



GUSII WATER AND SANITATION
COMPANY LTD (GWASCO)

STRATEGIC **PLAN** 2023 - 2028



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ABBREVIATIONS

AGM	Annual General Meeting
BETA	Bottom-Up Economic Transformation Agenda
CIS	Customer Identification Survey
CM	Commercial Manager
COK	Constitution of Kenya
CSR	Corporate Social Responsibility
DMA	District Metered Area
GIS	Geographical Information System
GWASCO	Gusii Water and Sanitation Company
KPI	Key Performance Indicator
KUWASE	Kenya Union of Water and Sewerage Employees
LVSWWDA	Lake Victoria South Water Works Development Agency
MD	Managing Director
NWWSA	National Water Harvesting Authority
PESTEL	Political, Economic, Social, Technological, Legal, and Environment
PM	Project Manager
PPP	Public Private Partnerships
SDGs	Sustainable Development Goals
SWOT	Strengths Weaknesses Opportunity Threats
TM	Technical Manager
WASREB	Water Services Regulatory Board
WKWP	Western Kenya Water Program
WRA	Water Revenue Authority
WSP	Water Service Project
WSTF	Water Sector Trust Fund
WWDA	Water Works Development Agency

FOREWORD



In the realm of public utilities, few resources bear as much significance and necessity as water. It is the foundation of life, the cornerstone of communities, and a critical driver of socio-economic progress. As we unveil this strategic plan for Gusii Water and Sanitation Company (GWASCO), we are not just charting a course for an organization; we are envisioning the future of water stewardship in our community. This plan not only signifies our commitment to ensuring reliable, safe, and sustainable water services for our community but also underscores our dedication to innovation and excellence in managing this essential resource.

We recognize that this strategy comes at such a time when the sector is facing many emerging challenges including governance, urbanization, growing demands to meet economic development, climate change and dwindling financial resources among others. This strategic plan is a reflection of our mission to confront these challenges head-on, ensuring that our services remain resilient, efficient, and equitable. This strategic plan is a testament to our commitment to fulfil our mandate to ensure access to adequate, safe and reliable water services in an efficient and sustainable manner. GWASCO leadership and management will work with partners and stakeholders to harness the latest technological advancements, embrace sustainable practices, and engage with our community to ensure that we meet their needs for water and sanitation.

At the heart of this plan lies our core values: include Integrity, Professionalism, Teamwork, Innovation, Customer Focus, Equity and Gender responsiveness. These values guide our actions and decisions, ensuring that we remain accountable to the community we are privileged to serve. Our approach is to enhance operational efficiency, improve the resilience of our water supply and distribution systems, embrace innovation and foster a culture of sustainable water usage among our customers and promoting conservation and stewardship as shared responsibilities.

In these pages, you will find a roadmap designed to navigate the complex landscape of water management. It outlines clear goals, strategies, and actions that will steer GWASCO towards enhanced service delivery/coverage, Institutional Capacity Strengthening, financial stability, Corporate Culture Change and Brand Improvement, Partnership Building and Resource Mobilization and customer satisfaction. This plan is the result of extensive research, stakeholder engagement, and a forward-thinking mindset. As we embark on this strategic journey, we are filled with optimism and determination and invite our customers, partners, and all other stakeholders at large to join us in this vital endeavor. The path ahead is filled with challenges, but with this strategic plan as our guide, we are confident in our ability to overcome them and ensure water for all.

David Obure

Chairman of the Board

ACKNOWLEDGEMENT



On behalf of Gusii Water and Sanitation Company Limited (GWASCO), I express profound gratitude to all who contributed to the strategic plan for 2023-2028. This strategic blueprint is not just a document, but a reflection of concerted efforts from various stakeholders whose invaluable contributions have shaped our path towards a sustainable future in water and sanitation services in our area of jurisdiction.

We acknowledge the tireless efforts of our Board of Directors, who have provided the governance and oversight necessary to guide this strategic journey. Their commitment to excellence and strategic direction has been fundamental in aligning our operations with our long-term goals. Special thanks are extended to our dedicated staff at GWASCO, whose insights and expertise were crucial in the development of this strategic plan. Their deep understanding of our operations and challenges has ensured that the strategies we adopt are both practical and impactful.

Our gratitude also goes to the County Governments of Kisii and Nyamira. Their unwavering support and collaboration have been instrumental in ensuring that we address the water and sanitation needs of our communities effectively. The guidance and financial support from these county governments continue to empower our mission to enhance service delivery across the region.

We are immensely thankful to our development partners and stakeholders, including USAID Western Kenya Water Project (WKWP) for their financial and technical support, Lake Victoria South Water Works Development Agency (LVSWWDA) and the Water Services Regulatory Board (WASREB), whose support extends beyond just funding. Their strategic insights and regulatory guidance help us maintain our commitment to providing high-quality water and sanitation services.

Lastly, we recognize the contributions of the community we serve. Their engagement and feedback have been vital in shaping a plan that truly reflects the needs and aspirations of our customers. As we implement this strategic plan, we look forward to continuing our partnership with every stakeholder to achieve enhanced water coverage, financial sustainability, and institutional strength.

Together, we are setting the foundation for a water-secure future, committed to innovation, sustainability, and community-focused service delivery. Thank you all for your continued support and believe in our mission.

Lucy Wahito
Managing Director

EXECUTIVE SUMMARY

Gusii Water and Sanitation Company's (GWASCO) 2023-2028 strategic planning process was designed to tap into the potential that exists within six schemes in Kisii County (Kegati, Nyakomisaro, Gesusu, Tabaka, Birongo, and Suneka treatment works) and four in Nyamira County (Nyamira, Ikonge, Nyansiongo, and Keroka) to address issues of water and sanitation.

In developing its new strategic plan, GWASCO's management sought broad participation and consultation of all its staff and stakeholders. This was done not only to enable users to easily understand and implement the strategies spelled out in it but also to encourage ownership of the document and ensure that the proposed interventions are sustainable options for development.

The process involved a review of the previous Strategic Plan, rigorous workshop sessions, and a series of refinement sessions to finalize the development of the new strategic plan 2023-2028. The plan has been cascaded into corporate work plans to serve as a point of reference in the Utility's daily operations, ensure effective service delivery, and guide towards the attainment of the Utility's vision, which is to be "A sustainable and accessible safe water and sanitation service provider."

The plan highlights strategic opportunities, internal and external issues, objectives, and strategies that will be pursued by the company to fulfill its mandate as provided under the Service Provision Agreement. It identifies only certain key activities that will be carried out to achieve the set objectives and the national development agenda in line with key policy documents, particularly The Kenya Vision 2030, The Constitution of Kenya, and the previous strategic plan.

In order to realize its mission and vision, the company established strategic themes that will be addressed during the strategic plan period. From these themes, strategic objectives were derived, and SMART strategies aimed at achieving the objectives were formulated.

The strategic themes identified include;

- i. Enhanced Coverage
- ii. Institutional Capacity Strengthening
- iii. Financial Sustainability
- iv. Corporate Culture Change and Brand Improvement
- v. Partnership Building and Resource Mobilization.

The Strategic Plan is in line with the Government's priority to ensure reasonable standards of sanitation, clean and safe water in adequate quantities. To ensure timely realization of the aspirations of the company, the Board will provide strategic direction and guidance while the management will implement their respective components of the plan, evaluate, and report on progress.

The Strategic Model of GWASCO comprises the Vision, Mission, Core Values, and Key Strategic Priorities, and was developed after a review and analysis of the internal and external environment.

- **Vision Statement:** A sustainable and accessible safe water and sanitation service provider.
- **Mission Statement:** To innovatively provide safe water and sanitation services to meet the expectations of our stakeholders.
- **Core Values:** The fundamental principles that guide the behavior of every person or entity working with GWASCO include Integrity, Professionalism, Teamwork, Innovation, Customer Focus, Equity and Gender responsiveness.

CHAPTER ONE:

BACKGROUND INFORMATION

1.1 Background

Gusii Water and Sanitation Company (GWASCO) was incorporated in 2006 to provide water and sanitation services to the larger Gusii (Kisii and Nyamira) area under a Service Provision Agreement (SPA) with the Lake Victoria South Water Services Board (LVSWSB). With devolution, the utility's area of operation now covers Kisii and Nyamira Counties. The utility operates eight schemes in Kisii County (Kegati, Nyakomisaro, Gesusu, Keumbu, Tabaka, Birongo, Ogembo, and Suneka treatment works) and four in Nyamira County (Nyamira, Ikonge, Nyansiongo, and Keroka) that are headed by area managers. The utility has a total of 21,649 connections in both counties, with 14,930 being active and 6,719 dormant. Kisii County has a total of 16,446 connections, with 11,362 being active and 5,084 dormant, while Nyamira has a total of 5,203 connections, with 3,562 being active and 1,641 dormant connections.

According to the Water Services Regulatory Board (WASREB) Impact Report 15, covering the period ending June 2022, GWASCO serves 336,625 people out of the population of 841,433 people in its area of jurisdiction; this is a water coverage of 40%.

