of Science in Computer Systems (ongoing). He is an expert with an experience of over 10 years in the ICT sector.

Pumping station at the water intake

Water treatment plant

STRATEGIC PLAN 2019-2024 REVIEW

- The Company's operations are guided by a 5 year strategic plan that must be in line with the Laikipia County Integrated Development Plan (CIDP) and other Government Plans such as NAWASSIP.
- The Strategic Plan currently in use covered the period July 2019 to June 2024 and is therefore nearing its expiry date.
- This therefore calls for the development of a new 5-year plan for the period 2024 -2029.
- To guide the upcoming Strategic Plan development process, it is necessary to conduct a consultative review to determine the **achievements, challenges encountered, key lessons learnt and charting the way forward.**
- Outlined below are the highlights of the review:

SUMMARY OF KEY ACHIEVEMENTS (2019-2024)

- Extended water supply pipelines in the four schemes by 19.4 kms using HDPE pipes to help reduce physical losses. Service Lines completed in Kinamba to increase access.

- Constructed 208 pour flush toilets in Rumuruti through UBSUP with an aim of improving Sanitation coverage. Extended sewer network by 0.5Km and replaced (41) vandalized manhole covers with synthetic covers.

- To Strengthen corporate Governance; Board of directors properly constituted, Training Conducted and Board Performance Evaluation done. Further on Stakeholders identified/registered and Stakeholders forums conducted.
- Staff skills audit done to assist in re-aligning skills to requisite job requirements.

- Solarization of Nyahururu water treatment plant done.

FUNDING LEVELS MOBILIZED VS THE BUDGET (2019-2024)

Strategic Objective	Activity	Budget	Funding Mobilized	Source of Funds
Increase access to water supply.	Increase production (3 boreholes)	15,000,000	50,347,888	Kenha-41.7M, CGL 7M, WSTF 1.5M
	Line extensions and adoption of HDPE pipes	25,000,000	52,000,000	CGL 20M Kinamba CLSG 30M various Internal 2M
	Increase pumping capacity & a new intake	98,000,000	1,000,000	2 new pumps via internal sources **Intake Not Funded**
Protect catchment area from pollution	Construct sewer treatment for lower core site.	100,000,000	-	Not funded
	Develop tree nursery & engage WRUA	2,000,000	500,000	Internal Sources
Increase Sewer coverage	Sewer network extension to unserved areas.	5,000,000	1,892,420	Internal sources
Increase revenue from water & sewer	Meter all our customers, Replace aged meters to address commercial NRW	40,100,000	4,278,600	Internal sources (
	Set up a water bottling plant	5,200,000	-	Not funded

Strategic Objective	Activity	Budget	Funding Mobilized	Source of Funds
Reduce NRW to 25%	Install Electro-Magnetic flow meters	6,000,000	-	Not funded
	Rehabilitate 30km of aged pipe network	30,000,000	2,550,000	Internal sources
	Procure an excavator and an electro fusion machine	6,000,000	-	Not Funded
Reduce cost of production	Reroute raw water mains to reduce maintenance costs	80,000,000	-	Not Funded
	Solarization of water treatment plant	30,000,000	35,000,000	PPP arrangement - Miale Solar Systems.
	Solarization of Gatero pump house	20,000,000	-	Not Funded
	Office design, plot fencing and office block construction.	26,000,000	15,900,000	Commercial loan 10.9 M, CLSG 6M
	Filter media rehabilitation	3,000,000	1,687,500	CLSG
	Recycling of backwashing water at the water treatment plant	10,000,000	-	Not Funded

Strategic Objective	Activity	Budget	Funding Mobilized	Source of Funds
Strengthen Institutional capacity	HR Audit , Employee Satisfaction survey & staff training	6,000,000	2,705,500	Internal Sources **Survey Not Done**
	Acquire motorbikes, pickups and Tuk-tuks to enhance staff mobility	12,000,000	2,790,000	10 motorbikes via Internal Sources
	Benchmarking and Teambuilding activities	5,700,000	1,550,000	Internal Sources
	CSR activities, Pro-poor activities & toll free number	3,000,000	400,000 - CSR 50,000 - pro-poor	Internal Sources **No Toll free No.**
	Upgrade of the ERP system	3,000,000	-	Not Funded
	Connect all schemes, production plant, sewerage to internet.	2,000,000	1,550,000	Internal Sources
	Procure computers, tablets and smartphones	5,000,000	3,750,000	Internal sources
Total		**542,000,000**	**177,951,908**	**33%**

CHALLENGES ENCOUNTERED (2019-2024)

1. The tariff issued for the strategic period failed to meet the O&M cost recovery objective. Within the 5-yr period it averaged 87% achievement status hence could neither fund planned minor investments nor settle obligations as they fell due.
2. Most company staff were not aware of the existence of the strategic plan, its contents (objectives and deliverables) and their roles in its implementation thus hindering achievement of the planned objectives.
3. Structural weaknesses in the 2019-2024 strategic plan such as; failure to capture clauses on monitoring and evaluation making it difficult to track the plan implementation progress.
4. Inadequate funds for construction of sewerage infrastructure and other expansionary projects arising from inability to attract commercial/ concession financing due to poor credit worthiness rating.
5. Rampant vandalism of water and sewer infrastructure
6. Old/ dilapidated pipe network, aged and faulty consumer meters causing higher levels of NRW than projected in the plan.

KEY LESSONS LEARNT (2019-2024)

a) Involvement of the Shareholders, Board of Directors and all staff members during development of the strategic plan is critical in creating awareness, unity of purpose and ownership of the document.

b) There is need to have a well structured strategic plan that meets required standards and complements CIDP's and National Strategy Papers & Plans.

c) There's need to develop objectives for individuals, sections and departments feeding into the corporate goals.

d) There's need to identify specific measuring tools to track performance, predict likely outcomes and feed into the planning cycle.

e) There's need to embrace and enhance Performance appraisal as an effective tool for delivering high performance standards.

f) It is vitally important to Integrate customers (stakeholders) demands, feedback and related activities into the strategic plan.


ENVIRONMENTAL
PESTEL
SCANNING

SWOT ANALYSIS

A. INTERNAL

Strength

- Committed workforce and Management team.
- Defined operation structure.
- Ability to provide clean and safe water at all times.
- Adequate water treatment plants.
- Adequate capacity in waste water treatment.
- Ability to treat effluent to required standards.
- Fully constituted, functional and committed board of directors.
- Institutionalized governance.
- Governance Policies in place.
- Supportive customer base with ability to pay.
- Mutual relationships between company and county government.
- Defined operation structure.
- Automated most basic processes such as billing, procurement and Payroll.
- Strategic geographical location of the company.

Weakness

- High operating costs.
- Huge inherited outstanding debts.
- A high number of dormant and cut off accounts.
- No document of ownership of the assets.
- High staff costs.
- Staff culture of concentrating more on motivational issue other than embracing corporate well being.
- Skill gaps.
- Non cost recovery tariff.
- Non -automated high level processes such as water production.
- Old and dilapidated pipe networks.
- Inadequate funds for development.
- Low sewerage coverage.
- Inadequate mobility facilities.
- Inadequate funds for training and skills development.
- High levels of NRW.

B. EXTERNAL

Opportunity

- Geographical location favors our business model.
- Available demand and emerging markets.
- Opportunity for expansion and revenue growth.
- Service diversification.
- Service Monopoly.
- Advanced technology.
- Availability of funding Institutions (World bank, GIZ, JICA) and partnerships.
- Responsive legal and regulatory framework.
- Ready water and sewerage services Demand.
- Alternative sources of energy.
- Annual tariff Indexation.
- Support from County Government and other development partners.
- Development & implementation of NRW reduction plans.
- Vibrant water sector conducive for bench marking.
- Development of human resource capacity.

Threats

- Siltation of water dams and sewerage ponds.
- Unpredictable weather affecting our source of raw water.
- Encroachment and degradation of the catchment area.
- Highly Polluted and inadequate water source.
- Land for key infrastructural development
- Inflation.
- High taxes and levies.
- Rampant vandalism of infrastructure.
- Changes to the legal framework.
- Political interference.
- Few corporate/ institutional customers.
- Emerging competition in the market.
- Frequent power outages.
- Emerging technology.
- Demographic segmentation.
- Pandemics.
- Probability of cyber attacks.
- Large sparsely populated supply area.
- Regulated tariff.
- Unresolved issues between county and national governments on transfer of assets.

1. PESTEL ANALYSIS

PESTEL

POLITICAL

1. Political stability.
2. Government policy.
3. Leadership and integrity.
4. Public resource allocation and appropriation.

ECONOMIC

1. Government Policy on tax regime.
2. Inflation.
3. Labour Cost.
4. Interest rates.

SOCIAL

1. Demographics.
2. Population growth/Urbanization.
3. Public participation/perception.

TECHNOLOGY

1. Use of online payment platforms.
2. Automation of water production process.
3. Automation of all processes eg. Billing, payroll, procurement.

ENVIRONM-ENTAL

1. Replacement of infrastructure.
2. Climate change conditions.
3. Polluted source and siltation.
4. Government policies on management of environmental /ecological issues.
5. Ground Water.

LEGAL

1. Government taxes.
2. Conflicting legal frame works.
3. Litigation/ Regulatory compliance.

PESTEL ANALYSIS

I. POLITICAL SPHERE

a) Political Stability Factor/Issue

Implication	Opportunity	Threat	Proposed Strategy
1. Harmony between the company and shareholder.	1. Creates energy, synergy and positivity and contribute to individual growth	1. Hinders growth 2. High level of corruption 3. Poor public reputation 4. Loss of employment 5. Interference on daily operations	1. Ensure continuous engagement. 2. Capitalize on the good relations to obtain funding for develop-ment projects. 3. Engage water police unit. 4. Seek approval form county government sub county office.
2. Lack of coordination among government entities.	1. Public participa-tion to market company product and services will lead to more customers. 2. Conflict management. 3. Creates and builds network with other stakeholder	1. Destruction pipe networks by road contractors, fibre optic contractors.	1. Create good rapport.

b) Government policy

Implication	Opportunity	Threat	Proposed Strategy
1. Rapid change of government policy(Finance Act) 2. Ope-rationalization of Water Resources regulations 2021 under legal notice 170 imposed hefty levies on abstraction without a commensurate tariff adjustment to accommodate the same.	1. Increased revenue (Tarrif). 2. Creates employment. 3. Improve on productivity (low labour turnover). 4. Increase efficiency . 5. Improved industrial relations.	1. Hiked taxes resulting to increased cost of operations. 2. Increased cost of operations.	1. Improve on operational efficiency to reduce operational cost. 2. Timely engagement with the regulator for tariff adjustment. 3. Explore use of alternative sources of energy such as solar and biogas. 4. Timely engagement with the regulator for tariff adjustment. 5. Ensure that we have a valid abstraction permit and all abstraction point are metered.

c) Leadership & Integrity

Implication	Opportunity	Threat	Proposed Strategy
1. Compliance and adherence to chapter six of the constitution	1. Good and responsible stewardship of public resources	1. Imprudent use of funds 2. Financial distress	1. Develop and implement an anti corruption policy 2. Review and implement the financial management policy
Fiduciary and fraud		1. Loss of revenue 2. Theft of company resources 3. Slowed development 4. Poor public image.	1. Ensure value for money procurement 2. Ensure segregation of duties 3. Periodic review and update of internal control systems

d) Public resource allocation and appropriation

Implication	Opportunity	Threat	Proposed Strategy
1. Increased revenue 2. New developments infrastructure	1. Expansion of both water and sewer services 2. Capacity building 3. improved and rehabilitation of infrastructure 4. improved hygiene and sanitation 5. creates employment	1. Delayed in procedures 2. Conflict of interest 3. Delay in funds disbursement 4. Delay in projects implementation	1. Build good relationship with both National and county government 2. Strict adherence to budget votes. 3. Proper and justifiable projects proposals

II. ECONOMIC SPHERE

a) Government Policy on tax regime

Implication	Opportunity	Threat	Proposed Strategy
1. Rapid change of government policy(Finance Act 2023) hiked taxes thereby reducing disposable income resulting in reduced ability to pay	1. Creation of employment 2. Increased revenue 3. Crime reduction	1. Heavy taxes 2. Reduced incomes 3. Redundancy Staff morale	1. Enhancing the pro poor policy by mapping the pro poor areas and introduction of innovative ways of serving the customers

b) Inflation

Implication	Opportunity	Threat	Proposed Strategy
1. Rising costs of operations 2. Reduced ability to pay of customers	1. Enjoy monopoly 2. Keeps economy health 3. Government subsidy	1. High cost of living 2. High interest rates	1. Timely engagement with the regulator for tariff adjustment 2. Cost cutting by embracing best sector practices such as back to back printing, use of emails for internal communication. 3. switching lights off when spaces are not in use. 4. Sourcing for alternative sources of energy e.g solar

c) Labour Cost

Implication	Opportunity	Threat	Proposed Strategy
1. Increased labor cost 2. Labor redundancy	1. Increase efficiency 2. Innovation (look for other alternatives)	1. Industrial unrest 2. High crime rates 3. Loss of employment 4. Domestic violence 5. Poor living standards 6. Increased health risks	1. Source for funding for expansion 2. Restructuring the contractual agreement

d) Interest Rates

Implication	Opportunity	Threat	Proposed Strategy
1. Increased borrowing costs for expansion 2. Increased cost of operations due to increase of prices on factors of production(Chemicals, meters etc) 3. Increased of doing business for business community thereby reducing disposable income and ability to pay		1. Loss of employment 2. Economic instability 3. Increased borrowing rates 4. Reduces capability	1. Seek for grants 2. Only borrow for projects with high return on investment(sewer expansion) 3. Get alternative source of raw water requiring less use of chemicals