1.2 Geographical Scope

In Kisii County, the company operates 7 No. schemes and 1 No. wastewater treatment plant i.e. Kegati, Nyakomisaro, Keumbu Gesusu, Ogembo, Tabaka, and Birongo. The scheme serves Kisii CBD, Jogoo, Egesa, Suneka, Nyanchwa, Kiogoro, Kiamabundu, Motonto, Kegati, Nyosia, Nyanguru, Menyinkwa, Getare Mosochi and Nyakoe. Some areas like Nyatieko, Kerina, Nyosia Upper, Itumbe, some parts of Suneka and some parts of Bobaracho are not covered and urgently need water. This is due to lack of last mile connectivity.

Ogembo Water Supply is a gazetted rural water supply located within Ogembo Township in Gucha District in Nyanza Province of Kenya and covering about 10km². The population currently served is 17,696 people against an ultimate population of about 34,027 people. The water supply is currently pumping and undergoing full treatment with a design capacity of 800m³/day.

In Nyamira county we have 4 schemes, Nyamira water supply, Keroka (nyangori) water supply, Nyansiongo water supply and Ikonge water supply. The schemes serve 25,000 people with clean, safe and portable water out of a population of 65,640. The areas served with water include CBD, Kebirigo, Ibara, Sironga, Nyamaiya, Nyansakwa, Nyaigwa and Nyabomite some areas like Nyairicha, Tente, Senetor Kebaso and Nyaigwa are not receiving water due to lines damaged by road construction. Areas like Nyaramba, Bosiangi, Mabariri, Konate, Bondeni, Ibara Marindi, Gesore, Sironga, and Miruka are also not covered due to lack of last mile connectivity. There is no sewer network in Nyamira, the onsite sanitation facilities commonly used in town are septic tanks, especially for restaurants and institutions.

1.3 Rationale for the Strategic Plan

The strategic plan for GWASCO aims to facilitate the Board of Directors and the stakeholders to envision their desired future and to map out strategic objectives and growth metrics for the company. The plan aligns GWASCO's Board of Directors, CMT, and key stakeholders around a shared strategic vision, and a practical roadmap for the organization's success, as well as enhances the Board's collective decision-making and governance capabilities. The strategic plan enables GWASCO to identify clear objectives and critical initiatives to invest in for the next five years, as well as re-examine its capacity needs against the identified initiatives. After considering the internal and external environment, existing threats and opportunities, institutional capabilities, and all other factors, the stakeholders deliberated on the direction the organization would take and the strategies to reach its goals. The workshop generated a shared vision that helped GWASCO to:

- Determine GWASCO's current strategic position, including the vision, mission statements, core values, long-term strategic goals, and critical initiatives.
- Prioritizing the most important and relevant initiatives in line with the revised mission.
- Define clear performance metrics and monitoring mechanisms to track progress and ensure accountability.

The strategic plan document serves the purpose of guiding GWASCO and its stakeholders in planning, budgeting, accountability, and management of its service delivery. The strategy will guide the company in annual planning and setting priorities towards delivering on its mandate to provide water and sanitation to all in the area of jurisdiction. Furthermore, the strategic plan provides the basis for investments and resource mobilization.

1.4 General Approach to Strategic Planning

The GWASCO strategic planning process incorporated key stakeholders, including the Board of Directors, staff, LVSWWDA, County Government, and WKWP partners. It was participatory and ensured diverse views of stakeholders were well captured. In developing the plan, a situation analysis was undertaken to understand the internal and external business operating environment, review the performance of the previous strategic plan, stakeholders' analysis, and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The process further reviewed the company's Vision and Mission Statements and core values.

1.5 Global, Regional and National Development Agenda

Access to water and sanitation is a fundamental human right and essential to life, health and human dignity. The demand for water has outpaced population growth, and half the world's population is already experiencing severe water scarcity for at least one month each year. Global and consistent efforts have been put in place for the last three decades by international humanitarian, inter-governmental agencies, and pressure groups to uplift the water agenda among priorities of states, governments and financing institutions.

Sustainable Development Goals (SDGs):

Spearheaded by the United Nations and involving 193 Member States, the Sustainable Development Goals (SDGs) are a set of 17 Global Goals with 169 targets. SDG Goal 6 is to achieve universal and equitable access to safe and affordable drinking water for all, adequate and equitable sanitation, hygiene for all and end open defecation paying special attention to the needs of women and girls and those in vulnerable situations.

Six targets on water and sanitation to be achieved by 2030 are:

- Achieve universal and equitable access to safe and affordable drinking water for all
- Achieve access to adequate and equitable sanitation and hygiene for all, and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
- Improve water quality by reducing pollution, eliminating dumping and minimizing the release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
- Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity, and substantially reduce the number of people suffering from water scarcity
- Implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
- Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.

Africa Vision 2063

Goal 7 is 'environmentally sustainable and climate resilient economies and communities' with one of the five priority areas being 'Water security'. Its targets include:

- Increase 2013 level of water demand satisfaction by 100 percent
- Increase 2013 levels of water productivity from rain fed agriculture and irrigation by 60 percent by 2030
- At least 90 percent of wastewater is recycled for agricultural and industrial use

The indicative strategies are:

- Develop/promote national frameworks within the context of IWRM for effective water harvesting, distribution and use
- Promote and support the development and implementation of frameworks for regional watershed management
- Adopt new technologies to enhance water use efficiency/exploitation of new sources of water

There is a focus on having rural communities connected to water, sanitation and hygiene systems. Every citizen will have access to affordable and sustainable access to adequate and clean water and sanitation.³³ The Agenda targets to reduce the 2013 level of proportion of the population without safe drinking water by 95 percent. An indicative strategy in the vision is to 'Establish tariffs systems for water, electricity and public transport that addresses cross-subsidy and the needs of the poor' as well as 'Expand and improve access to water and sanitary facilities'.

Africa will be a fully water secure continent by 2030. New practices and technologies will be in place to ensure the efficient use of water resources and the development of new sources. About 90 percent of domestic wastewater will be recycled to supplement water for agricultural and industrial use.³⁵

Kenya Vision 2030

The Kenya Vision 2030 aims to transform Kenya into a "middle-income country providing a high-quality life to all its citizens by the year 2030." The Vision, which focuses on economic, social and political pillars, recognizes that water is an important enabler to the achievement of Vision 2030. The Vision for Water and Sanitation is to ensure that improved water and sanitation are available and accessible to all by 2030 and is guided by four specific strategies including (i) raising the standards of the country's overall water, resource management, storage and harvesting capacity; (ii) rehabilitating the hydro-meteorological data gathering network; (iii) constructing multipurpose dams, and; (iv) constructing water and sanitation facilities to support industries and a growing urban population. To achieve this, the Vision is guided by four specific strategies including:

- Raising the standards of the country's overall water resource management, storage and harvesting capacity.
- Rehabilitating the hydro-meteorological data gathering network.
- Constructing multipurpose dams.
- Constructing water and sanitation facilities to support industries and a growing urban population.

Constitution of Kenya, 2010

Devolution under Kenya's new 2010 Constitution has wide-ranging implications for the water sector. The Constitution of Kenya 2010 recognizes the importance of access to water and has thus, enshrined it as a fundamental human right in Chapter 4 Article 43(b) and 43(d). Similarly, under the draft Fourth Medium Term Plan (MTP-IV) of Vision 2030 (2023/24-2028), the National Government recognizes the need to enhance water and sanitation services as

captured in the social pillar. The focus of the National Government is to, among other objectives, rehabilitate and protect the five (5) water towers; complete the ongoing water projects in urban and rural areas to increase the number of people connected to safe piped water from 3.6 million to 9 million; and increase the proportion of people with access to potable water from 60 % to 80 % by 2028, focusing on slums and arid areas. The Constitution assigns the responsibility for water supply and sanitation provision to 47 established counties. To effect these changes, new laws were put in place including the County Governments Act, which gives counties the power¹ to establish service delivery entities including water service providers.

Bottom-up Economic Transformation Agenda (BETA)

The Government's Bottom-Up Economic Transformation Agenda is geared towards economic turnaround and inclusive growth. The agenda acknowledges the role of water as an enabler for growth in agriculture and other sectors and commits to pay attention to it. The county Governments of Kisii and Nyamira contribute to this BETA agenda by supporting the water utility to deliver water services to the people of Kisii and Nyamira to meet their domestic and sanitation needs.

Water Act 2016

The Water Act 2016 aligns the water sector with the COK 2010 and gives the water provision mandate to the County governments. The Water Act 2016 came into being after the review and changes to the Water Act 2002. It identifies the roles and responsibilities of the different players in the water sector, both at the national and county government levels. Under the Act, the county governments are to appoint or establish Water Service Providers under the Companies Act or other bodies as may be approved by the Regulatory Board to serve as licensed water providers. In establishing a water service provider, the County Government shall comply with the standards of commercial viability set out by the Regulatory Board. (3) A water services provider established under this section may be a public limited liability company established under the Companies Act, 2015, or other bodies providing water services as may be approved by the Regulatory Board. (4) A company intending to be licensed as a water service provider shall submit to the Regulatory Board its memorandum and articles of association that conform to the guidelines developed and approved by the Regulatory Board. Section 78. (1) of the Act states that a water services provider shall be responsible for:

1. The provision of water services within the area specified in the license; and
2. The development of county assets for water service provision.