III. SOCIAL SPHERE

a) Demographics

Implication	Opportunity	Threat	Proposed Strategy
1. More health and safety conscious population demanding quality water 2. Majority of employees are above 40 years of age 3. Lack of ethnic diversity	1. High population growth rate leading to demand for services 2. Increase knowledge transfer 3. Quick understanding (same culture)	1. Loss of employment 2. Reduces efficiency 3. High chances of health	1. Continuous monitoring of water and effluent quality. 2. Continuous public engagements (barazas, customer clinics) 3. Develop a policy on Succession planning 4. Embrace diversity in future recruitment

b) Population growth/Urbanization

Implication	Opportunity	Threat	Proposed Strategy
1. Rapid population growth in urban and peri urban areas such as Rumuruti	1. Increase in demand 2. Revenue growth 3. Expansions 4. Employment opportunities	1. Inadequate water supply 2. Rationing 3. Effects of climate change 4. High crime rates (illegal and water theft) 5. Lack of enough funds for expansion 6. Increased health risks	1. Propose projects that will avail adequate water and sewer services for emerging markets

c) Public Participation/perception

Implication	Opportunity	Threat	Proposed Strategy
1. Vandalism of water and sewer infrastructure 2. Illegal Connections 3. Water is a natural resource hence should be free	1. Public participation which can bring/develop new partnership	1. High NRW levels Revenue reduction	1. Sensitization of public(barazas)

IV. TECHNOLOGY SPHERE

a) Use of online payment platforms

Implication	Opportunity	Threat	Proposed Strategy
1. Ease of payment 2. Realtime update 3. Saves on printing cost 4. Secure 5. Reduces chances of corruption	1. Improves convenience 2. Reduces overall cost of money transfers.	1. Hacking/ interference with system. 2. Not all segments of society are able to use this. 3. Lack of acceptance of new technologies	1. Implementation of security measures such as firewalls, antivirus. 2. Sensitizing the public on how to embrace technology. 3. Capacity building amongst the staff

b) Automation of water production process

Implication	Opportunity	Threat	Proposed Strategy
1. Lower cost chemicals used since the system would be very precise. 2. Reduce manpower. 3. Saves time 4. Reduces accidents 5. Reliability of reports. 6. Increases efficiency	1. Guaranteed water quality 2. Reduction on human error. 3. Reduction on human error	1. After sale support not readily available. 2. Probable break down (down times). 3. Increased staff redundancy	1. Capacity building on emerging technologies. 2. Having power backup systems-alternative power source. 3. Forward planning and budgeting.

c) Automation of all processes eg. Billing, payroll, procurement

Implication	Opportunity	Threat	Proposed Strategy
1. Reduces time taken to handle a task	1. Reduction on human error 2. Improved quality	1. Cyber attacks 2. Could lead to staff redundancy	1. Installation of cyber security mechanisms 2. Sensitization of staff

V. LEGAL SPHERE

a) Government Taxes

Implication	Opportunity	Threat	Proposed Strategy
1. Increase operation costs.	1. Opportunity to review the tariff in use 2. Reduced litigations	1. Water can be become un affordable due to increase in tariff. 2. Brings demoralization of staff	1. Establishment of an emergency vote in the budget.

b) Conflicting Legal Frame works

Implication	Opportunity	Threat	Proposed Strategy
1. Hinders planning 2. Changes working environments. 3. Loss of assets	1. Creation of new legal framework 2. Amendments of laws	1. Uncertainty 2. Disrupts budgeting 3. Affects all other internal policies 4. Affects governance	1. Consultative forums 2. Participating in sector lobby groups

c) Litigation/Regulatory Compliance

Implication	Opportunity	Threat	Proposed Strategy
1. Increase operation costs. 2. Delayed operations 3. Negative publicity	1. Gives the company of addressing mitigation measures. 2. Acts as deterrence to vandalism. 3. Gives a platform for arbitration of legal issues and disputes.	1. Financial exposure 2. Disruption of services by redirecting funds	1. Recruit competitively a firm of advocates. 2. Budgeting for legal services. 3. Alternative dispute resolution mechanisms

VI. ENVIRONMENTAL SPHERE

a) Replacement of infrastructure

Implication	Opportunity	Threat	Proposed Strategy
1. Minimal breakdowns	1. New reduction 2. Improve efficiency 3. Increased revenue	1. High financial/costs implications 2. Vandalism 3. Economic sabotage	1. Donor engagements 2. Embrace public private partnership (PPP) 3. Enhance line patrols

b) Climate change Conditions

Implication	Opportunity	Threat	Proposed Strategy
1. Unpredictable rainy seasons affecting quantity available for abstraction. 2. Rationing program 3. Customers will go for alternative sources of water	1. Increased demand especially during dry seasons. 2. Enables of creation of dams for water preservation	1. Destruction of infrastructure 2. Rampant destruction of water infrastructure especially by headers	1. Exploring other sources of water. 2. Engaging more with donor partners. 3. Preservation of water catchment arrears. 4. Sensitizing the community within of the importance of the water source/catchment

c) Polluted Source & Siltation

Implication	Opportunity	Threat	Proposed Strategy
1. High cost of water treatment chemicals. 2. Changes in water quality. 3. Disrupts budgeting.	1. Calls for re-examination for cleaning catchment areas 2. Increased opportunity for funding. 3. Increase opportunity for employment. 4. Increase in sewer connections. 5. Investment on fascal sludge management	1. Highly polluted source threatens economic sustainability of the company. 2. Loss of market. 3. Creates doubt on quality of water being supplied.	1. Cleaning of the catchment area. 2. Relocation of the abstracting point. 3. Increase in sewer networking and sensitization on sanitation and waste disposal 4. Timely provision of water quality reports. 5. Develop a proposal for fascal sludge plant

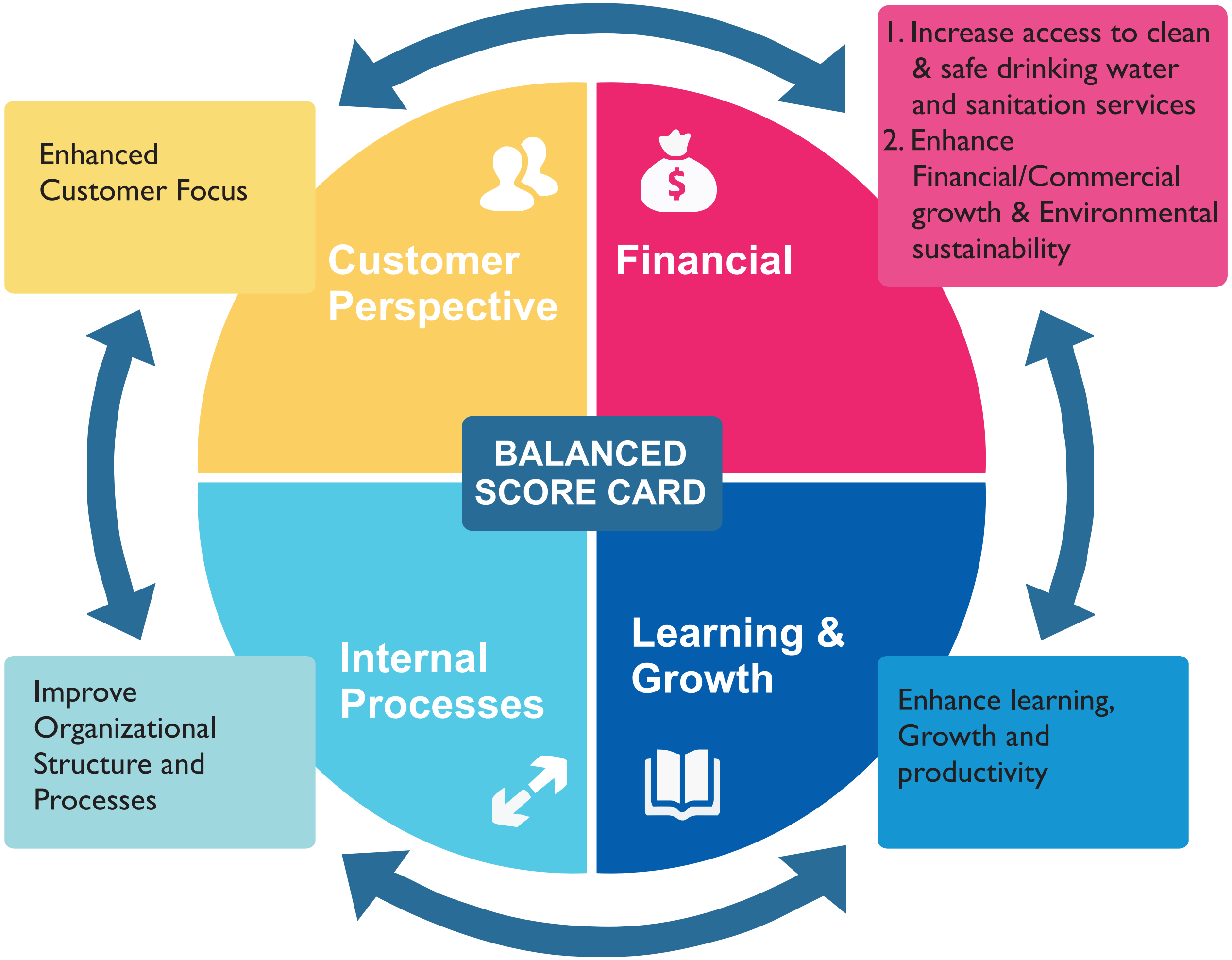
d) Government policies on management of environmental /ecological issues

Implication	Opportunity	Threat	Proposed Strategy
1. Lack coordination between agencies. 2. Unjustifiably high levies by the individual agencies that increase O/M costs.	1. Lack of policies gives the company to operate unhindered. 2. Opportunity to review the tariff to incorporate the introduced levies	1. Un controlled drilling of boreholes within our service area	1. Proactive engagement with the various agencies on the presence and need of the water company. 2. Closely working the county government to come up with water and environment policy. 3. Enact policy on environmental and boreholes within the company

e) Ground Water

Implication	Opportunity	Threat	Proposed Strategy
1. Expensive in drilling and equipping	1. Increased water resource avenues	1. high mineral levels 2. high cost of power 3. low yield/non-productive	1. Embrace raining water harvesting 2. Water pans and dams desilting 3. Securing catchment areas 4. Tree planting

BALANCED SCORE CARD



I. FINANCIAL PERSPECTIVE

STRATEGIC OBJECTIVE

S01 INCREASE ACCESS TO CLEAN & SAFE DRINKING WATER AND SANITATION SERVICES

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase access to water to 96%	Percentage Increase per year	88%	89%	90%	92%	94%	96%

Initiatives

1. Conduct public sensitization on need to use clean and safe water from NYAHUWASCO.
2. Continuous mapping of low-income areas and increase access to clean and safe water.
3. Conduct customer identification survey to establish potential customers already within the served area.
4. Improve service delivery within our area of service to attract more customers by use of advanced technologies such as GIS, smart metering.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase access to sanitation services to 100%	Percentage Increase per year	98%	98%	99%	100%	100%	100%

Initiatives

1. Conduct public sensitization meetings and CLTS campaigns on need of construction and use of toilets/latrines for sanitation.
2. Construction of Public sanitation blocks in Kinamba, Igwamiti.
3. Promote upgrading of toilets in low income urban areas such as Manguo, Rumuruti and Oljabet.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase efficiency of wastewater treatment and establish Faecal sludge management system	Establishment of feacal Sludge treatment system and Rehabilitation of existing sewage treatment ponds to increase efficiency	1 (0ne) Sewage treatment plant in Nyahururu town (5,000 m3 per day)	1- Nyahururu	1- Rumuruti	1- Kinamba		

Initiatives

1. Construction of fecal sludge treatment facility in Nyahururu town with waste to value component.
2. Establishment of DTF and fecal sludge collection points at Rumuruti and Kinamba towns.
3. Training of septic/pit latrines emptiers
4. Rehabilitation of existing sewage treatment ponds.
5. Construct sewerage treatment plant at Manguo

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase access to sewer services from 14.4% to 27%	Percentage Increase per year	14.4%	16%	18%	20%	25%	27%

Initiatives

1. Construction of Sewage treament plant and sewerlines in Rumuruti Municipality.
2. Extension of sewerlines in Garden Estate, Agostino, Mariakani, Lower Maina, Lower Cosite and Lower Site Phase II in Nyahururu Town.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase sewer transmission line to 46.6km	Change in length	41.6km	42.6km	43.6km	44.6km	45.8km	46.6 km

Initiatives

.1. Construct at least 1km of sewer line (DN 225- 525 mm) every year in Nyahururu for the next 5 years .

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase of volume of water produced to 4,200,000m3	Numerical changes per year	3,241,297m3	3,519,577m3	4,200,000m3	4,200,000m3	4,200,000m3	4,200,000m3

Initiatives

1. Construction of 2nd Intake in Nyahururu and Rumuruti.
2. Drilling and equipping of at least 6 boreholes in various schemes.
3. Contsruction of 4000 m3 per day water treatment plant in Rumuruti Municilpality

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase transmi-ssion and distrib-ution lines to 713.5km	Change in length of pipeline per year	663.5	673.5	683.5	693.5	703.5	713.5 km

Initiatives

.1. Construct 10km of HDPE Water pipelines (DN 50-400mm) per year within Nyahuwasco's area of service

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase water storage capacity to 15,510m3	Numerical changes per year	9,262m3	9,478m3	9,994m3	1,0210m3	1,2710m3	1,5510m3

Initiatives

1. Construct 2NO. 2000m3 RC tank in Nyahururu, 1NO. 500m3 RC tank in Rimuruti, 1 No. 300m3 elevated steel tank in Rimuruti, 6No. 108m3 elevated steel tank at bore holes sites.
2. Construction of 300m3 elevated steel tank at site phase II.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Reduce Non Revenue water for entire service area from 38.4% to 29%	percentage change per year	38.4	35	32	30	29	29

Initiatives

1. Replace at least 10,000 consumer meters.
2. Replace 15 Bulk meters and 200 Zonal meters.
3. Rehabilitate approximately 250km of pipelines (DN 32-400MM).
4. Conduct regular straff training and benchmarking on NRW management best practies.
5. Ensure adequate staffing and equipping of NRW unit.
6. Public sensitization on ownership of public water infrastructure .
7. Equipping the meter readers with accurate meter reading gadgets.
8. GIS mapping of the entire network.
9. GIS mapping of meter points.
10. Enhance enforcement unit on illegal connections and water theft.
11. Enhanced debt recovery
12. Increase partnership on NRW reduction eg in training and equipment provision(eg Ministry of Water, JICA, World Bank and other donors)

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Improve Sewer effluent discharge quality parameter (BOD,COD)	Meeting required standard	89	92	95	98	100%	100%

Initiatives

1. Rehabilitation of sewage treatment plant .
2. Equip the existing laboratory with modern testing equipment for monitoring drinking water and effluent quality.
3. Ensure adherence to sampling programmes as provided by the Regulator (WASREB/NEMA).
4. Enforce compliance by industrial processor on effluent pre-treatment requirements

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase hours of supply	Hours of supply	22.6	23	24	24	24	24

Initiatives

1. Increasing water storage capacity. Increasing production capacity.
2. Reducing NRW
3. Use of multiple sources of power.
4. Timely address of repairs of leaks and bursts.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Improve drinking water quality	Meeting required standard of 100%	93%	100%	100%	100%	100%	100%

Initiatives

1. Equip the existing laboratory with modern testing equipment for monitoring drinking water and effluent quality.
2. Ensure accreditation of the Laboratory to international standards.

S02 ENHANCE FINANCIAL AND COMMERCIAL GROWTH

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase the O&M cost coverage ratio to over 130% by 2029	% Increase per year	89%	121%	125%	127%	128%	>130%

Initiatives

1. Tariff adjustment
2. Annual indexation of tariff
3. Improve efficiency
4. Enhance value for money procurement.
5. Cost reduction (automation, bulk purchase etc.)
6. Conduct preventive maintenance of infrastructure and equipment.
7. Ensure optimal stock levels in stores

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Improve Collection Efficiency to 98% by 2029	% Increase per year	94%	95%	96%	97%	97.5%	98%

Initiatives

1. Automate dis/re-connection process in the ERP system.
2. Strengthen debt unit
3. Establish enforcement mechanism for debt collection.
4. Review the debt collection policy

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase revenue income to KES 494 million by 2029	Numerical changes per year(KES)	236,296,509	388,720,182	411,812,120	436,885,553	460,350,728	494,499,536

Initiatives
1. Tariff adjustment
2. Reduce revenue losses by ensuring 100% accurate metering and enhancing inspection on connection consumer points.
3. Increase consumer engagements through public barazas and social media engagements.
4. Increase number of connections by extending water and sewer network.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Increase billing efficiency to 100%	% Increase per year	98%	99%	100%	100%	100%	100%

Initiatives
1. Optimize and harmonize billing cycle.
2. Carryout comprehensive billing system audit.
3. Upgrading billing ERP system
4. Training billing personnel
5. Provide adequate and efficient computers and meter reading gadgets.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Improve credit worthness rating to A	Movement along the grade	B	BB	BBB	BBB	BBB	A

Initiatives
1. Tariff adjustment.
2. Increase customer base.
3. Prudent use of resources.
4. Timely payment of statutory levies.
5. Realistic annual budget.
6. Compliance on corporate governance

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Reduce Receivables portfolio from 43,520,823 by 5%	Reduction in Ksh per year	43,520,823	Reduce to 41,344,781.85	Reduce to 39,277,542.76	Reduce to 37,313,665.62	Reduce to 35,447,982.34	Reduce to 33,675,583.22

Initiatives
1. Separate The existing receivables from the new ones
2. Categorize the receivables (debts)
3. Entering into debt agreement payment plans
4. Consumer engagements
5. Enhance enforcement unit (water police)
6. Cap accumulation of debts not to go beyond 10% of projected revenue.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Reduce debt (Payables) portfolio from **129,603,533** to **21,603,533**	Reduction by Ksh. **21,600,000** per year	KES 129,603,533	Reduce to 108,003533	Reduce to 86,403,533	Reduce to 64,803,533	Reduce to 43,203,533	Reduce to 21,603,533

Initiatives

1. Categorize the payables (creditors debts)
2. Priotize payments (pensions, conservancy, regulatory levies, other payable)

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Improve Meter reading efficiency to 100%	% of meters read on actual	92%	95%	96%	97%	98%	100%

Initiatives

1. Equipping the meter readers with accurate meter reading gadgets.
2. Enhance mobility
3. Continuous updating of customer data
4. Capacity building
5. Automation of meter reading process by use of optical character readers(OCR).
6. Introduce alarm/ alerts report on inaccessible premises.

S03 ENVIRONMENTAL SUSTAINABILITY

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Improved resilience and environmental sustainability in service provision	% increase in sustainability index	52%	58%	64%	75%	78%	80%

Initiatives

1. Increase energy output from solarization
2. Promote water harvesting storage
3. Reducing NRW levels
4. Replacement of asbestos pipe with HDPE
5. Improve the quality of affluent discharge
6. protect and conserve catchment areas with other areas in collaboration with other stakeholders
7. Mobilize community members for bi-annual clean-up
8. Develop climate resilient water and sewerage infrastructure.
9. Enforce water vending regulations in collaboration with other stakeholders.
10. Asses our contribution to reduction of Green House Gas emission.
11. Validate our sustainability index

2. CUSTOMER PERSPECTIVE

STRATEGIC OBJECTIVE

S04 ENHANCED CUSTOMER FOCUS

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Improve Customer Satisfaction level to 90%	% Change in Satisfaction index	72%	75%	78%	80%	85%	90%

Initiatives
1. Conduct customer satisfaction survey
2. Enhance the CRM module of the ERP system
3. Sensitize customers on services available.
4. Publish annual newsletter, update the company's website and increase social media platforms engagement.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Enhanced Customer /Stakeholder engagement (hold at least 10 engagements per year)	Number of forums/Events	72%	75%	78%	80%	85%	90%

Initiatives
1. Identify key stakeholders of the company in every scheme.
2. Hold bi-annual public baraza in every scheme.
3. Develop CSR policy
4. Increase CSR activities

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Improve Complaint resolution to 98%	% of customer complaints resolved	83%	90%	92%	94%	98%	98%

Initiatives

1. Sensitize on the reporting channels via company's hotline number, USSD code, whatsapp etc)
2. Adherence to customer service charter.
3. Develop customer complaint procedures

3. INTERNAL (PROCESS) PERSPECTIVE

STRATEGIC OBJECTIVE

S05 IMPROVE ORGANIZATIONAL & PEOPLE GROWTH

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Develop, review & implement required policies	Number of policies approved	6	6	4	4	Review	Review

Initiatives
1. Conduct research and benchmark with other partners.
2. Budget allocation.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Ensure regulatory compliance	% of Compliance achieved	70%	80%	90%	100%	100%	100%

Initiatives
1. Ensure 100% compliance to approved tariff';
2. Progressively meet the license conditions.
3. Progressive settlement of statutory levies.
4. Timely application and follow-up on renewals.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Documentation of the Standard operating procedures	% level of completion	60%	70%	80%	90%	Review	100%

Initiatives
1. Develop TOR and define processes and procedures that's needs review in all department.
2. Conduct review of at least 50% of the identified processes each year in the first two years.
3. Implement fully the of reviewed processes from the 3rd year.
4. Document the process.
5. Automate manual process that are in place.
6. Conduct training.
7. Implement the protocols and procedures.
8. Review the procedure if and when necessary.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Automate key production process	No. of processes automated	2	3	4	5	5	5

Initiatives
1. Automate dosing system in all treatment plants.
2. Install smart meters.
3. Automated asset management system through advanced GIS systems.
4. Automate power change over system at our station.
5. Solarization of pump stations at Rumuruti and Gatero.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Enhance protective security	100% Secure installations, information, personnel and the offices.	52%	58%	64%	75%	78%	80%

Initiatives

1. Develop a security policy
2. Fencing of key installations
3. Review of existing security measures.
4. Training and capacity building on security.
5. Liaising with contracted security agencies
6. Secure ownership documents of all company assets

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Enhance corporate branding	100% Visibility, consistency of communication and enhanced brand name	60%	80%	90%	100%	100%	100%

Initiatives

1. Review existing brand status
2. Develop a policy on corporate branding
3. Upgrade company Website and maintaining social platforms
4. Redesign company logo.
5. Adopt company colors in all installations.
6. Ensure visibility of vision, mission, core values & rallying call, service charter, board charter
7. Brand all company vehicles.
8. Adopt a standard font size and type for all official documents.
9. Define and roll out CSR activities aimed at brand improvement

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Improve and enhance implementation of the revised performance management system	100% Implementation performance ce management system in place	52%	58%	64%	75%	78%	80%

Initiatives

1. Develop clear job descriptions for all positions.
2. Set clear targets aligned to strategic plan and business plan.
3. Develop midterm and performance review cycle.
4. Develop reward and sanction policy.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Improve staff productivity	Number of training conducted	10%	10%	10%	10%	10%	10%

Initiatives

1. Prepare a training calendar
2. Carry out training needs assessment
3. Budget allocation
4. Collaboration and partnership with learning institutions

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Enhance financial controls	100% compliance with financial controls	90%	100%	100%	100%	100%	100%

Initiatives

1. Adhere to statutes and legal frameworks and Acts.
2. Adhere to finance policy manual.
3. Board approvals.
4. Approval by shareholders in accordance to PFM act.
5. Ensure adherence to budgetary provisions and procurement plans, national audit and respond to audit issues.
6. Timely presentation of financial reports to the Board committees, Board, CECM finance / County assembly, National treasury, controller of budgets.
7. Enhance Fraud detection mitigation measures.
8. Enhance collection and safeguard.
9. Improve opinion of the Auditor General from qualified to unqualified.
10. Improve CVC rating from 66 to over 70.

4. LEARNING AND GROWTH (PEOPLE PERSPECTIVE)

STRATEGIC OBJECTIVE

SO6 ENHANCE LEARNING & PEOPLE GROWTH

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Review and documentation of the existing processes (meter reading, production)	% review and documentation of processes	6	6	4	4	Review	Review

Initiatives

1. Define processes and procedures that's needs review in all department
2. Conduct review of at least 50% each year in the first two years of the identified processes
3. Implement fully the rest of reviewed processes from the 3rd years
4. Document the process
5. Automate manual process that are in place
6. Conduct training
7. Implement the protocols and procedures
8. Review the procedures if and when necessary

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Performance Management system/plan	100% Monitoring & Evaluation system in place	60%	80%	90%	100%	100%	Implementation 100%

Initiatives

1. Review of existing performance management system
2. Develop performance management cycle
3. Develop and implement a performance incentive scheme.