County Integrated Development Plans (Kisii and Nyamira)

a. Kisii County Integrated Development Plan 2023-2028

The Kisii County Integrated Development Plan acknowledges access to water supply services as a major challenge and though the Kegati water treatment plant can produce 27,000m³ per day against a demand of 25,000m³ per day. It however produces only 13,000m³ per day due to low connectivity. Additionally, sewerage coverage is very low as only a few estates in Kisii are connected to the sewer line.

The County has prioritized:

- a. Increased accessibility to affordable and safe drinking water.
- b. Increased sewer coverage.
- c. Environmental protection management and conservation.

1

d. Nyamira County Integrated Development Plan 2018 - 2023

The Nyamira County Integrated Plan acknowledges that only 9% of the population in the County and mainly in urban areas are served by piped water. The county lacks sewerage treatment plants with the nearest disposal of waste from septic plants being in Kisii. Therefore the priorities of the County are:

- a. Establish 3 sewerage treatment plants at the main urban centers of Nyamira, Keroka and Nyansiongo.
- b. Construct more rural water schemes.

1.6 History of the Company

Gusii Water and Sanitation Company was incorporated under the Company's Act (Cap 486) of the laws of Kenya as a public company limited by shares on 12th June 2006. The company is licensed by the Water Services Regulatory Board (WASREB). It's mandated to provide safe water and sanitation services to the larger Gusii (Kisii and Nyamira counties).

Following devolution, the utility's area of operation covers Kisii and Nyamira Counties, serving **324,833** people out of an estimated population of about 1.6 million representing service coverage of approximately 41%. The Company is owned by both the County Governments of Kisii and Nyamira. It is governed by 10 No. Board of Directors who are both executive and non-executive members.

1.7 Mandate of the Water Company

The responsibilities and mandate of GWASCO as a water service provider are stipulated in its Memorandum of Association and Section 78. (1) of the Water Act 2016. The mandate includes:

- i. To carry on the business of a Water Service Provider, as defined by the Water Act 2016;
- ii. To manage and conserve the sources and supply of water in the County and in particular to conserve, redistribute and augment those water resources as consented by the licensee;
- iii. To provide and distribute a constant supply of potable water for commercial, industrial and domestic purposes within the County;
- iv. To be responsible for the provision, control and maintenance of sewerage and drainage systems for commercial, industrial and domestic purposes within the county;
- v. To maintain and rehabilitate existing water and sewerage infrastructure and facilities as well as develop infrastructure or facilities for furthering the objects of the company;
- vi. To acquire for its own use water pumps, engines, tanks, pipes and any other equipment and chemicals that may be deemed necessary for and connected to the carrying out of the said business of the company; and
- vii. To be responsible for the treatment and disposal of sewage within the county by such means and at such times and locations as the company may deem appropriate.

This mandate is conferred within the License Agreement made between GWASCO and the Water Services Regulatory Board. Currently, GWASCO serves households, institutions, industries and water kiosks with piped water, water bowser and exhauster services.

1.8 Methodology of Developing the Strategic Plan

This strategic plan was developed through a consultative process, which included:

- a. A review of the 2019 – 2022 Strategic Plan performance
- b. Consultations with the management
- c. A strategic planning workshop with key stakeholders
- d. A draft strategic plan review by the GWASCO team
- e. Validation workshop, Feedback and finalization of the strategic plan.

1.9 Outline of the Strategic Plan

The Strategic Plan has four chapters as follows;

Chapter One – Covers the introductory part that contains a background section and an overview of the plan development purpose and methodology.

Chapter Two – Covers the past performance of the Company with specific reference to WASREB standards. It also provides an overview of GWASCO's past performance and some of the efforts the company is making towards improving performance

Chapter Three - Situation analysis covers the business operating environment or situational analysis; the Strengths, Weaknesses, Opportunities and Threats (SWOT) the internal and external analysis; and the stakeholder's analysis.

Chapter Four – Strategic model outlines the Plan - the vision, mission, core values, objectives, strategies, and targets.

Chapter Five – Implementation and Coordination framework contains implementation and coordination framework, including the organogram, the staff establishment needs, financial requirements and the potential sources of funds for the plan implementation.

Chapter Six – Monitoring, Evaluation and Learning

CHAPTER TWO: PAST PERFORMANCE ANALYSIS

2.1 Overview

This provides an overview of GWASCO's past performance and some of the efforts the company is making towards improving performance. It also provides an analysis of the internal and external operating environment of GWASCO. The analysis takes into account the mandate, functions and responsibilities of the company, the performance reviews, the achievements and challenges experienced during the last strategic plan period. The chapter also provides an analysis of stakeholders and their expectations.

2.2 Analysis of Past Performance

GWASCO'S past performance The WSP performed poorly in 8 out of the 9 KPIs. The KPIs on Water Coverage, Drinking Water Quality, Personnel expenditures, O&M Costs, Revenue collection Efficiency, Non-Revenue Water, staff productivity, and metering ratio were all classified as "Non-acceptable". However, the Hours of supply KPI was ranked as "Good".

Water Coverage

Water coverage was low, and marginally increased from 39% in 2020/21 to 40% in 2021/22. The low coverage was attributed to inadequate infrastructure coverage and last mile connectivity. There was also a proliferation of private boreholes, especially in Kisii town tampering with water coverage. To address the low water coverage, several projects are underway by the government and development partners as follows:

- Last mile connectivity project in Keroka targeting 1,000 new connections.
- County-funded infrastructure expansion in Gesusu and Birongo.

GWASCO in partnership with the County Government of Kisii is seeking legislation to harmonize the licensing regime for private boreholes.

Drinking Water Quality

The quality of drinking water declined from 93% in 2020/21 to 74% in 2021/22 due to inadequate staff to carry out all the recommended tests in the nine schemes. Further, the labs are not fully equipped with all the necessary reagents. The utility has planned to hire more qualified lab technicians and adequately equip its laboratories to enable them to perform all the required tests.

Hours of Supply

GWASCO's hours of supply increased from 9 hours in 2020/21 to 18 hours in 2021/22 due to the completion of Kegati Water treatment plant that increased available water from 9,000m³/day to 27,000m³/day and also increased storage capacity by 5,200m³. The increase in water capacity resulted in increased supply hours. The utility will source for funds to replace large old, dilapidated pipe networks that have frequent bursts with a negative impact on the hours of supply. Once a new pipeline is installed the utility will be able to pump for longer hours with the target being 24 hours per day.

Personnel Expenditure as a % of O&M costs

The regulator requirement is that GWASCO does not exceed 30% of O&M costs on staff costs. As at 2021/22 financial year, the ratio improved to 37% from 47% in 2020/21 due to improved and enhanced billing and revenue collection.

O&M Cost Coverage

GWASCO's O&M cost coverage was at 88% in 2020/21 financial year and the same reduced to 77% in 2021/22, mainly due to an increase in electricity and chemical costs by over KES 20 Million. The company has been struggling to meet its obligations on time in the last two financial years. However, there have improved payments to creditors through part payments and increased engagements with the suppliers, which has reduced the accrued creditors' bill significantly.

GWASCO procures most of its items in small batches in response to immediate needs. There are plans underway to increase revenue by increasing the number of customers, reducing NRW, increasing billing efficiency and introducing performance targets.

Revenue Collection Efficiency

The regulator requires that a utility should collect at the very minimum 85% of the total billed amount each month. GWASCO, recorded an improved collection efficiency of 84% in 2021/22 from an efficiency of 74% in 2020/21 financial year. This has been attributed to aggressive and more focused revenue collection with a lot of emphasis on all debts below 90 days. The utility plans to aggressively collect debts below 90 days while a dedicated team follows up on debts above 90 days.

Non-Revenue Water (NRW)

Non-revenue water at GWASCO increased from 58% in 2020/21 to 77% in 2021/22. These losses are both technical and commercial, and they are associated with several factors such as illegal connections, non-moving meters, among others.

Staff Productivity - Staff per 1,000 connections

Staff per 1,000 connections increased from 8 in 2020/21 to 10 in 2021/22. According to WASREB, the number of staff per 1000 connections for a utility in GWASCO's category is 5 – 8 staff per 1,000 connections. The increase was due to the hiring of extra casual staff to supplement the current staffing level.

Metering Ratio

The utility made good progress with the metering KPI from the previous 41% in 2020/21 to 68% in 2021/22 due to the replacement of non-functional meters with new meters. Majority of meters in the field are old and malfunctioning and continue to significantly contribute to the high Non-Revenue Water.