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Automating HRM process	- Upgraded HRM module in ERP - Number of manual files moved to E- files.	Implement	Implement	Implement	Implement	Assess the impact	Review

Initiatives

1. Upgrade ERP to accommodate additional automated HR processes.
2. Move manual files to E- files

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Career Development and growth	Developed career growth and succession plan	Implement career succession plan	Implement career succession plan	Implement career succession plan	Implement career succession plan	Assess the impact	Review

Initiatives

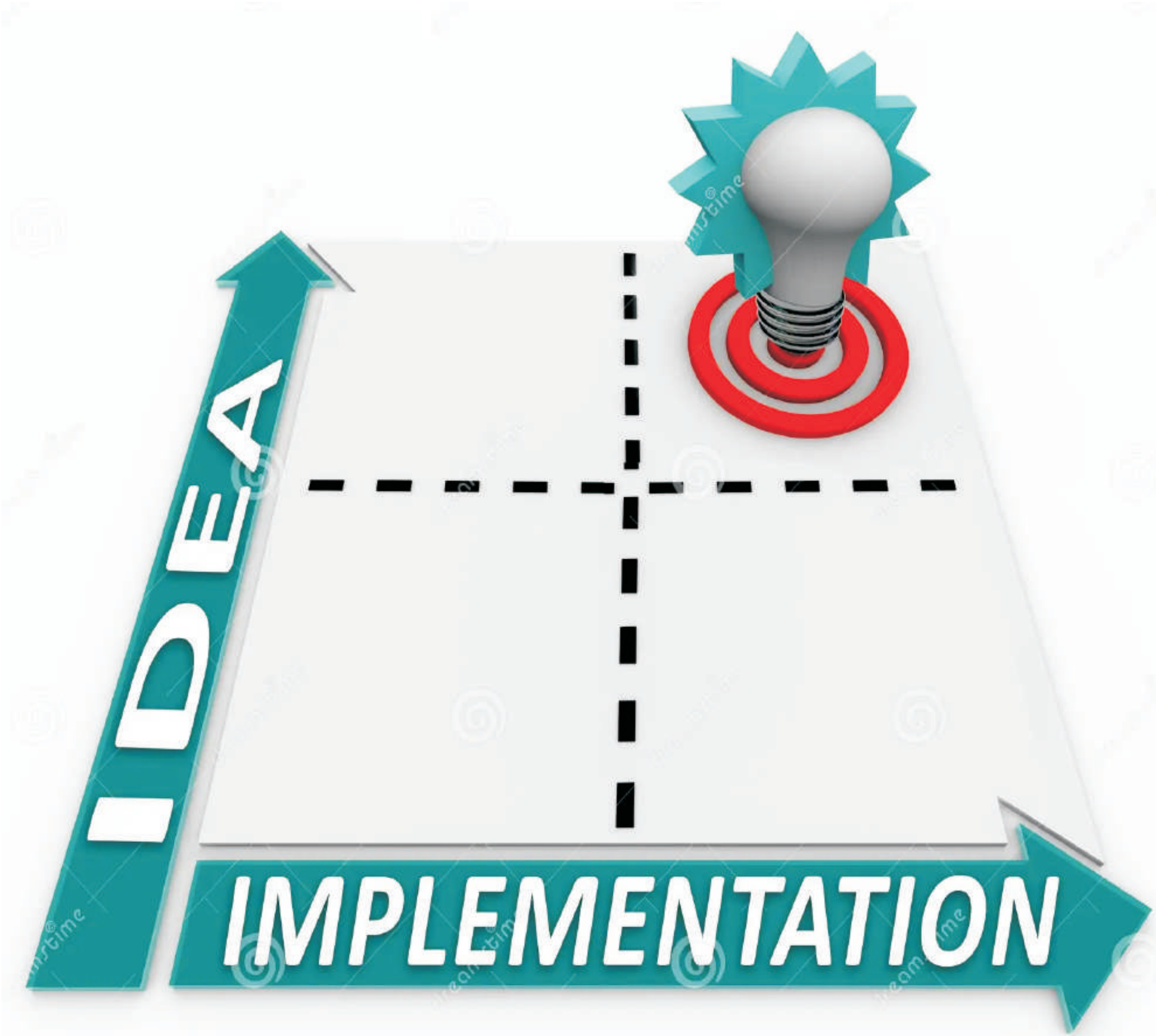
1. Establish succession planning
2. Develop schemes of service
3. Offer Training opportunities for staff Establish annual reward events
4. Reward and retain talent

Specific Objectives	Measures	Baseline (2024)	Targets				
			2024/2025	2025/2026	2026/2027	2027/ 2028	2028/2029
Enhance staff productivity	Appropriate working tools, equipment and working environment	Implement the audit	Implement the audit	Implement the audit	Implement the audit	Assess the impact	Review

Initiatives

1. Undertake audit of tools, equipment and working environment.
2. Implement the audit recommendations.

IMPLIMENTATION MATRIX



NYAHUWASCO

SPECIFIC OBJECTIVES

SO1 INCREASE THE O&M COST COVERAGE RATIO TO OVER 130% BY 2029

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1.Tariff adjustment application and approval	89%	130%	Impact Reports	% Increase per year	Approved tariff in use.	Additional revenues to finance minor investments	Compliance with regulatory requirements	CM, CMT, BOD	Tariff Socio-Economic Survey	3,000	0	0	0	Internal
2. Annual indexation of tariff			Kenya Gazette Notice						Data collection and analysis	0	250	250	250	Internal
3. Maintain a cost recovery tariff			Tariff proposal, Stakeholder engagement, gazetted tariff	Cost recovery tariff	Cost recovery tariff	O &M coverage of 130%	Improved efficiency	CM/FM	4,000				5,000	Internal
4. Solarising intake plant and all boreholes	0	14	Project Proposal, Project financing framework, BOQ,	Develop	TSM, CMT, BOD				17,000	10,000	10,000	9,000	9,000	WSTF

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Solarising intake plant and all bore-holes	0	14	Project Proposal, Project finnan-cing frame work, BOQ, Detailed Design, Approval permit, Tender docume-nts, Contracts	Proposals developed.				TSM,, CMT, BOD	17,000	10,000	10,000	9,000	9,000	WSTF
Lobby for funds from develo-pment partners to extend sewer and water networks									200,000	300, 000	300, 000	300, 000	300, 000	Internal
Source for com-mercial funding for viable projects														
Lobby for funds from County and Natio-nal Gover-nment to fund proj-ects earm-arked und-er CIDP														

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Develop & Asset Replace ment policy			Asset Repala-cement policy.	Asset replacement policy in place, No. of ineffici-ent pumps replaced, KM of pipeline replaced		Asset Replace ment policy in place							1,600, ,000	Internal
Incorporate Life-cycle costing in budge-ting				Lifecycle costing incorporated in budgeting					10	10	10	10	10	Internal
Replaceme nt of inefficie-nt pumps as per the asset replace-ment policy				All inefficient pumps replaced					600	600	600	600	600	Internal

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Replace 5km of pipeline annually				5km pipeline replaced					1,000	1,000	1,000	1,000	1,000	Internal
Replace unserv iceable vehicles	0	10							1,000	1,000	1,000	1,000	1,000	Internal
Install Biogas harvester & gas turbine to generate gas to run	0	1	Bio Gas producti ons	O & M cost (energy costs reduced)	Bio Gas product ions	O & M coverage of 130%	Improved efficieny	TSM/C M/FM			10,000			WSTF/ CGL / Internal

S02 IMPROVE COLLECTION EFFICIENCY TO 100% BY 2029

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Automate dis/reconnection process in the ERP.	60 %	100%	system upgrade proposal,TOR	% Increase per year	Improved debt management process	Increase in collection efficiency ratio.	Improved credit rating and worthiness	CM, CMT, BOD	ERP Upgrade	500	0	0	800	Internal
2. Enhance the debt collection team	1	1+	Efficiency team						Capacity building	200	0	0	300	Internal
3. Establish an enforcement team to enhance debt collection	0	1	Empowered Team						Recruitment & Training	100	0	200	0	Internal
4. Review the debt management policy	1	1+	Revived policy doc.						Retreat	1,000	0	0	1,000	Internal

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
GIS mapping and georefrencing of meters & pipes	60%	100%	GIS mapping and georefrencing of meters & pipes	GIS maps, all meters georefenced	Collection Efficiency increased to 99%	Collection Efficiency increased to 99%	Collection Efficiency increased to 99%	CM	5,000	1,000				WSTF/ Internal
Full implementation of smart phone disconnections	60%	100%	All disconnections done on smart phones	All disconnections done on smart phones					300	300			300	Internal
Revise the debt management policy	0	1	Debt management policy reviewed	Debt management policy reviewed					100					Internal
Engage debt collection agents	0	1	Debt collection contracts	No. of customers paying	Increase in No. of customers paying	Decrease in receivables		CM	2,000	1,500	1,000	1,000	1,000	Internal
Institute legal action on defaulters and illegal water users	0	10%	No. of cases filed	No. of outstanding debts recovered	Increase in No. of paying customers	Decrease in receivables		CM	1,000	1,000	1,000	1,000	1,000	Internal

S03 INCREASE REVENUE INCOME TO KES 494 MILLION BY 2029

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Reduction revenue losses by ensuring 100% metering	98%	100%	Impact reports	Numerical changes per year	Decrease in commercial NRW			CM, TSM	Meter registered accounts	1,000	1,000	500	0	Internal
Replacement of faulty meters to ensure 100% accuracy	65%	100 %	Management report	Numerical changes per year		Increased revenues	Financially healthy company	CM, TSM	Replace 10,000 faulty meters	16,000	16,000	16,000	16,000	Internal
Increase number of connections by extending water sewer network	24,200	30,000	Impact report Management Reports	Numerical changes per year				CM, CMT, BOD	Last mile connectivity	500	500	500	500	Internal / External
Implement a cost recovery tariff	1	1	Tariff proposal, Stakeholder engagement gazetted tariff	Cost recovery tariff	Cost recovery tariff gazetted Implemented	Increase in revenue collection to Ksh. 353,849,466	Increase in revenue collection to Ksh. 353,849, 466	CM	4,000				5,000	Internal

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Increase number of active water connections to 25,000 ie. 1,400 pa	18000	25000	Increased No. of connections	Increased No. of connections	Increased No. of water connections	Increase in revenue collection to Ksh 353,849, 466	Increase in revenue collection to Kshs353, 849,466	CM	7000	7,000	7,000	7,000	7,000	Internal
Increase number of sewer connection to 8000	5800	8000	Increased billing	Increased No. of sewer conection s	Increased No. of sewer connections				440	440	440	440	440	Internal

S04 INCREASE BILLING EFFICIENCY TO 100%

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Opti-mize and harmonize biling cycle	80%	100%	ERP reports	% Increase per year	Increased efficiency in billing for services	Increased revenue income	Enhanced growth and viability of the company	Billing Officers	Inhouse training	200	0	0	300	Internal
2. Carry out com-prehensive biling system audit	0	1	ERP Audit Vault					Ag CM Internal Audit	Data collection and analysis	100	0	0	0	Internal
3. Provi-de adeq-uate and efficient computers and meter reading gadgets	70%	100 %	Management reports					ICT Officer, CMT	Purchase compu-ters, sm-artpho-nes and tablets	1,500	500	500	500	Internal /External
4. Upgrade biling ERP and capacity building of personel	70%	70%	Management reports					ICT Officer, CMT	ERP upgrade biling component	7,000	0	0	3,000	Internal / External

SO5 REDUCE RECEIVABLES PORTFOLIO BY 5%

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Categorize and profile receivables (debts)	80%	100%	Age Analysis Report	% change per year	Decrease in account receivables	Increased revenue/ cash inflows	Longterm sustainability of the company	CRO, Revenue Officers	Inhouse training	50	0	0	50	Internal
2. Entering into flexible debt payment plans	75%	100 %	Signed agreement					CRO, Revenue Officers	Inhouse training	50	0	0	50	Internal

S06 IMPROVE CUSTOMER SATISFACTION INDEX LEVEL TO 95%

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Conduct customer satisfaction survey	0	4	C.S.S. reports	% change per year	Action propos-als on how to improve custom-er satisfacti on index	Prompt resolution of customer complaints	Informed and satisfied customers	CMT	Hiring a consulta nt	1,000	1,000	1,000	1,000	Interna l / Extern al
2. Enhance the CRM module of the ERP system	80%	95%	ERP Reports					ICTO, CMT	CRM compon ent upgrade	20,00	0	0	1,500	Interna l / Extern al
3. Sensitize customers on services available via newsletter, brochures and the company website	50%	100%	Brochures, updated website, annual newsletter					CM, ICTO, CMT	Printing of brochure s and newslett er, website redesign ing	750	300	300	250	Interna l / Extern al

S07 ENHANCED CUSTOMER / STAKEHOLDER ENGANGEMENT

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Identi-fying key stakeholders of the com-pany and hold annual stakeholder conference	0	6	Management reports	Numerical changes per year	Increased stakeholder engagement activities	Improved customer experience	Happy and satisfied stakeholder	CMT	Stakeholder facilitation, adverts	1,500	1,500	1,800	2,000	Internal
2. Holding at least one public baraza in every scheme annually.	2	25	Minutes from the public baraza meetings held					CMT	Public facilitation, adverts	1,000	1,000	1,000	1,000	Internal
3. Increase CSR activities and com-munity engagements	40%	90%	Management Reports					CMT	Donations, grants	1,000	1,000	1,000	1,000	Internal

S08 IMPROVE CREDIT WORTHINESS RATING TO A

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Implement cost reduction strategies to reduce O & M to 70% of revenue	11 1%	70%	O & M cost Reduced to 70%	O & M cost Reduced to 70%	O & M cost Reduced to 70%	O & M cost Reduced to 70%	O & M cost Reduced to 70%	TSM/ FM/ MD						
Develop & Implement debt portfo-lio policy	0	1	Debt portfolio policy in place	Reduction in leverage ratio	Leverage ratio reduced	O & M cost reduced to 70%	Credit worthne ss rating of A achieved	FM	100	100	100	100	100	Internal
Strict Adherence to approved budget	0	1	Budget complia nce	Financial statements	Reduced budget variance	Budget complian ce	Credit worthnes s rating of A achieved	CMT	100	100	100	100	100	
Adhere to PPADA		100% comp liance	Value for money	Complia nce level	Reduced indebtne ss	Improved complian ce to PPADA	Credit worthnes s rating of A achieved	CMT						

S09 REDUCE DEBT (PAYABLES) PORTFOLIO BY 30%

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Negotiate payment agreements withicurrent debtors	2	15	No. of agreements signed	Debtors aging report	Reduced debt portfolio	Reduced debt portfolio	Debt portfolio (payables reduced by 30%	FM / MD						

SO10 INCREASE ACCESS TO CLEAN & SAFE DRINKING WATER AND SANITATION SERVICES

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Map out and identify the underserved areas	2	5 sch-emes	TOR	Mapping Report	Business case report, Profiled GIS map	Increased access to clean & safe water	Improved Hygiene and sanitation standards, reduced water borne diseases, improved quality of life	TSM/ CM	1,600.00					Internal (Tarrif)
Sensitiza-tion of consumers in the area on need to use treated water from Nyahuwa-sco Connecting consumers in the identified areas	6 per year (1 Public baraza each in other schemes and 2 in Nyahururu scheme)	3	1. Customer Service Charter	Number of Public sensitization meetings held	1. Customer awareness on existence of water and sanitation services	Increased Number of water and sewer connections	Improved Hygiene and sanitation standards, reduced water borne diseases, improved quality of life	TSM/ CM						

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Construction of 2 no. 2000m3 RC tank in Nyahururu	1	3	BOQ, Detailed Design,Approval permit, Tender documents, Contracts, completion certificates	Progress Reports, completion reports, as built drawings, final payment certificates, Site hand over reports.	2 no. 2000m3 RC tanks constructed in Nyahururu town	1. Increased service hours 2. Increased water service coverage. 3. Increased revenue 4. Increased customer staisfaction	1. Improved Hygiene and sanitation standards 2. Reduced water borne diseases 3.Improved quality of life. 4. Impro-ved company performance	BOD, MD, TSM		30,000	30,000			External (WST, CGL, CRVWWDA, WB, JICA)
Construction of 1NO. 300m3 elevated steel tank at Rumuruti	1	2	BOQ, Detailed Design, Approval permit, Tender documents, Co-ntracts, completi-tion certifica-tes	Progress Reports, completion reports, as built drawings, final payment certificates, Site hand over reports.	300m3 elevated steel tank constructed in Rumuruti town	1. Increas-ed service hours 2.Increased water service coverage. 3.Increased revenue 4.Increas-ed custo-mer satis-faction	1. Improved Hygiene and sanitation standards 2.Reduced water bor-ne diseases 3. Improv-ed quality of life. 4. Improved comp-any performance	TSM		12,000				External (WSTF, CGL, CRVWWDA, WB, JICA)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Construction of 1NO. 108m3 elevated steel tank at Muthengera boreholes	0	2	BOQ, Detailed Design,Approval permit, Tender documents, Contracts, completion certificates	Completion Report, and Comissioning	108m3 elevated steel tank Constructed at Muthengera borehole sites.	1. Increased service hours 2. Increased water service coverage. 3. Increased revenue 4. Increased customer staisfaction	1. Impro-ved Hyg-iene and sanitation standards 2.Reduced water borne diseases 3. Impro-ved quality of life. 4. Impro-ved com-pany perf-ormance	TSM	5,500					External (WSTF, CGL, CRVWWDA, WB, JICA)
Construction of 2nd intake at Nyahururu		2	BOQ, Detailed Design,Approval permit, Tender documents, Contracts, completion certificates	Completion Report, and Comissioning	2nd intake constructed in Nyahururu and catchment conservation activities undertaken.	1. Increas-ed service hours 2. Incre-ased water service coverage. 3. Incr-eased revenue 4. Increa-sed custo-mer stais-faction.	1. Improv-ed Hygie-ne and sanitation standards 2.Reduced water borne diseases 3. Improv-ed quality of life. 4. Improv-ed compa-ny perfor-mance	BOD, MD, TSM		44,000				External (WSTF,CGL,CRVWWDA, WB,JICA)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Equipping and solarisation of Kandutura boreh-ole , Constructio n of 2km DN 150mm, and 1.1 km DN 110mm rising main from Kandutura boreh-ole to the Mas-onry Tank and const-ruction of 2km DN 63mm and 1km DN 50mm HDPE Distributio n pipelines in Kandutura, Rumuruti	0	1	BOQ, Detailed Design,App roval permit, Tender documents, Contracts, completion certificates, Completed 225M3 tank	Progress reports, Completio n report, complete 225m3 tank, comissioni ng reports.	Equipping and solarisatio n of Kandutur a bore-hole, C-onstructio n of 2km DN 150mm, and 1.1 km DN 110mm rising main from Kandutur a bore-hole to the Mas-onry Ta-nk and constru-ction of 2km DN 63mm and 1km DN50mm HDPE Distributi on pipelines in Ka-ndutura, Rumuruti Com-pleted	1. Increased service hours 2. Increased water service coverage. 3. Increased revenue 4. Increased customer staisfactio n	1. Improved Hygiene and sanitation standards 2. Reduced water borne diseases 3. Improved quality of life. 4. Improved company performanc e	BOD, MD, TSM	30500					Extern al (CGL, WOR LD BAN K)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Construction of complete water supply system in Rumuruti comprising: Raw wer Intake, 4000m3 water treatment plant, 2no. 500m3 RC Tanks, Raw water Mains, transmission mains and distribution network.	1	2	BOQ, Detailed Design,Approval permit, Tender documents, Contracts, completion certificates	Progress reports, Completion report, complete water supply system, comissioning reports	Complete water supply system in Rumuruti comprising: Raw water Intake, 4000m3 water treatment plant, 2no. 500m3 RC Tanks, Raw water Mains, transmission mains and distribution network constructed	1. Increased service hours 2. Increased water service coverage. 3. Increased revenue 4. Increased customer staisfaction.	1. Improved Hygiene and sanitation standards 2. Reduced water borne diseases 3. Improved quality of life. 4. Improved company performance	BOD, MD, TSM				282 100	282 100	External (WSTF, CGL, CRV WWDA,WB, JICA)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Equiping and solarisation of Muthengera borehole & construc-tion of 108m3 tank	0	1	BOQ, Detailed Design, Approval permit, Tender documents, Contracts, completion certificates	Completion Report, and Comissioning	Equiping and solarisation of Muthengera borehole & construction of 108m3 tank completed	1. Increased service hours 2. Increased water service coverage. 3. Increased revenue 4.Increase customer satisfaction	1. Impro-ved Hygi-ene and sanit-ation sta-ndards 2.Reduced water borne diseases 3. Impro-ved quality of life. 4. Improved com-pany performance	TSM						
Equiping and solarisation of Kinguka borehole & construction of 108m3 tank	0	1	BOQ, Detailed Design, Approval permit, Tender documents, Contracts, completion certificates	Completion Report, and Comissioning	Equiping and solarisation of Kingu-ka borehole & construction of 108m3 tank completed	1. Increased service hours 2. Increased water service coverage. 3. Increased revenue 4. Increase customer staisfaction	1. Impro-ved Hygi-ene and sanitation standards 2.Reduced water borne diseases 3. Impro-ved qual-ity of life. 4. Impro-ved com-pany per-formance	TSM						

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Drilling, Equipping and solarisation of Huhoini borehole and construction of 225 M3 storage tank	0	1	BOQ, Detailed Design, Approval permit, Tender documents, Contracts, completio	Completion Report, and Comissioning	Drilling, Equipping and solarisation of Huhoini borehole and construction of 225 M3 storage tank completed	1. Increased service hours 2. Increased water service coverage. 3. Increased revenue 4. Increased customer staisfaction	1. Improved Hygiene and sanitation standards 2. Reduced water borne diseases 3. Improved quality of life. 4. Improved company performance	TSM		12,000				External (WSTF, CGL, CRVWWDA)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Equipping and solarisation of Mutamaiyo borehole and construction of INO 108m3 elevated steel tank	0	1	BOQ, Detailed Design,Approval permit, Tender documents, Contracts, completion certificates	Completion Report, and Comissioning	Drilling, Equipping and solarisation of Huhoini borehole and construction of 225 M3 storage tank completed	1. Increased service hours 2. Increased water service coverage. 3. Increased revenue 4. Increased customer staisfaction	1. Improved Hygiene and sanitation standards 2.Reduced water borne diseases 3. Improved quality of life. 4. Improved company performance	TSM		9,000				External (WSTF, CGL, CRVWWDA, WB, JICA))
Drilling, Equipping and solarisation of Kundarila borehole and construction of 135m3 masonry tank and 3km distribution pipelines (DN50mm -63mm)	0	1	BOQ, Detailed Design,Approval permit, Tender documents, Contracts, completion certificates	Completion Report, and Comissioning	Drilling, Equipping and solarisation of Kundarila borehole and construction of135m3 masonry tank and 3km distribution pipelines (DN50m-63mm) done	1. Increased water service coverage. 2. Increased revenue 3. Increased customer staisfaction	1. Improved Hygiene and sanitation standards 2.Reduced water borne diseases 3. Improved quality of life. 4. Improved company performance	TSM				15,000		Internal /External (WSTF, CGL)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Construction of 50km HDPE Pipelines in all schemes (DN 50-400mm) - 10km every year for the next five years as follows: Nyahururu -10 km, Rumuruti 20km, Igwamiti 10km, Marmanet 10km	663.5 KM	673.5 KM	Identified areas that require water pipeline extensions, detailed pipeline extension designs	Progress reports, Completion report, complete 50km pipelines extended,	HDPE Pipelines in all schemes construcetd as follows: Nyahururu -10 km, Rumuruti -20km, Igwamiti -10km, Marmanet -10km	1. Increased water service coverage. 2. Increased revenue 3. Increased customer staisfaction.	1. Improved Hygiene and sanitation standards 2.Reduced water borne diseases 3. Improved quality of life. 4. Improved company performance	TSM, MD	10,000	10,000	10,000	10,000	10,000	Internal /External ((WSTF, CGL)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Construction of Sewage treament plant and sewerlines in Rumuruti Municipality. 2. Extension of sewerlines in Garden Estate, Agostino, Mariakani, Lower Mina, Lower Cosite and Lower Site Phase II in Nyahururu Town.	0KM	39 KM	BOQ, Detailed Design, Approval permit, Tender documents, Contracts, completion certificates	Progress reports, Completion report, complete sewer pipelines and treatment plant	1. Construction of Sewage treament plant and sewerlines in Rumuruti Municipality. 2. Extension of sewerlines in Garden Estate, Agostino, Mariakani, Lower Mina, Lower Cosite and Lower Site Phase II in Nyahururu Town all completed	1. Increased sanitation coverage, 2. Increased revenue, 3. Increased customer satisfaction	1. Improved Hygiene and sanitation standards 2. Reduced water borne diseases 3. Improved quality of life. 4. Improved company performance	BOD, MD, TSM				400 000	400 000	External (WSTF, CGL, CRVWWDA, WB, JICA)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Construct at least 1km of sewer line (DN 225-525 mm) every year in Nyahururu for the next 5 years .	41, 6KM	46, 6KM	BOQ, Detailed Design, Tender documents, Contracts, completion certificates	Progress reports, Completion report, complete sewer pipelines	5 km of sewer line (DN 225- 525 mm) Constructed in Nyahururu in 5 years .	1. Increased sanitation coverage, 2. Increased revenue, 3. Increased customer satisfaction	1. Improved Hygiene and sanitation standards 2. Reduced water borne diseases 3. Improved quality of life. 4. Improved company performance	TSM, MD	5000	5000	5000	5000	5000	Internal

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Construction of fecal sludge treatment facility in Nyahururu town with waste to value component. 2. Establishment of DTF and fecal sludge collection points at Rumuruti and Kinamba towns. 3. Training of septic/pit latrines emptiers	0	1	BOQ, Detailed Design, Tender documents, Contracts, completion certificates	Progress reports, Completion report, complete faecal sludge management system	1. Construction of fecal sludge treatment facility in Nyahururu town with waste to value component. 2. Establishment of DTF and fecal sludge collection points at Rumuruti and Kinamba towns. 3. Training of septic/pit latrines emptiers 4. Rehabilitation of existing sewarage treat-ment ponds Completed and system operational	1. Increased safe handling of faecal sludge, 2. Increased sanitation coverage 3. Increased revenue, 4. Increased customer satisfaction	1. Improved Hygiene and sanitation standards 2.Reduced water borne diseases 3. Improved quality of life. 4. Improved company performance	BOD, MD, TSM	300 000	200 000				External (WSTF, CGL, CRV WWDA, WB, JICA)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Rehabilitation of existing sewage treatment ponds.	0	1	BOQ, Tender documents, Contracts, completion certificates	Progress reports, Completion report, complete desludging and repair of the existing sewage treatment plant	All the sewage treatment ponds disludged, the inlet, flow splittimg chambers and grit trap mechanism all rehabilitated	1. Increased waste water treatment efficiency. 2. Effluent Discharged into the environment meeting all regulatory requirements	1. Improved Hygiene and sanitation standards 2. Reduced water borne diseases 3. Improved quality of life. 4. Improved company performance	MD, TSM	10,000	200000				External
1. Replace at least 10,000 consumer meters. 2. Replace 10 Bulk meters and 30 Zonal meters and Install meter test bench	0	10000	Meter aging survey report, billing anaalysis report, meter tesing reports	Meter replacement progress reports	1. Replacement of at least 10,000 consumer meters, 10 Bulk meters and 30 Zonal meters done	1. Increased metering efficiency	Increased revenue, Reduced Non revenue water	BOD, TSM, CM, MD	60000					External (WSTF, CGL, CRVWWDA,WB, JICA)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Rehabilitate approximately 250km of pipelines (DN 50-400MM).	17,14 km	250 km	BOQ, Detailed Design, Tender documents, Contracts, completion certificates	Progress reports, Completion report, complete rehabilitated pipelines	Rehabilitate approximately 250km of pipelines (DN 32-400MM).	Increased revenue, Reduced Non revenue water	Increased water servive levels, Reducced 0&m costs	BOD, TSM, CM, MD	75000	75000	75000	75000	75000	Internal & External (WSTF, CGL, CRV WWDA,WB JICA)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Conduct regular straff training and benchmarking on NRW management best practies. 2. Ensure adequate staffing and equipping of NRW unit. 3Conduct Public senzitization on ownership of public water infrastructure	0	6 NRW Stff deployed, trained and equipped adequately,	HR Policy, Training Manual, NRW management guidelines	Benchmarking and Training reports	Regular straff training and benchmarking on NRW management best practies done. Adequate staffing and equipping of NRW unit done. Public senzitization on ownership of public water infrastructure Conducted.	Improved staff efficiency	Improved company overall performance	TSM, HRM, MD	2000	2000	2000	2000	2000	Internal