The rating of GWASCO for each KPI is as follows:

Table 1: GWASCO KPI score as per WASREB Impact 14 and 15

WASREB Key Performance Indicator		WASREB Target	2018	2023	Remarks	
Quality of services						
1	Water Coverage (%)	>90%	80-90%	<80%	39%	
2	Drinking Water Quality (%)	>95%	90-95%	<90%	93%	
3	Hours of Supply(hrs./d)	Population <100,000	17-24	12-16	<12	9
Economic efficiency						
4	Personnel expenditures as % of total O&M costs	Very large and large WSPs	<20%	20-30%	>30%	47%
5	O&M Cost Coverage (%)		≥150%	100-149%	≤99%	88%
6	Revenue Collection Efficiency (%)		>95%	95-85%	<85%	75%

Operational sustainability						
7	Non-Revenue Water (%)	<20%	20-25%	>25%	58%	
8	Staff Productivity- staff per 1000 connections	Very large and large WSPs	<5	5-8	>8	8
9	Metering Ratio (%)	100%	95-99%	<95%	41%	

Table 2: Causes of NRW

Technical losses	Commercial losses
<ul style="list-style-type: none"> • Damages to the pipeline infrastructures due to road construction. • Leakages due to dilapidated infrastructure made up of asbestos lines and rusted GI pipes. Also, leaking washouts or air valves, etc • Lack of production and bulk meters to effectively meter water produced. 	<ul style="list-style-type: none"> • Water theft. • High number of defective meters due to long periods of usage. • Billing customers on estimates.

2.3 General Challenges

Various challenges were encountered during the implementation of the GWASCO Strategic Plan 2017- 2022. These included:

- Low understanding of the Strategic Plan.
- Poor or lack of an NRW Management system in place
- Poor Governance including insufficient compliance with laws and regulation, intercounty wrangles, inadequate financial management and sustainability mechanism.
- A lack of a robust system for effectively recruiting, training, and retaining skilled personnel which has impacted efficiency and quality of GWACO's operations.
- Insufficient institutional structures and processes to support the complexities of the strategic plan. This includes a lack of clear policies, inadequate tools/equipment, communication channels, and insufficient support systems for effective decision-making and problem solving.

2.3 Critical Success Factors

- Support from different partners and stakeholders in areas of water and sewerage infrastructure.
- Support from all levels in the organization from staff, management to the Board of Directors.
- Provision of competent human resources and sufficient financial resources.
- Effective performance management and productivity.
- Monitoring and evaluation of targets must be undertaken.
- Efficient and effective operations of the ERP system.
- Successful implementation of Organizational Culture Change Program.
- Improvement of the billing system.
- Integration of ERP and the billing system.

CHAPTER THREE:

SITUATIONAL AND STAKEHOLDER ANALYSIS

3.1 Internal Environmental Analysis

GWASCO stakeholders conducted an internal environment consisting of strengths, weaknesses, opportunities and threats on one hand; and external analysis, looking internally at itself using the McKinsey 7s Framework Model and SWOT Analysis to identify factors that influence performance and their implications, as well as analyzing the external environment using PESTLE to understand how it influences the company's performance.

a. McKinsey 7-S Framework

Institutional internal analysis was conducted using the McKinsey 7-S Framework. In working groups, a comprehensive analysis was undertaken to understand how the various elements (strategy, structure, systems, staffing, skills, style of leadership and shared values contribute to the overall performance and cultural dynamics. Participants evaluated each element to gain a clear picture of GWASCO's strengths and areas requiring improvement, setting the stage for targeted strategic interventions and determined the aspects that need to be encouraged and those that need to be mitigated or reduced.

Table 3: Strategy Issues and how to enhance/reduce them

Strategy Issues	Enhance / Reduce
Low understanding of the Strategic plan.	Sensitization of all staff on the strategic plan.
	Employees should be made to understand their roles in the implementation of the strategic plan through a performance management contract.
	Communication of the Company's Vision, Mission and Core Values on all stationary walls and service charter.
Resistance to change.	Culture change initiatives.
Inadequate implementation of NRW strategy.	Develop a strategy and implement.
Governance challenges.	Institutionalize good corporate governance in all areas of operation.
Inadequate implementation of company policies.	Cascade policies to all staff and fully implement them in all activities.
Unclear/ undocumented revenue collection strategy.	Review/develop the strategy, cascade to the appropriate staff and implement.
Inadequate involvement of staff in the development of internal policy documents.	Seek staff feedback on draft policies for ownership and buy-in.
Structure Issues	Enhance / Reduce
Organizational structure not reading into the strategy. The structure does not support the strategy.	Align the organizational structure to the business needs.
Need to review the current organogram.	Review and implement the new structure.
Poor departmental coordination.	Implement the departmental hierarchy structure for the coordination of activities.
Lack of protocol/ proper chain of command.	Cascade the organogram for clarity of chain of command.
System Issues	Enhance / Reduce
Lack of an integrated ERP system.	Procure and implement an integrated ERP system.

Limited Billing system features.	Liaise with system providers to customize the system to suit business needs.
Out-of-date meter and customer information.	Carry out customer identification surveys, collect consumer data and update the records.
Operation manuals require reviews	Review all manuals that are due for review and involve all impacted staff in the process.
Lack of proper communication flow	Develop an internal communication plan and implement it.
Staffing Issues	Enhance / Reduce
Shortage of key staff.	Identify staff gaps and competitively recruit qualified staff.
Lack of HR instruments; HR plans, career progression structure and grading.	Develop a career progression plan.
Low staff morale.	Address staff issues in a timely manner and open communication channels.
Lack of performance management contracts.	Develop performance contracts with clear targets.
Lack of a well-documented work plan.	Develop an annual work plan from the strategic plan with clear targets.
Lack of policy on performance rewarding.	Develop and implement a recognition and reward policy.
Training is not guided by training needs assessment.	Carry out a training needs assessment and develop a training plan based on available budget and training needs.
Vested interests	All staff activities are to be performed within the core values.
Poor ethical practices	All staff to comply with the HR policy and signed code of conduct.
Skills	Enhance / Reduce
Lack of adequate skills inventory.	Training is to be done in all departments to address the identified skill gaps.
Improper placement of staff.	Staff to be placed in line with their skills.
Style – Leadership Issues	Enhance / Reduce
Low levels of staff engagement.	Improving organization culture and leadership style to a more collaborative one through change management training.
Revenue	Enhance / Reduce
Expired tariff	Commence development of new tariff.
Inconsistency and inefficiency in billing.	Streamline the billing process and closely monitor the billed monthly amount.
Financial constraints	Resource mobilization and proposal writing
Inadequate County Government support.	Engage both County Governments to finance specific projects with clearly documented impacts.
Shared Values/Cultural Issues	Enhance / Reduce
Lack of awareness of GWASCO's values.	Cascade the approved values to all staff.
Poor culture and patriarchal society.	Develop a gender policy and train staff on gender mainstreaming and equal opportunities for all.
Attitude by customers.	Carry out customer outreach and education forums to build trust with customers.
	Communicate to customers whenever there is a service interruption to assure them of resumption of service.

b. SWOT Analysis

In developing this strategic plan, an assessment of GWASCO's Strengths, Weaknesses, Opportunities and Threats (SWOT) was undertaken. This analysis provided a platform to determine appropriate goals, objectives and strategies to steer the company's growth. The SWOT analysis is based on the assumption that an effective plan derives from a sound fit between the internal resources (Strengths and Weaknesses) and its external situation (Opportunities and Threats). The following is the SWOT analysis for GWASCO:

STRENGTHS

Table 4: Strengths

Strengths	How do we enhance or maintain?
Modern and efficient water production and sewerage treatment infrastructure.	<ul style="list-style-type: none"> Upgrade/renovate and regularly maintain existing structures to operate at full capacity.
BOD with diverse skills and experience.	<ul style="list-style-type: none"> Enhance Board training in the relevant areas. Board benchmarking to be considered Equip Board members with the necessary working tools.
Ensure more than 70% of staff at the management level have relevant skills.	<ul style="list-style-type: none"> Conduct training needs analysis. Train staff as per the identified gaps Place staff on Performance Management Contracts.
Availability of reliable baseline data.	<ul style="list-style-type: none"> Regular review, updating and backing up of the data.
The company exists as a legal entity.	<ul style="list-style-type: none"> Enforce compliance with statutory requirements.
Existence of a robust organogram.	<ul style="list-style-type: none"> Periodic review of the structure in line with changing business needs. Strengthen existing organizational structure and systems.
Modern digitized payment modes (Mpesa, Posta pay, Direct banking)	<ul style="list-style-type: none"> Encourage customers to use these platforms. Continuous upgrading of the software.
Enhanced working relationships with partners and County Government.	<ul style="list-style-type: none"> Ensure agreed deliverables to the stakeholders are delivered. Involve the County Government in areas of critical decision-making. Provide accountable and responsible management. Empower BOD to provide oversight.