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
Equip the exisiting laboratory with modern testing equipment	1	BOD Evo sensor Machine, Turbid meter, etc	Procurement reports	Modern lab test machines procured	Timely testing and anlaysis of drinking water and effliuent parameters	Increased drinking water and effluent quality surveillance	TSM, MD, PO	2000	2000	2000	2000	2000	2000	Internal / External

S011 IMPROVE STAFF PRODUCTIVITY

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1.Carry out trainin g needs assess ment,	0.7	1	training calendar, appraisals ,TOR	Training need assessmen ts survey,	Compet ent staff, well motivat ed staff	Increased productivit y, more effective, boost staff morale, improve efficience	Increased revenue, creates a company culture of excellence,	HR Depart	1200	2000	2500	3000	3000	Internal and externa l
2.carry out an employee satisafctio n survey														
3.Collabor ation and partnership with learning institutions														
4. emphasize company culture change														

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
5. strengthen communication protocols,		1	KEWI, TVET,NITA accreditted institutions	number of trainings: meter reading, GIS, NRW, CRM, Record management, HRM	Increase knowledge &skills	Increased revenue, reduction on man hours in burst repairs, good workmanship	Increased productivity, increased revenue,							

S012 ENHANCE PROTECTIVE SECURITY

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Develop a security policy	0	1						BOD	2,000					Internal
2. protection of catchment area.	30%	70%	County water conservation on protection and governance report (CIDP)	Number of Water springs/catchment areas protected. No of Training of WRUAs and Community Forest Associations	Water springs/ catchment areas protected.	Reduced polution of water abstraction source.	Long term sustainability of the company	CGL,BOD ,National Government, Kenya Forest service,KWS, Management	1,000	1,000	1,000	1,000	1,000	Internal
3. review of existing security measures.	30%	100%	Risk assesment reports	No of trainings. NO of engagements with security agencies	Improved capacity and capability to safe guard resources.	Measures in place to protect instalations, information and perso-nel from threats.	Enhanced national security	CMT	2,000	2,000	2,000	2,000	2,000	Internal
4. Training and capacity building on security.														
5. Liasing with contracted security agencies														

S013 ENHANCE CORPORATE BRANDING

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. review existing brand status 2. Develop a policy on cor-porate branding	20%	100 %	Balanced Score Card	Company values, Company logo, Rallying call	Brand name awarenes s and corporate identity	Improved loyalty and customer advocacy	A comm-ercily viable and sustainable company	BOD,C MT	2,000	1,000	1,000	1,000	1,000	Internal

S014 EMBRACE CONTINUOUS IMPROVEMENT, CREATIVITY & INNOVATION

				Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Offer training on how to develop the SOPs. 2. Enha-nce talent developme nt	0	1	Existing HR policies	SOPs in places	Increased efficienc y, Complia nce, guideline s	Enhanced communi cation both internal and external, creation of aware-ness on the proce-dures	Improved performanc e, increased effectiency, informed personnel	All Depts & BOD	2,000	2,000	2,000	3,000	3,000	Internal & Externa l

S015 PERFORMANCE MANAGEMENT SYSTEM/PLAN

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Upgrade HR module	0.3	1	ERP Repors	Manageme nt Reports	Improv ed staff product ivity	Staff retention	Improve d Staff |morale	All Depts & BOD	2,000	5,000	3,000	3,000	3,000	Internal and Externa l
2.setting clear job descriptio ns														
3.develop a reward and sanction policy														
4. Training employees														
5. Monitorin g& evaluation														

SO16 DEVELOP, REVIEW & IMPLEMENT REQUIRED POLICIES

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. conduct research and benchmark with other partners 2. budget allocation 3. Develop drafts	6	10	Legal frameworks, National and county policies, national legal frameworks, BOD guidelines.	Approved policies	Compliance with different framework, increased efficiency.	Good corporate governance.	Efficiency. Good reputation, good public image	BOD, MANAGEMENT	2,000	2,000	2,000	2,000	2,000	Internal

S017 ENSURE REGULATORY COMPLIANCE

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Ensure 100% compliance tariff	100%	100%	Gazetted tariff	Approved tariff	Increased in revenue	Zero penalties by the regulator	Compliance, Satisfied customers, Reduced creditors, Good corporate and sector image, Improved rating	BOD, MANAGEMENT	1,500					Internal / External
2. Ensure 100% compliance with all regulations									1,000					
3. Timely payment of license fees			Regulatory guidelines	Proof of payment	Licence /Permit	Good credit rating								
4. Timely application and follow-up on renewals														
5. Timely payment statutory obligations														

S018 REVIEW ALL THE EXISTING PROCESSES (METER READING PRODUCTION)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1. Define processes and procedures that's needs review in all department	80%	100 %	Policies, Sops, Customer service charter	Approved policies	Perfomance targets, Standard procedures across all the schemes	Increased effectiveness,Proffessinalism, Enhanced Skills, Improved mamagement.	Economic use of resources, Improvedeffeciency, Culture change, Innovation and talent, Increased customer satisfaction	BOD, MANAGEMENT	500					Internal
2. Conduct review of at least 50% each year in the first two years of the identified processes														
3. Implement fully the of reviewed processes from the 3rd years														
4. Document the process														

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands ‘000’					Funding Source
5. Automate manual process that are in place					Automated Budgeting, procurement, technical processes, an all inclusive (integrated) ERP	Efficiency, Timely and accurate reports, Security of reports	Reduction in audit queries, Cost reduction	CMT	35,000					
6. Conduct training	60%	100 %	Training reports, Training calendars, Peer training	Report after training	Number of trainees, Number of training fields covered	Effeciency, Proffessionalism, Reduction of errors, Employee satisfaction, Result oriented workforce, Increase Employee retention								
7. Implement														
8. Review														

SO19 AUTOMATE KEY PRODUCTION

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
1.Automate dosing system in all treatment plants	0	3	Manual system in place	Automatomation completion certificate	Automated dosing system	Efficiency, Timely and accurate reports, Security of reports	Efficient usgae of chemicals, guaranteed water quality, Realtime monitoring	BOD, MANAGEMENT	10,000					EXTERNAL(CGL,WORLD BANK, WSTF)
2.Install smart meters	0	10,000	Traditional meters	Smart meters installed	Precise meter readings ,Real time data collection	Increased accuracy	Less customer complaints. No estimated consumptios	BOD, MANAGEMENT	5,000	4,000	4,000	3,500	3,500	EXTERNAL(CGL,WORLD BANK, WSTF)
3. Automated asset management system through advanced GIS systems	0	1	Manual system in place	Automatomation completein certficate	Automated asset management system	Efficiency, Timely and accurate reports, Security of reports	Efficient management of assets	MANAGEMENT	10,000					EXTERNAL(CGL,WORLD BANK, WSTF)

Activity	Baseline	Target	Reference	Performance Indicators	Expected output(s)	Expected Outcome(s)	Expected Impact(s)	Person Responsible	Proposed Budget in Kshs. In thousands '000'					Funding Source
4. Automate power change over system at our station.			Manual system in place	Un-interuppted power supply	Reliable and seamless power transfer system	Improved reliability, Load management	Un-inturrupted service	MANAGEMENT	750	750				EXTERNA (CGL, WORLD BANK,WSTF)
5. Procure two stand by generators at Rumuruti and Gatero.				Un-interuppted power supply	Reliable and seamless power transfer system	Improved reliability, Load management	Un-inturrupted service	MANAGEMENT	750	750			800	EXTERNAL (CGL, WORLD BANK,WSTF)

RISK MATRIX

Risk Assessment Matrix

Probability \ Severity	Catastrophic - 4	Critical - 3	Marginal - 2	Negligible - 1
Frequent - 4	High (16)	High (12)	Serious (8)	Medium (4)
Probable - 3	High (12)	Serious (9)	Serious (6)	Medium (3)
Remote - 2	Serious (8)	Serious (6)	Medium (4)	Low (2)
Improbable - 1	Medium (4)	Medium (3)	Low (2)	Low (1)

PERSPECTIVES

1 FINANCIAL/COMMERCIAL GROWTH & ENVIRONMENTAL SUSTAINABILITY

Objectives	Risk	Causes	Likelihood	Impact	Risk Core	Risk Code	Mitigation Plan
Increase revenue income to KES 517 million by 2029	Delayed approval and implementation of the new tariff. De registration	Political interference. Non compliance	3	4	12	C1	• Conduct an effective public participation. • Start building good relationship with the political class. • Develop a strong business case.
Increase billing efficiency to 100%	Delayed upgrade of the ERP.	Inadequate cashflows required to finance the upgrade and purchase of meter reading gadgets/computers.	3	4	12	C2	• Prepare funding proposals for the system upgrade. • Continuous training of staff
Reduce Receivables portfolio by 30%	Increase in receivables.	Bankruptcy of major clients.	3	4	12	C3	• Deposit top ups for major clients.
		Migration of domestic clients to other towns. Challenged cash flows of major clients.					• Intensify debt follow-up activities.

Objectives	Risk	Causes	Likelihood	Impact	Risk Core	Risk Code	Mitigation Plan
Improve Collection Efficiency to 100% by 2029	Delays in revenue collection.	Late payment of water bills by Government departments. · Alternative water sources.	3	4	12	C4	• WASPA and WASREB to engage with National Treasury to address delays in disbursement to WSPS. • Encouraging flexible repayment schedules.
Improve Customer Satisfaction level to 90%	Stagnation in level of customer satisfaction.	Inadequate funds to finance CRM upgrade and customer satisfaction surveys	3	4	12	C5	• Improve our CRM system(upgrade). • Training customer care staff. • Equip the staffs on enhancing customer satisfaction, loyalty and brand reputation • Improve water supply. • Improve complaints resolution rate.
Enhance Customer /Stakeholder engagement	• Failure to hold bi-annual public barazas in all schemes and annual stakeholder forums.	Inadequate funds to finance the various engagements.	3	4	12	C6	• Source for strategic partners for support.

Objectives	Risk	Causes	Likelihood	Impact	Risk Core	Risk Code	Mitigation Plan
Improve Complaint resolution to 95%	Poor response times to reported complaints.	Unattended leaks and bursts. Poor workmanship on repairs.	3	4	12	C7	• Intensify follow-up with tasked officers and inspection on quality of work done • Timely provision of materials and equipment. • Being active on social media platforms like facebook,, X,twitter whatsapp etc. • Capacity building on customer care team.
Company unable to bill customers due to system collapse	Loss of revenue	System collapse	4	4	16	F1	• Enter in an escrow agreement with system developer • Ensure timely backups (offsite) of data.
Safeguard USSD code to ensure continued services	Low customer satisfaction/loss of revenue. Lack of customer feedback mechanism	System breakdown	4	2	8	F2	• Have a customer android app • Use hotline phone number • Come up with a proper Business Continuity Plan.

Objectives	Risk	Causes	Likelihood	Impact	Risk Core	Risk Code	Mitigation Plan
Safeguard the quality of water	Waterborne diseases	1. Illegal sewer connection. 2. Leaks water bursts 3. Insufficient water treatment. 4. Irregular water quality tests	3	5	15	F7	• GIS mapping • Impromtu network inspections • Adherence to water quality standards. • Consumer engagement. • Timely response to leaks and bursts.
Increasing water storage capacity. Increasing production capacity.	1.Unpredictable revenue patterns.	Migration of population from rural to metropolitan areas	2	2	4	F8	• Match future infrastructure investments with future projected population • Having realistic annual budgets • Carrying out regular customer identification surveys

Objectives	Risk	Causes	Likelihood	Impact	Risk Core	Risk Code	Mitigation Plan
HR planning	· Over or under staffing · Human errors	· Lack of adherence to staff establishment · Mismatch of skills	4	4	16	HRC 1	• Adhere to staff establishment. • Adherence to job specifications and requirements • Continous assessment on HR establishment
Information Systems--Effective communication in terms of how the company collect, store, maintain and disseminate information	· System failure · Cyber attacks	·High cost of upgrading HR module · failure to involve all departments on critical roles.	4	4	16	HRC 2	• Conducting regular backups and audit. • Implementing policies , protocols and procedures • Enhance synergy between departments. • Capacity building on emerging technoligical developments
Having well defined company's policies and procedures	· Theft or fraud cases · Employment related lawsuits	· Ineffective communication · Behaviour and altitudes of employees · Indiscipline · Unhealthy working conditions	3	3	9	HRC 3	• Creating awareness on existing policies • Reinforce behaviour change • Top management commitment to honour negotiated agreements.