WEAKNESSES

Table 5: Weaknesses

Weakness	How do we eliminate or minimize?
Dilapidated sections of networks.	<ul style="list-style-type: none"> Invest in new water infrastructure. Prompt repair and maintenance of systems by replacing dilapidated pipelines.
Lack of an alternative energy source.	<ul style="list-style-type: none"> Install a solar system to supplement electricity. Increase gravity distribution.
Dwindling water resources at the catchment areas.	<ul style="list-style-type: none"> Partner with stakeholders to promote environmental and water catchment protection. Engage in awareness creation to the public.
Inadequate provision of exhausting services.	<ul style="list-style-type: none"> Last-mile connectivity for sewer networks. Enhance exhauster services.
Inconsistent water supply to customers.	<ul style="list-style-type: none"> Work closely with the County Government and relevant road authorities to minimize damages during road construction. Redesign parts of networks that are prone to weather vagaries. Community sensitization on vandalism. Stringent penalties on vandalism offenders.
Lack of a sewer system in Nyamira town and all other towns in the County.	<ul style="list-style-type: none"> Lobby County Government and development partners to prioritize consider and develop a sewerage system/ infrastructure. County Government to prioritize the development of sewer systems.
Inadequate water pipeline and distribution infrastructure.	<ul style="list-style-type: none"> Prompt repair and maintenance of distribution networks. Expand the coverage of existing water pipelines and distribution lines infrastructure.
Low number of active connections.	<ul style="list-style-type: none"> Reduce the number of dormant connections.
Low water coverage	<ul style="list-style-type: none"> Increase distribution networks and household connections.
Lack of an integrated information technology system.	<ul style="list-style-type: none"> Develop and implement M&E systems and tools. Adoption of ICT in executing functions.
Low resource mobilization efforts.	<ul style="list-style-type: none"> Develop a resource mobilization strategy.
Delayed payment of services by the company's customers.	<ul style="list-style-type: none"> Develop and implement a revenue collection strategy. Enhance community/customer engagement and sensitization.

OPPORTUNITIES

Table 6: Opportunities

Opportunities	How do we achieve or exploit?
Utilization of GIS in mapping systems to enhance connectivity and billing.	<ul style="list-style-type: none"> • Training meter readers and line patrollers on GIS. • Capture all the connections and piping infrastructure on GIS. • Develop and regularly update a map for all the connections.
Increase water and sewerage services coverage to low income areas.	<ul style="list-style-type: none"> • Enhance public awareness of our services. • Prioritize last-mile connectivity in the low-income areas. • Increase the number of Water kiosks and communal water points. • Increase the number of ablution blocks.
Financing of solar energy through PPP.	<ul style="list-style-type: none"> • Explore solar systems as an alternative source of power. • Develop proposals for financing through PPP. • Staff to be trained on PPP.
Unserved population	<ul style="list-style-type: none"> • Identify human settlements that require provision of water and sanitation services. • Maintain good service delivery. • Reactivation of dormant connections.
Catchment and wetlands protection through afforestation	<ul style="list-style-type: none"> • Involve WARA, NEMA, and Forestry departments. • Carry out a social drive to sensitize the community on conservation and avoid encroachment.
Development partners ready to invest in water and sanitation e.g. WSTF, USAID, SNV, etc.	<ul style="list-style-type: none"> • Undertake Donor funding • Develop funding proposals. • Ensure deliverables agreed on with development partners are complied with.
Sector-based best practice	<ul style="list-style-type: none"> • Cultivate a spirit of exchange visits to benchmark. • Activate continuous learning. • Enhance good working relationships with other WSPs.
High demand for exhauster services.	<ul style="list-style-type: none"> • Ensure availability of well-serviced exhausters to meet demand. • License private exhausters.
Consistent supply of electricity	<ul style="list-style-type: none"> • Pay electricity bills on time to avoid disconnections. • Continuously engage KPLC on billing and disconnections. • Negotiate on special rates with KPLC.
Support from the County Government.	<ul style="list-style-type: none"> • Involve the County Government in areas of financial support and legislation. • Ensure the Board plays the requisite oversight role.
Adequate water sources	<ul style="list-style-type: none"> • Advocate for catchment and environmental protection to ensure sustainable, adequate, and reliable water supply. • Conservation of water sources.

Availability of an integrated Information Technology system.	<ul style="list-style-type: none"> Invest in new and robust Information Technology that can be integrated with all other IT functions. Partner with potential investors.
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THREATS

Table 7: Threats

Threats	How do we mitigate or avoid?
Competition from private water vendors.	<ul style="list-style-type: none"> Expand the distribution network. Ensure consistency of water supply. Conduct market intelligence on the tariffs. Engage the County Government on favorable bylaws regarding water vendors. Reduce downtime.
Lack of land for putting up a sewer plant.	<ul style="list-style-type: none"> Embrace and implement new technology in sewerage treatment like bio-digesters that require limited land. Ensure public participation at every stage of project development. Lobby the County Government to assist in getting land for projects.
Too many water levies impacting negatively on O&M cost coverage.	<ul style="list-style-type: none"> Increase water connections to enhance revenue collection. Engage relevant stakeholders to review levies.
Environmental degradation and poor environmental/catchment management practices.	<ul style="list-style-type: none"> Encourage afforestation and sensitize the community on environmental protection. Lobby for the construction of dams; work with WRA to rehabilitate catchment areas.
Road / KPLC / ISP development/ maintenance activities have an impact on the distribution system.	<ul style="list-style-type: none"> Engage with the relevant implementing agencies to give a head start on any activity that affects our distribution system. Carry out continuous checks on the network system. Prior communication to customers on possible water supply disruption.

3.2 External Environment

3.2.1 Political, Economic, Social, Technological, Legal and Ecological/ Environmental (PESTLE).

The analysis of the external environment, identified factors outside the control of the company that may affect performance positively (opportunities) or negatively (threats). The analysis was undertaken through a review of the Political, Economic, Social, Technological, Legal and Ecological/Environmental (PESTLE) factors. The outcome of the analysis is as presented in the Table below.

i. Political Factors

Table 8: Political factors

Factor	Mitigate / Exploit
Non-cooperative clients during revenue collection.	<ul style="list-style-type: none"> Strictly follow the debt management policy and manual.
Political goodwill from the County Government.	<ul style="list-style-type: none"> Continuously enhance working relations.

ii. Economic Factors

Table 9: Economic factors

Factor	Mitigate / Exploit
Inflation; affects consumer disposable income.	<ul style="list-style-type: none"> Increase efficiency in water production and reduce NRW to an acceptable level.
High cost of production i.e. electricity and chemicals.	<ul style="list-style-type: none"> Increase efficiency in water production and explore alternative sources of energy.
Unfavorable tariff	<ul style="list-style-type: none"> Engage the County Government to support the application of a cost-reflective tariff.

iii. Social - Cultural Factors

Table 10: Social- Cultural factors

Factor	Mitigate / Exploit
Mushrooming of commercial centers and population growth.	<ul style="list-style-type: none"> Proper planning on water production and coverage, taking cognizance of anticipated population increase.
Consumers' belief that water is a free resource.	<ul style="list-style-type: none"> Carry out customer clinics to educate them on the cost of water treatment processes and maintenance of the reticulation system.
Non-availability of land for project implementation.	<ul style="list-style-type: none"> Sensitization of the community members on the importance of the project. Conduct public participation at every single phase of the project.

iv. Technological Factors

Table 11: Technological factor

Factor	Mitigate / Exploit
Use of integrated ERP system	<ul style="list-style-type: none"> Need to procure an ERP system, train staff on its use and activate all modules.
Adoption of HDPE pipes	<ul style="list-style-type: none"> Replace all the aged pipes (Asbestos, PPR, UPVC, etc) with HDPE pipes.
Smart meters.	<ul style="list-style-type: none"> Gradual acquisition of smart meters.
Virtual Meetings e.g Zoom, Webex, Google Meet, etc	<ul style="list-style-type: none"> Acquisition of licenses and email addresses. Equip and Train staff on the same

v. Legal Factors

Table 12: *Legal factors*

Factor	Mitigate / Exploit
Constitution of Kenya 2010	<ul style="list-style-type: none"> • Ensure Compliance with the requirements of the Act.
Water Act 2016.	<ul style="list-style-type: none"> • Ensure Compliance with the requirements of the Act.
WASREB requirements	<ul style="list-style-type: none"> • Ensure compliance with WASREB regulations.
Regulatory requirements of other bodies (PFMA 2012, PPDA 2015, Employment Act 2007, EMMCA 1999, OSHA 2007, among others)	<ul style="list-style-type: none"> • Ensure compliance with the requirements of various Acts

vi. Ecological Factors

Table 13: *Ecological factors*

Factor	Mitigate / Exploit
Rainfall Patterns	<ul style="list-style-type: none"> • Maximize on revenue collection during the dry season.
Protection of water sources	<ul style="list-style-type: none"> • Lobby with NEMA, WRA & County Government on the protection of water sources.
Contamination and soil erosion	<ul style="list-style-type: none"> • Sensitization of the public on issues of contamination and soil erosion.
Poor waste disposal activities	<ul style="list-style-type: none"> • Sensitize the community on safe waste disposal mechanisms.
Climate change adaptation	<ul style="list-style-type: none"> • Develop climate change mitigation measures.