PERSPECTIVES

2 LEARNING AND GROWTH (PEOPLE) PERSPECTIVE

Objectives	Risk	Causes	Likelihood	Impact	Risk Core	Risk Code	Mitigation Plan
Industrial relations Promote good industrial relations	· Resistance to change · Low productivity and employee morale · High labour turnover · Absenteeism	· Disruption of services	4	4	16	HRC 4	• Embrace the organizational cultural values • Providing feedback • Offer career development • Motivation of staff • Putting an enhanced appraisal system in place.
Training and Development- Increase productivity	· Budget constraints · Diverse learning needs	· Low productivity · Increased costs and errors	4	4	16	HRC 5	• Offer competitive salaries and total compensation • Staff promotion/upgrading

NYAHUWASCO

PERSPECTIVES

3 INCREASE ACCESS TO CLEAN WATER & SAFE DRINKING WATER AND SANITATION SERVICES

Objectives	Risk	Causes	Likelihood	Impact	Risk Core	Risk Code	Mitigation Plan
Reduce non-revenue water	· Loss of treated water · Interrupted flow	• Water theft/bypasses • Leakages and bursts being unattended on time. Illegal connections, vandalism.	4	4	16	T1	· Develop and implement of NRW management strategy· · Educate the public on need of taking care of the water system. · Replacement of dormant and faulty of meters. · Quality standards of materials. · Involve water police unit
Reduce operation & maintenance costs	Low company financial status	Low quality pipes & fittings Insufficient proper prior planning	4	4	16	T2	· Procure the right quality of pipes & fittings · Inspect work to ensure that they are done upto standard
Physical planners involve the company when issuing approval of structures	Building roads & buildings on top of water infrastructure	· Unsupervised workmanship · Lack of coordination when building roads & buildings. · Poor workmanship	5	5	25	T3	· Protect the water & sewerline systems when new infrastructure is being implemented. · Development of Standard operations procedures. · Capacity building

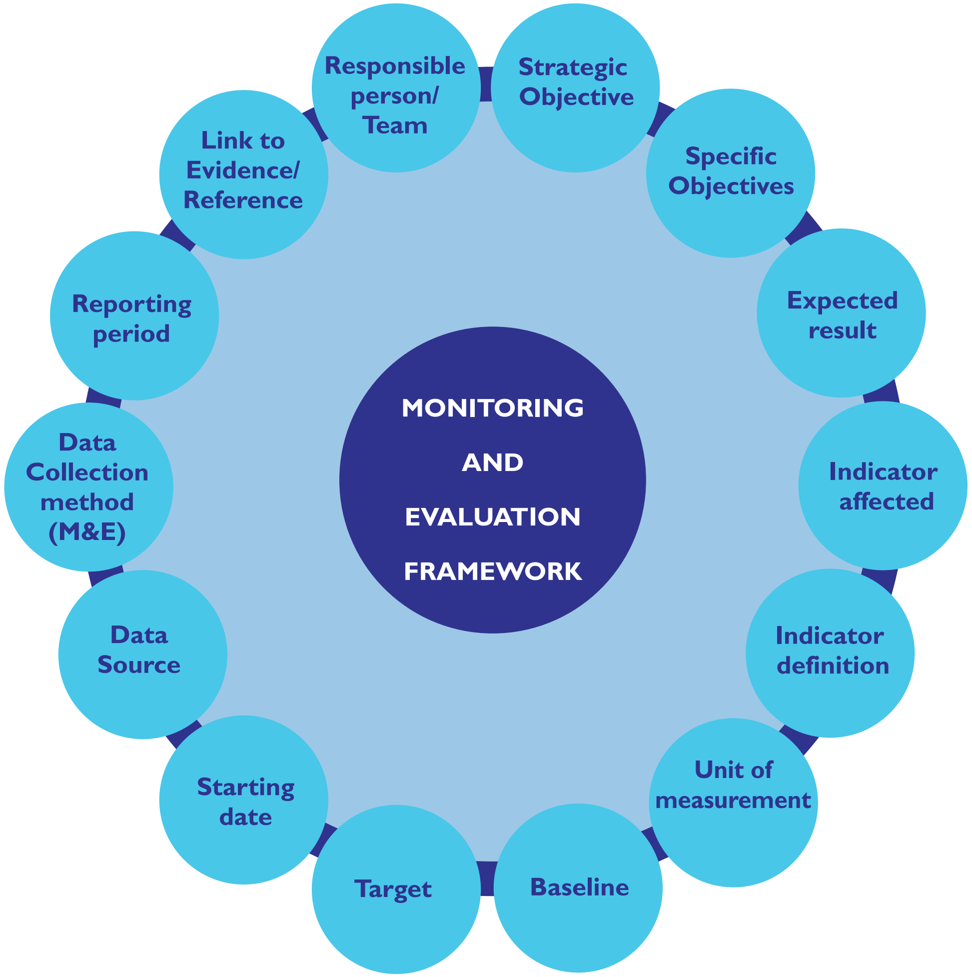
Objectives	Risk	Causes	Likelihood	Impact	Risk Core	Risk Code	Mitigation Plan
Ensure impurities do not get into the water distribution system	Waterborne diseases outbreak among water consumers	Leaks not being attended to on time.	4	5	20	T4	• Enhance enforcement unit. • Timely repair of leaks. • Proper marking of pipe network. • Adequate treatment of water.
Conserve the environment to ensure water scarcity is curbed	In adequate water supply.	Unlawful cutting down of trees High levels of pollution to our water sources	4	4	20	T5	• Planting trees along catchment areas. • Tapping & collecting rainwater in tanks • Rain water harvesting • Securing ownership documents • Construction of dams through national and county government agencies. • Drilling boreholes • Enter into PPP to buy water in bulk from borehole owners.
Automate dosing equipment	Under-dose & over-dose of chemicals	Untrained chemical attendants Malfunctioning machines	5	4	20	T6	• Training of chemical attendants on proper setting of dosing equipment. • Get machines calibrated.

4 IMPROVE ORGANIZATION PROCESS

Objectives	Risk	Causes	Likelihood	Impact	Risk Core	Risk Code	Mitigation Plan
Develop and Implement required policies	Failure to develop and implement	1. Lack of guiding principles. 2. In efficiency. 3. Lack of uniformity and standards	4	4	16	A1	1. Training on policy Development. 2. Develop policies 3. Sensetization on available polices. 4. Continous review
Ensure regulatory compliance	Fines and penalties	1. Inadequate funds. 2. Lack of information on the existence of regulations/legal frameworks /circulars	4	4	16	A2	1 Training and sensetization of senior managers. 2. Create awareness on existence of information. 3. Document all guiding regulations in place. 4. Ensure regulations are documented as prescribed.
Develop standard operating procedures(SOPs)	1. In efficiency. 2. Expensive. 3. Legal exposure. 4. Safety exposure.	Lack of operating manuals	4	4	16	A3	1. Develop SOPs 2. Training. 3. Implement 4. Mitigate against exposure to work place hazards.

Objectives	Risk	Causes	Likelihood	Impact	Risk Core	Risk Code	Mitigation Plan
Enhance protective security	1. Loss of revenue 2. Legal suit. 3. Bankruptcy	1. Loss of data. 2. Terrorist attack. 3. Loss of property	5	5	25	A4	1. Installation of CCTV cameras. 2. Installation of alarm systems. 3. Collaboration with security agencies. 4. Create awareness on security matters. 5. Enhancing physical security.
Enhance corporate branding	1. Bad corporate image and reputation.	1. Mis communication. 2. Accidents caused by vandalism of manholes. 3. Lack of visibility. 4. Organizational culture	4	4	16	A5	1. Brand identity. 2. Sensitize staff employees on adaptation of corporate culture 3. Develop and implement communication policy. 4. Use of social media platforms 5. Community engagement in protecting our assets. Engange WRUAs.

MONITORING AND EVALUATION FRAMEWORK



Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
Increase access to clean & safe drinking water and sanitation services	Increase access to water to 88% 96%	Increase in registered connection	Water Coverage		No	15,600	20,000	Jul-24	Customer reports, billing system print out	ERP reports, field survey/ meter reading forms	quarterly reports	Commercial Folder	Commercial manager	
	Increase access to sanitation services to 100%	Increase access to sanitation services within our service area to achieve ODF (open defeacation free)	Sanitation coverage	household with access to sanitation facilities	percentage of households	1	1	Jul-24	Consumer engagement reports, public health records, household survey reports	Focus group discussions,censors report, field survey reports	every six months	Information to be included in the sanitation folder	TSM and Commercial manager	

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
	Increase efficiency of wastewater treatment and establish Faecal sludge management system	Feacal sludge treatment facility established in Nyahururu town	Sanitation coverage		No	0	1	Jul-24	BoQ, Detailed designs, tender documents contracts and completion certificates ,feasibility study	Field measurement, Inspection reports,desktop previews	Quarterly reports	Sanitation folder	TSM, Procurement Officer, MD	
		DTF established at Rumuruti and Kinamba			No	-	2	Jul-25	BoQ, Detailed designs, tender documents contracts and completion certificates ,feasibility study	Field measurement, Inspection reports, desktop previews	quarterly reports	Sanitation folder	TSM	

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		Sewarage ponds desludged at Nyahururu plant			No	-	2	Jul-24	BOQ s, contract documents, completion documents, photos	Field inspections	Annually	Sanitation folder	TSM	
		Private exhauster operators/ emptiers trained on sludge handling			No	-	20	Jul-26	Training TOR,Training materials, attendance sheets,Pictures	Certificates, public participation	every six months	Sanitation folder	waste water officer II	
	Increase access to sewer services from 14.4% to 27%	New sewage treatment plant constructed at Manguo estate		0		-	1	Jul-27	Detailed design, BOQs, contract documents, completion documents, photos, permits	Field assesements, field measurements	quarterly reports	Sanitation folder	waste water officer II	

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
	Increase sewer transmission line to 46.6km					41.6	46.6		Detailed design, BOQs, contract documents, completion documents, photos,permits	Field assesemments, field measurements	quarterly reports	Sanitation folder	MD, TSM, Waste water officer II	
	Increase of volume of water produced to 4,200,000 m3	Intake constructed at Nyahururu and Rumuruti	Water Coverage		No	2	4	Jul-25	BoQ, Detailed designs, tender documents contracts and completion certificates	Field measurement,	every six months		TSM	

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		6 boreholes drilled at Kinguka, Muthengera, Huhoini, Mutamaiyu, Kundalira and Kandutura	water Coverage		no	2	8	July 24	Project concept notes, hydrological survey reports, NEMA license, Test pumping reports, completion reports, water quality reports	field assesment, pictures	every six months	water coverage folder		
		4000 m3 per day water treatment plant constructed in Rumuruti Municilpality	water Coverage									water coverage folder	TSM	

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
	Increase transmission and distribution lines to 713.5km	10km of assorted sizes of HDPE Water pipes intalled within the service area per year	water coverage		KM	664	714	Jul-24	Demand assesment repo-rts,BoQ, Detailed designs, tender documents con-tracts and comple-tion cer-tificates	Field assessment reports	quarterly reports	Water coverage folder	TSM	
	Increase water storage capacity to 15,510	Constructed 2NO. 2000m3 RC Tanks in Nyahu-ruru,2NO. 500m3 RC tanks in Rumu-ruti, 1NO. 300m3Elevated steel tank in Rumu-ruti, 6no. 108 m3 elevated steel tank at bore-hole sites.	Hours of supply		volume in m3	9,262	15,510	Jul-25	Title deeds,BoQ, Detailed designs, tender documents contracts and completion certificates					

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
	Reduce Non Revenue water for entire service area from 38.4% to 29%	Consumer meters replaced	NRW		no. of meters replaced annualy	tbc	10,000	Jul-24	NRW reports, ERP reports	Field survey/samplig to verify istallation status	Monthly	NRW folder	TSM and CM	
		15 Bulk and 200 Zonal meters installed			no of meters installed/replaced	tbc	215	Jul-24			Quaterly			
		100km of pipelines (DN 32-400MM) rehabilitated			KM	TBC	100	Jul-24	BoQ, Detailed designs, tender documents contracts and completion certificates					

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		NRW equipment procured												
		Smart meters procured			NO									
		GIS mapping of the entire network and of meter points done												
		Enforcement unit on illegal connections and water theft enhanced												
		Debt recovery unit enhanced												

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		Partnership on NRW reduction eg in training and equipment provision (eg Ministry of Water, JICA, World Bank and other donors) increased												

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
	Improve water and effluent discharge quality parameters (BOD, COD)	Sewage treatment plant rehabilitated	Sewage treatment plant rehabilitated	Number of sewage treatment ponds rehabilitated; No. of inlet works rehabilitated	No	-	Ponds - 5No.; Inlet works - 2No.	Jul-24	Sewerage monthly O&M reports; Assessment reports	Rehabilitation reports	Annually	Sanitation folder	MD, TSM, Finance Manager, Sewerage In-Charge, ...	Ensure compliance with environmental regulations
		Existing laboratory equiped with modern testing equipment for monitoring drinking water and effluent quality.	Number of new testing equipment installed	Total number of new testing equipment installed in the laboratory	Units			Jul-24	Assessss ment reports; Procurement and installation reports	Inspection and testing logs	Quarterly; Annually	Water quality folder	MD, TSM, Finance Manager, Production/Lab Team	Ensure equipment meets regulatory standards

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		Adherence to sampling programmes as provided by the Regulator (WASREB /NEMA) ensured.	Sampling frequency; Number of samples tested as per regulatory schedule	Frequency of sampling; Total number of samples tested according to regulatory requirements	No., Samples				Sampling records	Test results and compliance reports	Monthly; Quarterly	Sampling logs	TSM, Sewerage In-Charge, Production In-Carge, Lab Team, ...	Coordinate with regulatory bodies for updated sampling protocols
		Compliance by industrial processor on effluent pre-treatment requirements enforced	Number of compliance checks conducted	Total number of compliance checks conducted on industrial processors	No. of Inspections			Jul-24	Inspection reports	Compliance Checklists and reports		Water quality folder	MD, TSM, ...	

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
	Increase hours of supply	Water storage and production capacity increased						Jul-24						
		NRW reduced						Jul-24						
		Multiple sources of power in place						Jul-24						
		Repairs of leaks and bursts adressed on time						Jul-24						
	Improve drinking water quality parameters	Existing laboratory equiped with modern testing equipment for monitoring drinking water and effluent quality						Jul-24						
		Laboratory accredited to international standards.						Jul-24						

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
Enhance Financial/ Commercial growth & Environmental sustainability	Increase the O&M cost coverage ratio to over 130% by 2029	A valid tariff operationalized and indexed annually	O&M Cost Coverage		%	88%	>130%	Jul-24	Gazetted Tariff	Documents review		Commercial Folder	CM TSM FM	
		Automation and other cost reduction strategies embraced							ERP reports, Annual Financial Reports	ERP reports	Monthly			
		Preventive maintenance of infrastructure and equipment conducted.							Asset maintenance reports	Field survey reports	Quarterly			
		Optimal stock levels maintained							ERP reports	Inventory Ledgers	Monthly			

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
	Improve Collection Efficiency to 98% by 2029	Dis/re-connection process in the ERP system automated	Revenue Collection Efficiency		%	95%	Maintain at >98 %	Jul-24	ERP reports	Documents review	Monthly	Commercial Folder	CM, ICT	
		A functional debt collection unit operationalized							Committee reports	Observation Monthly	Monthly			
		Debt collection policy reviewed							Company Website	Observation	Annually			
	Increase revenue income to KES 494 million by 2029	Metering ratio maintained at 100% to ensure accurate billing	Metering ratio		%	100 %	100 %	Jul-24	Impact report, ERP reports	Documents review	Monthly	Commercial Folder	CM HR Admin	
		Regular customer awareness engangement conducted as per WASREB guidelines	O &M Cost Coverage		%	88%	>130%	Jul-24	Field reports, Minutes of engagement forums	Observation	Quarterly			

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
	Increase billing efficiency to 100%	Billing cycle optimized and harmonized	Billing efficiency	Billing efficiency ratio focuses on accuracy of bills generated and completeness i.e ensuring that all customers are billed	%	85%	100 %	Jul-24	Billing schedule,	Documents review	Monthly	Commercial Folder	CM, HR Personell	
		comprehensive billing system audited and recommendations implemented via upgrade							ERP reports	ERP reports	Quarterly			
		Adequate and efficient computers and meter reading gadgets provided							Asset register.	Observation	Monthly			

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
	Improve credit worthiness rating to A	Compliance to statutory levies provisions	Governance					Jul-24	Payroll reports	Tax compliance certificate, Audit report	Monthly	Governance	FM	
		Adherence to approved annual budgets	Governance						Financial reports	Audit report	Quarterly	Governance	FM	
	Reduce Receivables portfolio from 43,520,823 by 5% every year	Monthly debt aging register in place to inform debt collection priorities.	Revenue Collection Efficiency	Revenue collected compared to billed revenue (sales)	%	95%	85%	Jul-24	ERP reports, Impact report	Document review	Monthly	Commercial Folder	Commercial manager	
		Debt payment agreement plans adhered to.									Monthly			

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		External debt collection methods in place i.e C.I.P.U,CRB									Quarterly			
		The new debt portfolio limited to less than 10% every year as per the Debt Management policy									Annually			

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
	Reduce debt (Payables) portfolio from 129,603,533 to 21603533	Monthly payables aging register in place			NO			Jul-24	Financial reports, ERP reports	Aging report, Audited accounts	Monthly	Finance folder		
		Prepare payment plans and adhere to them			NO			Jul-24	Financial reports, ERP reports	Aging report, Audited accounts	Monthly	Finance folder		
	Improve Meter reading efficiency to 100%	Equipped the meter readers with appropriate tools and PPEs.	Billing Efficiency		%	85%	100 %	Jul-24	Stock issuance reports, Assets register	Observation, Field reports				
		Enhanced mobility			No	5	20		Assets register	Observation, Field reports				
		Maintain an updated customer database i.e location,contacts, bio data			%	85%	100 %		ERP reports	ERP reports				

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		Automated meter reading process by use of optical character readers(OCR).			%	75%	100 %		Operating manuals, ERP reports					
		Introduced alarm/ alerts report on inaccessible premises in the ERP system.							ERP reports	ERP reports				

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
Environmental sustainability	Improved resilience and environmental sustainability in service provision	Solarization on infrustructure installed at Nyahururu water intake and at all 6 proposed boreholes ,Solarization of pump stations at Rumuruti and Gatero and other alternative energy sources	Number of solarization installations	Count of solar panels and alternative energy sources installed	Units	1	7	Jul-24	Installation reports		Annually	Installation contracts	TSM, Finance Manager, ...	
		Reduced NRW levels Reduction in NRW %	Reduction in NRW %	Percentage reduction in NRW percentage	%	40 %	30%	Jul-24	Water audit reports	Inspection and commissioning reports	Annually	Billing/ NRW?Water audit data	TSM, Finance Manager, NRW Mgt Head, ...	

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		Replaced AC roofings with other materials	AC roofing replaced with safer materials	Total area of AC roofing replaced	m2			Jul-24	Project progress reports	Inspection and commissioning reports	Annually	Billing/ NRW?Water audit data	TSM, Finance Manager, NRW Mgt Head, ...	
		Replaced AC roofings with other materials	AC roofing replaced with safer materials	Total area of AC roofing replaced	m2			Jul-24	Project progress reports	Site inspections and project reports	Quarterly	Project documentation	TSM, Finance Manager, ...	
		Replaced AC pipes with HDPE	Replacement of AC pipes with HDPE pipes	Total length of AC pipes replaced with HDPE	KM			Jul-24	Project progress reports	Site inspections and project reports	Annually	Project documentation	TSM, Finance Manager, ...	
		Compliance to regulatory standards on effluent discharge.	Compliance with effluent discharge standards	Percentage compliance with regulatory standards	%	100 %		Jul-24	Compliance reports	Wastewater quality testing and compliance monitoring	Monthly / Quarterly	Regulatory compliance data	TSM, Finance Manager, ...	

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		Catchment areas protected and conserved in collaboration with other stakeholders (demarcating, fenci-ng, tree planting, gabions)	Protected and conserved catchment areas	Number of catchment protection activities conducted	No., Activities	1	3 Activities	Jul-24	Project progress reports	Inspection and commissioning reports	Quarterly	Project documentation	Admin. Officer, ...	
		Mobilized community members for (bi-annual clean-ups, wetlands day, envrinment day,world water day)	Community members mobilised for environmental events/ activities		No.	-	10	Jul-24	Event/activity participation records		Quarterly	Events reports	Admin. Officer, ...	

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		climate resilient intiatives for water and sewerage infrastructure developed and implemented	Climate resilience initiatives developed and implemented	Total number of climate resilience initiatives implemented per year	No.,	-	10	Jul-24	Project progress reports	Site inspections and activity/project assessments reports	Semi-annually	Project documentation	TSM, Finance Manger, ...	
		Water vending regulations in collaboration with other stakeholders enforced	Enforced water vending regulations	Number of enforcement actions taken	Actions	-	1	Jul-24	Regulatory reports	Inspection and enforcement reports	Quarterly	Enforcement data	Admin. Officer, ...	
		Assesed Company's contribution to reduction of Green House Gases emissions.	GHG emission reduction assessment completed		Assessment completion	-	1 assessment	Jul-24	Assessment reports	GHG measurement and reporting	Annually	Assessment data	TSM, Finance Manager, ...	

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		Sustainability index validated	Validated sustain ability index	Completion of sustainability index validation	Validation on completion		1 validation	Jul-24	Validation reports	Index measurement and reporting	Annually	Validation data	TSM, Finance Manager	
Enhanced Customer Focus	Improve Customer Satisfaction level from 72% to 90%	Customer satisfaction survey conducted and recommedations implemented	Customer Satisfaction Index		%	72 %	90 %	Jul-24	Customer Satisfaction Survey reports	Online survey reports,	Annual Reports	Commercial Folder	CM	
		CRM module of the ERP system enhnced i.e self metereading,feedback mechanism												

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		Customers sensitized on services available	Customer Engagement		No									
		Annual newsletter published, updated the company's web-site and increased social media platforms engagement.				-	5	July 2024	Published Newsletters	Observation	Annual Reports	Commercial Folder	CM	
	Enhanced Customer /Stakeholder engagement (hold at least 10 engagements per year)	key stakeholders of the company in every scheme identified	Stakeholder Engagement						Approved Stakeholders' Register	Observation and Documents review	Annual Reports	Commercial Folder	Commercial Manager	
		Bi-annual public baraza in every scheme held							Meeting reports	Every Six months				

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
		CSR policy developed	Stakeholder Engagement						Approved policy	Annually				
		Annual CSR plans implemented							Implementation Reports					
	propoor	Enhancing the pro poor policy by mapping the pro poor areas												
		Introduction of innovative ways of serving the customers												

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
	Improve Complaint resolution to 98%	Active engangement on social platforms i.e faceb-ook,X,whats app	Complaint Resolution Ratio (CRR)	No of resolved complaints as a percentage of total reported complaints						CRM (ERP) Reports	Monthly	Commercial Folder	Commercial Manager	
		Customer service charter adhered to								Compliance reports	Quarterly			
		Customer complaint handling procedures developed								Review of approved Policy guidelines	Annually			
Improve Organizational Strucutre and Processes	Develop, review & implement required policies	Benchmark with related industries and devel-op policies												
		Policies approved and implemented												

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
	Ensure regulatory compliance	Maintaining good working relationship with WASREB and other key stakeholders												
		Annual license conditions met												
		All necessary licnces valid(NEMA,WASREB, KRA,County Licencies, WRA,OSH etc)												

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
	Documentation of the Standard operating procedures	TOR developed to document various SOPs												
		Necessary SOPs developed (documentation,dissemination) and approved												
		Continous review of the SOPs												
		Safe custody of SOPs provided												
		Staff training on the SOPs												

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
	Automate key production process	Automate dosing system in all 3 treatment plants												
		Automated asset management system through advanced GIS systems												
		Automated power change over system at intake, production												
	Enhance protective security	Security policy developed	Governance		No of policies developed	-	1	Jul-24	TORs	Security policy in place	Annually	Administration	HR & Admin Officer	

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
		Key installations fenced (water treatment plant, sewage treatment plant, water storage tanks)				2	3	Jul-24	BOQs	Fenced Installati ons	Annua lly	Administ ration	HR & Admin Officer	
		Adherence to security measures in compliance to the security policy			No. Measure s in policies	-	2	July	Policies		Annua lly	Administ ration	HR & Admin Officer	
		Enhance cooperation with security agencies			No of Meeting s	-	7	July	HR depart, Scheme Manage r & Security Agencie s, Supervis ors		Quaterl y	Administ ration	HR & Admin	

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
		Ownership documents of all company assets acquired.			No. of Documents		7	Jul-24	County Gov. Of Laikipia		Annually	Administration	Managing Director	
		Safe repository of documents established(fire/wa- ter proof cabinets)			No of Fire /Water proof cabinets	1	6	Jul-24	Quotation,Tender Prequalification list	procuring	Annually	Administration	HR Admin & Procure-ment Officer	
	Enhance corporate branding	TOR to enhance corporate branding developed and implemented												
		Corporate branding policy developed and approved(company logo.company colors												

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
		in all installations . standard font size and type for all official documents)												
		Ensure visibility of vision, mission, core values & rallying call, servi-ce charter, board charter through installation of signage.												
	Enhance financial controls	Adhere to statutes and legal frameworks and Acts(financ e policy manual.PF M Act)	finan-ce policy		100%	-								

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
		Adherence to budgetary provisions and procurement plans, national audit guidelines and implementing audit issues.	budget		100%									
		Timely presentation of financial reports to the Board committees, Board, CECM finance / County assembly, National treasury, controller of budgets.	financial reports											

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		Enhanced Fraud detection mitigation measures.	budget		100%									
		Aim to get unqualified audited report.												
		Improve CVC rating from 66 to over 70.												
Enhance learning, Growth and productivity	Performance Management system/plan	performance management system reviwed and align-ed to the strategy	staff productivity	ability of an employee to take input and turn them into output	%			July 2024	Job description manual. HR manual	Staff performance appraisal forms	After six months	hr folder	hrm officer	
		Annual Performance management framework instituted						July 2024	Staff performance appraisals	mid-term review and annual staff performance reports				

Strategic Objective	Specific Objectives	Expected result	Indicator affected	Indicator definition	Unit of measurement	Baseline	Target	Starting date	Data Source	Data collection method (M&E)	Reporting period	Link to evidence/reference	Responsible Person/ Team	Comment
		Annual performance incentive scheme developed and implemented						June 2024		Staff performance appraisal, reward policy	Annually			
	Automating HRM process	Upgrade ERP to accommodate additional automated HR processes(annual leave application ,performance management,perdiem system,approval for authority to work overtime/ weekends or public holidays).						June 2025	ERP Reports, staff personal files, employment act 2007, hr policy, src circulars					

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
		Bio data for staff digitized												
		Move manual files to E-files												
	Career Develop ment and growth	Establish succession planning (career progressi-on, retire-ments, exists, natural attirations, immigratio n)							HR Policy, scheme of service, employm ent act 2007, training need as-sessment reports		Annu ally			
		Develop schemes of service							career progressi on and salary structure		career progre ssion manua l			

Strategic Objective	Specific Objectives	Expected result	Indica-tor aff-ected	Indica-tor def-inition	Unit of measur-ement	Base-line	Tar-get	Star-ting date	Data Source	Data co-llection method (M&E)	Repo-rting period	Link to eviden-ce/refe-rence	Respon-sible Person/ Team	Com-ment
		Develop annual training calendars							staff performance appraisals	training needs assesment	traini-ng needs assessment			
		Talent acquisation and retention												
Enhance staff productivity	Undertake audit of tools, equipment and working environment.								OSH committee reports	OSH audit reports	Annually	hr folder	hrmo and hrao	
	Implement the audit recommendations													

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