3.3 Stakeholder Analysis

Stakeholder analysis is a process of systematically gathering and analyzing qualitative information to determine stakeholder interests that should be taken into account when developing and/or implementing GWASCO's Strategic Plan. Several GWASCO stakeholders were identified and an analysis was undertaken to determine the interests of the stakeholder, their expectations from GWASCO and the possible strategies to either derive support from the stakeholder or mitigate any negative effects from the stakeholder.

Table 14: GWASCO Stakeholder Analysis

Stakeholder	Stakeholder interests in GWASCO - what they expect from us	What do we expect the Stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
Water Consumers	<ul style="list-style-type: none"> Reliable supply of sufficient and clean water and sanitation services. Good service delivery at affordable rates. Good customer care. Effective communication, information dissemination and feedback. Prompt response to customer complaints. 	<ul style="list-style-type: none"> Timely payment of water bills. Proper communication and cooperation. Proper care of water infrastructure like water meters, pipes and manholes. Prompt reports of breakdowns & vandalism. Market for the products and services. Sustainable company. Stop illegal connections. Feedback on the quality of services. 	<ul style="list-style-type: none"> Customer identification survey. Customer satisfaction survey. Customer sensitization Enhanced ICT feedback Smart metering sensitization. Affordable rates Take action on feedback given.
National Government agencies like WRA, WASREB LVSWWDA, WSTF, NWHSA	<ul style="list-style-type: none"> Adherence to WASREB standards. Good services to all citizens in the area of jurisdiction. Enforce compliance with the legal regulations. 	<ul style="list-style-type: none"> Good policies that promote the development of the company. Good laws that protect the company. Security of the infrastructure Administrative goodwill Community mobilization Conducive working environment Financial and technical support 	<ul style="list-style-type: none"> Compliance with set standards. Proper governance structures (Board) Submission of timely reports. Protection of catchment areas. Conservation of water sources.

Stakeholder	Stakeholder interests in GWASCO - what they expect from us	What do we expect the Stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
County Governments of Kisii and Nyamira	<ul style="list-style-type: none"> • Effective and efficient service delivery as per article 43, sub-article 1(d) of the Water Act 2016. • Ensure all consumers have enough safe water for domestic and commercial use. • Sustainability of the company and its assets. • Optimal performance of the company. 	<ul style="list-style-type: none"> • Enact supportive policies. • Protection from external interference. • Provide subsidies. • Processing of land titles for projects being undertaken. • Political goodwill. • Financial resources for infrastructure development. • Technical support. • Protection of catchment areas. • Supportive and enabling environment for effective operations. • Coordination of water functions and activities. • Facilitate collaborations in the water sector. 	<ul style="list-style-type: none"> • Good working relationship. • Involvement in decision-making. • Prompt feedback and sharing progress. • Enactment of laws that favor the company. • Funding of infrastructure development. • Proper Collaboration • Shared policy guidelines and vision.

Stakeholder	Stakeholder interests in GWASCO - what they expect from us	What do we expect the Stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
Development Partners and PBOs (NGOs)	<ul style="list-style-type: none"> • Sustainable company. • Beneficial partnerships. • Improved performance of the company. • Return on investments. • Service to the public. • Good governance to enhance transparency and accountability. • Development of good proposals. • Effective utilization of funds through sound financial management. • Quality implementation of projects to enhance efficient and effective service provision. • Submission of M & E reports. 	<ul style="list-style-type: none"> • Technical and financial support. • Favourable terms and conditions of credit facilities. • Timely disbursement of funds. • Timely feedback on progress. • To allow us to identify priority areas of support. 	<ul style="list-style-type: none"> • Compliance with sector standards. • Effective utilization of funds. • Sustainable projects.

Stakeholder	Stakeholder interests in GWASCO - what they expect from us	What do we expect the Stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
Board of Directors	<ul style="list-style-type: none"> • Compliance with legal and statutory requirements. • Transparency, honesty and integrity within the staff. • Good financial performance. • Implementation of company policies, • Sound management of resources (Human resources, assets, finances and water. • Good working relationship with other stakeholders. • Compliance with reporting requirements. • Efficient and quality provision of services. • Good corporate image. 	<ul style="list-style-type: none"> • Provide oversight and strategic direction. • Lobbying support from development partners and national and the County Government. • Develop sound leadership and operational policies. • Make progressive BoD decisions. • Approval of departmental plans. • Uphold integrity as BoD. • Link and promote the image of the company with the National and County Governments and their agencies. • Promote good governance. 	<ul style="list-style-type: none"> • Implementation of Board decisions and submission of reports. • Board training. • Succession planning.
GWASCO Staff	<ul style="list-style-type: none"> • Conducive working environment. • High productivity. • Relevant expertise, skills and experiences. • Job Security • Open communication • Collaboration with other stakeholders 	<ul style="list-style-type: none"> • Dedicated and quality workmanship. • Compliance with set rules and regulations at the workplace. • Efficiency and effective service delivery. • High integrity and commitment. • Staff productivity. • Provision of skilled labour. • Attainment of the Company's Vision, Mission and Strategic Objectives. 	<ul style="list-style-type: none"> • Staff capacity building • Benchmarking • Culture change • Salary and benefits survey • Staff Engagement Survey • Provision of incentives.

Stakeholder	Stakeholder interests in GWASCO - what they expect from us	What do we expect the Stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
Political leaders	<ul style="list-style-type: none"> • Citizens have access to clean and adequate water. • Proper accountability of finances allocated and transparency. 	<ul style="list-style-type: none"> • Political goodwill • Supportive legislation and policies especially at the County Assembly level. • Provide a conducive working environment (free of influence and interference). • Mobilize resources. 	<ul style="list-style-type: none"> • Engagements in their forums. • Favourable policies • Recognition
Private Sector	<ul style="list-style-type: none"> • Good sector stewardship for transparency and accountability. • Efficient and effective service provision. • Involvement in Board composition/ stakeholder meetings. • Partnering in CSR. 	<ul style="list-style-type: none"> • Active participation Cooperation. • Prompt servicing of bills. • Partnering with GWASCO in CSR and NRW management. • Advisory/ contribution during stakeholders meetings. • Transparency and accountability. • PPP for financing projects. 	<ul style="list-style-type: none"> • Compliance with sector standards. • Effective utilization of funds. • Sustainable projects
Suppliers	<ul style="list-style-type: none"> • Good governance through effective utilization of funds. • Timely settlement of outstanding payments for goods and services procured and delivered. • Correct specifications for goods and services. • Provision of constructive criticism. • Corruption-free procurement processes. • Business opportunities and partnerships. 	<ul style="list-style-type: none"> • Quality materials, services and works. • Timely and adequate communication. • Completion of projects within given timelines and after-sale services. • Competitive rates/pricing. • Provide required materials for company operations. • Goodwill and credit facilities. 	<ul style="list-style-type: none"> • Compliance with the Public Procurement and Disposal Act.

Stakeholder	Stakeholder interests in GWASCO - what they expect from us	What do we expect the Stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
Other WSPs	<ul style="list-style-type: none"> Information Sharing Benchmarking Market share 	<ul style="list-style-type: none"> Best practices and information sharing 	<ul style="list-style-type: none"> Good relationship. Benchmarking. Performance improvement plans. Continuous engagements.
Workers Unions (KUWASE)	<ul style="list-style-type: none"> Listen to their demands. Improved staff welfare. 	<ul style="list-style-type: none"> Understanding and Tolerance. 	<ul style="list-style-type: none"> Proper representation Favorable bargaining
Financial Institutions like Banks.	<ul style="list-style-type: none"> Banking services Prompt repayment of loans, if any Keep proper financial records. Meet financial obligations. 	<ul style="list-style-type: none"> Credit facilities (loan/ overdraft). Attractive lending rates. Capacity building Financial support i.e. Loans and banking services. To support company activities in providing Corporate Social Responsibility. 	<ul style="list-style-type: none"> Proper record keeping Good relationships
Neighboring Counties.	<ul style="list-style-type: none"> Environmental conservation (when discharging treated sewer) and water catchment protection. 	<ul style="list-style-type: none"> Environmental conservation and catchment protection. 	<ul style="list-style-type: none"> Good relationships Management of water supply

CHAPTER FOUR: STRATEGIC MODEL

4.1 GWASCO Core Mandate

The responsibilities and mandate of GWASCO as a water service provider are stipulated in Section 78. (1) of the Water Act 2016 and include:

- The provision of water and sanitation services within the area specified in the license; and
- The development of County assets for water and sanitation including sewerage service provision.
- Any other functions as may be conferred on it by the Water Act or any other Act.

The Strategic Model of GWASCO comprises the Vision, Mission, Core Values, and Key Strategic Priorities, and was developed after a review and analysis of the internal and external environment.

4.2 Vision, Mission and Core values

a. Vision Statement

A sustainable and accessible safe water and sanitation service provider.

b. Mission Statement

To innovatively provide safe water and sanitation services to meet the expectations of our stakeholders.

c. Core Values

The core values are the fundamental principles that guide the behavior of every person or entity working with GWASCO. They should be practiced and embraced to create the organizational culture to drive GWASCO's vision. The core values guiding GWASCO are:

- **Integrity:** Commitment to demonstrate honesty, transparency and respect in delivering services to customers under all circumstances.
- **Professionalism:** Commitment to execute our duties with excellence and in line with sector standards.
- **Teamwork:** Commitment to work as a team and collaborate to synergize our strengths in the fulfillment of our duties.
- **Innovation:** Commitment to embrace new but appropriate ideas to improve our systems, processes and procedures in delivering services to our customers.
- **Customer Focus:** Always thinking first of the customer's needs and expectations.
- **Equity:** To embrace the principles of fairness and justice in the treatment of customers.
- **Gender responsiveness:** Always addressing the different needs and priorities of all persons regardless of their sex to ensure that all staff are equally valued.

4.3 Key Strategic Priorities

Based on the above analysis, the stakeholders formulated the main critical strategic priority themes for the Strategic Plan. The following key priorities must excel for GWASCO to achieve its vision, mission and mandate to deliver services to its customers:

- i. Enhanced Services Coverage
- ii. Institutional Capacity Strengthening
- iii. Financial Sustainability
- iv. Corporate Culture Change and Brand Improvement

Strategic Priority 1: Enhanced Coverage

Water coverage in Kisii and Nyamira has been almost stagnant due to inadequate or dilapidated distribution lines and slow growth in last mile connections. WASREB Impact Report 15 of 2021/2022 indicated that GWASCO's average coverage in both Kisii and Nyamira Counties is only 40%. This is an improvement of 1% from 2020/21 financial year. Sewerage coverage has also been very low at 5% in Kisii town whereas there is no sewer coverage in Nyamira County. Increasing both sewer and water coverage is one of the critical areas of attention by GWASCO, which will be achieved by either extending the distribution networks, last mile connections or repairing/installing storage facilities/infrastructure.

Strategic Priority 2: Institutional Capacity Strengthening

GWASCO has identified institutional capacity strengthening as a critical factor to the overall performance of furthering its agenda to improve service delivery. In this thematic area, GWASCO is focusing on improving the quality of water supplied within the recommended standard, increasing the hours of supply and improving governance and information technology.

Strategic Priority 3: Financial Sustainability

This parameter monitors whether the utility fully complies with financial rules and regulations. The financial management at GWASCO is still a weak area and the utility is therefore not able to meet its O&M costs. Other factors include poor debt management, high NRW and non-compliance with regulatory compliance. In addition, the tariff adjustment needs to be fast-tracked to enable GWASCO to become a commercially viable Water Service Provider.

Strategic Priority 4: Corporate Culture Change and Brand Improvement

For GWASCO to meet its core mandate of delivering clean and safe water for all, Effective human resource management, institutional capacity and a conducive working environment are needed. The current situation regarding this theme at GWASCO is wanting, and several challenges highlighted during the plan development process include low productivity due to lack of a performance-based employment culture, competency and staff retention especially at the senior management level, inadequate HR systems and implementation of related policies among others. To address these concerns, stakeholders discussed and adopted the following strategic initiatives.

Table 15: Summary of Strategic Priority, Objectives and Strategies

Strategic Theme	Strategic Objective	Strategies
Strategic Theme 1: Enhanced Coverage	Increase Water Coverage from 40% to 50%	• Expansion of water supplies to unserved areas
		• Expansion of water services to underserved areas
		• Ensure conservation of water catchment areas
		• Rehabilitate water supply production facilities for 9 schemes
	Increase Sanitation Services Coverage from 17% to 24%	• Expansion of sanitation services to unserved areas
		• Expansion of sanitation services to under-served areas
• Rehabilitate Waste Water Management Facilities		
• Promote effective waste management		
Strategic Theme 2: Institutional Capacity Strengthening	Strengthen Institutional Capacity by 60%	• Ensure Good Corporate Governance
		• Enhance Human Capacity
		• Enhance Internal Efficiencies
		• Improve institutional visibility
		• Undertake Corporate Planning and Performance Management
Strategic Theme 3: Financial Sustainability	Ensure Company Financial Sustainability by mobilizing Kshs 3.120 Billion by 2028	• Improve revenue collection from 84% to 100% of the total billed
		• Increase Operation & Maintenance Coverage to 110%
		• Ensure Prudent Financial Planning & Management
		• Enhance Internal Controls
		• Reduce Non-Revenue Water from 68% to 45%
		• Reduce account receivables by 25%
		• Enhance Resource Mobilization
Strategic Theme 4: Corporate Culture change and brand improvement	Realize a Customer Satisfaction Index of 70%	• Development/review of Company Service Delivery Charter
		• Build an Online Identity
		• Ensure consistency in quality of services

CHAPTER FIVE: IMPLEMENTATION AND COORDINATION FRAMEWORK

5.1 Organizational structure

The structure should provide clarity of key roles and responsibilities for key departments and sections. To develop a comprehensive structure for the company, a detailed job should be conducted to collect critical information on job descriptions and specifications that will inform the formulation of the organogram. The utility may need to review its organizational structure regularly.

GWASCO's organizational structure comprises of the Board of Directors and Management with distinct roles. To deliver on the Strategic Plan, GWASCO requires a structure that is aligned to the strategic plan. Hence, the current structure is to be reviewed to accommodate the requirements of the Strategic Plan 2023/2028. The new structure is to be implemented in phases based on business demands and resource availability.

The current organizational structure is attached as Annex III

i. Board of Directors

Corporate governance places responsibility of the overall business strategy, financial, operational and compliance policy issues on the Board. The Board is to provide strategic direction to the company, exercise control and remain accountable to the appointing authority.

The Board oversees the Company through the following committees;

- Finance and HR Committee
- Technical Committee
- Audit Committee

ii. Management and Staff

The MD and central senior staff members are responsible for the day-to-day operations of the Agency by ensuring the various functions are conducted as per the mandate of the Agency. In addition, the MD is responsible for ensuring that sound policies and procedures are developed, approved by the Board and implemented effectively.

Successful implementation of the Strategic Plan will be achieved through collaborative efforts among departments and coordination of Monitoring and Evaluation of activities by the relevant department. The Core Management Teams (CMT) will ensure that strategies are implemented, performance is measured, and progress reports are prepared on a quarterly basis, discussed in their respective departmental meetings and corrective actions are undertaken where necessary. The departmental Work Plans are to be cascaded downwards to all Staff, against which individual work plans will be drawn. Tentatively, the existing functional departments that have been identified to focus on core company activities are as follows:

- Commercial Department
- Technical Department
- Finance and Accounts Department
- Human Resources and Administration Department
- Supply Chain Management Department

- Information Technology Department
- Internal Audit and Risk Department.

5.2 Staff establishment

To achieve the strategic objectives, GWASCO will continue to grow and expand the human resource capacity through recruitment of the right personnel, training and development to meet the needs of the company. There is also a need to put in place an effective human resource management framework including systems, policies, rules and practices that attract and retain qualified, competent, talented personnel. A performance-based culture must be developed and nurtured in order to improve institutional and individual performance.

5.3 Financial Requirements and Sources of Funds

5.3.1 Financial Requirements

To implement the Strategy, GWASCO will require a budget of **KES 2,244,600,000** broken down into 5 years based on the projected annual activities.

Table 16: Budget Requirements for Implementation of Strategic Plan 2023/28

Strategic Objective	BUDGET (Kshs. in Millions)					Total (Millions)
	Yr1	Yr2	Yr3	Yr4	Yr5	
Strategic Objective 1: Increase Water Coverage from 40% to 50% by 2028	28.3	57.95	63.6	66.85	79	295.7
Strategic Objective 2: Increase Sanitation Services Coverage from 17% to 25% by 2028	17.6	41.4	360	347.8	647.2	1,414
Strategic Objective 3: Strengthen Institutional Capacity by 10% in 2028	20.35	24.1	27.55	27.7	30.75	130.45
Strategic Objective 4: Ensure Company Financial Sustainability by mobilizing Kshs 3.12 billion by 2028	131.85	288.95	274.075	272.55	291.7	1,259.1
Strategic Objective 5: Realize a Customer Satisfaction Index of 70%	3.4	4.25	4.15	4.55	4.85	21.2
Total Financial Requirements P/A	201.5	416.65	729.375	719.45	1,053.5	3,120.47

5.3.2 Financial Resource Gaps

The Company will formulate a resource mobilization strategy that will address the resource gap for effective implementation of this plan. The funding of the projects will come from the County Governments, development partners, and Public Private Partnerships (PPPs). The Company requires Kshs 3,120,480,000 to implement the five-year Strategic Plan and it is projected that Kshs 2,193,680,000 will be the total financial allocation from current development partners. This leaves a funding gap of Kshs 926,790,000 which will be mobilized through various sources. The projected financial requirements and estimated budgets are shown in the table below.

Table 17: Expected Sources of Funds

Sources	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Revenue						
Water	295,000,000	298,000,000	300,000,000	303,000,000	305,000,000	1,501,000,000
Bowers	2,440,000	2,440,000	2,440,000	2,440,000	2,440,000	12,200,000
Sanitation	11,282,170	12,000,000	12,500,000	12,800,000	13,000,000	61,582,170
Exhauster	500,000	500,000	500,000	500,000	500,000	2,500,000
Sewerage	8,400,000	8,400,000	8,400,000	8,400,000	8,400,000	42,000,000
Subtotal	317,622,170	321,340,000	323,840,000	327,140,000	329,340,000	1,619,282,170
Other sources						
Debt Collection	59,400,000	62,000,000	65,000,000	68,000,000	70,000,000	324,400,000
County Government	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000
Subtotal	109,400,000	112,000,000	115,000,000	118,000,000	120,000,000	574,400,000
TOTAL	427,022,170	433,340,000	438,840,000	445,140,000	449,340,000	2,193,682,170

Table 18: Financial Resource Gaps

Financial Year	Requirements (Kshs Millions)	Estimated Resource Allocations (Kshs Millions)	Variance (Kshs Millions)
2023/24	201.5	427.022	-225.522
2024/25	416.65	433.34	-16.69
2025/26	729.375	438.84	290.535
2026/27	719.45	445.14	274.31
2027/28	1,053.50	449.34	604.16
TOTAL	3,120.48	2,193.68	926.79

5.3.3 Financial Resource Mobilization Strategies

The successful implementation of the projects indicated in the Strategic Plan 2023-2028 requires the Company to mobilize resources and develop relevant institutional capacity as well as human resources to deliver on the Plan. GWASCO, in addition to the limited internal funds, will require external funding from various sources. In an effort to mobilize the resources, the company will adopt the following initiatives:

i. The County Governments of Kisii and Nyamira

As principal shareholders, it is expected that the County Governments of Kisii and Nyamira will provide GWASCO with short and long-term funding for infrastructure development. Some of the proposed developments in this strategy should be jointly undertaken.

ii. Development Partners and Other Partnerships

This Strategic Plan envisions the development of water and sewerage infrastructure, which may demand substantial financial investments. GWASCO shall explore partnership opportunities with various development partners who share the same interests. Such partnerships include various Development Partners both existing and new who can contribute resources for funding project proposals, project development and investment opportunities in the GWASCO area of supply.

iii. Internally Generated Income

This is revenue generated by the Company through commercial and related services e.g. water supply and sanitation services, which is ploughed back to support the recurrent budget.

iv. Public Private Partnerships (PPP)

The Company will have to consider the Public Private Partnership Act, 2021 that provides for the participation of the private sector in the financing, construction, development, operation or maintenance of infrastructure to develop and finance projects.

5.4 GWASCO Risk Management

5.4.1 Risk Analysis

The Company has developed a Risk Register and Mitigation Plan, which provides management with a framework for dealing with the risks inherent in achieving the strategic objectives. Implementation of effective risk management is consistent with the requirements of the Public Finance Management Act 2012 Regulations 2015.1.1 (d) and Public Finance Management Act, 2012. The register documents the specific risk events that could affect the achievement of the strategic objectives, their causes, assessment and the specific actions to be taken to mitigate the risks by responsible personnel.

5.4.2 Management Process

GWASCO will continuously formulate preventative controls and other measures that ensure the risks are identified, assessed, quantified, ranked, mitigated and evaluated for them not to adversely influence the achievement of the Strategic Objectives.

5.4.3 Mitigation Measures

Board of Directors Level

The Board has a significant role to play in the management of risk by setting the tone and influencing the work culture of risk management within the Company. The Board through the Audit & Risk Committee shall execute its oversight role aimed at establishing and maintaining an effective risk management process. The Audit & Risk Committee will review and report to the Board on the appropriateness of risk management, internal control and good governance processes.

Management Team

The Managing Director and the management team are ultimately responsible for implementing and directing the risk management process, for mitigating the high risks and for presenting for consideration and approval to the Audit & Risk Committee the risk action plans, budgets and evaluation reports.

The MD is to also ensure that the risk management process is effective. This is to be achieved through the establishment of a Risk Team and appointing members to the team who shall advise the MD on progress made on risk management.

CHAPTER SIX: MONITORING, EVALUATION AND LEARNING

6.1 Monitoring Framework

This chapter covers the general Monitoring and Evaluation (M&E) framework that the Company will have in place to ensure guided performance assessment is undertaken as per the reporting structure. M&E is a crucial component for ensuring that actual performance progress is tracked based on key performance indicators and necessary adjustments made towards ensuring that the strategic objectives are achieved.

6.1.1 Board Level

The Board through annual action plans will closely monitor the implementation of the Strategic Plan and quarterly progress reports to ensure the realization of strategic objectives. There will be an annual review by the Board of Directors to determine the plan status of the Strategic implementation.

6.1.2 Management Level

Management will provide information on progress made towards the attainment of each strategic objective. Follow-up and control systems will be established at all levels. In carrying out the management control function, the Company will consider the following initiatives;

- a. Setting of Performance Indicators and Measures.
- b. Performance Evaluation/Appraisal.
- c. Budgets and Expenditure Review.
- d. Management Reports.
- e. Implementation Programme /Matrix.
- f. The control mechanisms are to be put in place through the monitoring framework.

6.2 Evaluation Framework

There will be three distinct evaluation processes for the Strategic Plan 2023/24 – 2028.

a. Annual Evaluation

The Annual review by the Board of Directors

b. Mid-Term Evaluation

Secondly, the mid-term review shall be undertaken after two and a half years of its implementation or the appropriate agreed time. This will be a detailed review focusing on all components of the plan to underscore implementation progress. The review will also inform the management and the Board of any need to introduce new strategies or objectives in the Strategic Plan. The evaluation to provide the necessary corrective measures to fast track the implementation of the Strategic Plan.

c. End-Term Evaluation

The final evaluation will be conducted at the end of the Strategic Plan period and will be a detailed review of the plan to gauge the successful implementation and achievement of the performance outcome targets. The outcome of the review will provide integral input into the development of the subsequent Strategic Plan for the Company.

6.3 Learning

The Company will cascade the Strategic Plan to all levels of staff to facilitate ownership of the Plan by all individual staff. The Departments will monitor core activities administered within their respective functions and subsequently submit quarterly and annual M&E reports coordinating department. These reports will be reviewed regularly against the set targets to measure progress.

All staff will be required to keep records of the lessons learnt during the implementation of the Plan Annual service delivery/customer and stakeholder satisfaction surveys will be undertaken to gauge the achievement of the set objectives and evaluate the extent of service delivery.

ANNEXES

ANNEX I: IMPLEMENTATION MATRIX

STRATEGIC THEME I: ENHANCED SERVICES COVERAGE

Strategic Objective I: Increase Water Coverage from 40% to 50% by 2027/28

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICA-TORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Expansion of water supplies to unserved areas Kisii, Gesarara, Marani, Kioge, Itii, Nduru, Kenyena, Magena, Mogonga, Keore and Ibacho Nyamira, Makai-roBosiago, Ting'a, Omogonchoro, Makairo, Ekerenyo	Undertake Pre-feasibility and Feasibility studies of the unserved areas	Pre-Feasibility and Feasibility Study reports	No of reports	9	3	9				0.9	1.8				TM	PM
	Undertake planning and design	Planning and Design Report	No of P&D report	9	3	9				0.3	0.6				TM	CM
	Undertake Environmen-tal Social Impact Assessment	ESIA report	No of ESIA report	9	3	9				0.75	1.95				TM	PM

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICA-TORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	Undertake public participation and stakeholders engagement	Public participation and stakeholders engagement	No public participation and stakeholders engagement reports	18		6	6	6		0.2	0.2	0.2	0.2	0.2	TM	CM
	Implement expansion	New metered connections	No of new accounts	9,000		1,500	2,000	2,500	3,000		2.5	5	7.5	10	TM	PM
		Laid pipeline	Kilometers of LAID water pipelines	300		50	75	75	100		10	15	15	20	TM	CM
	Enhance other water provision services	Multimedia advertisement (digital, print, audio and visual reports)	Number of advertisement reports	15	3	3	3	3	3	0.3	0.5	0.7	0.9	0.9	CM	PM
		Customer sensitization session reports	Number of back to office reports	15	3	3	3	3	3							

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICA-TORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Expansion of water services to undeserved areas	Undertake planning and design for Last Mile Connectivity (LMC)	Planning and design report	Number of reports	7	2	5				0.3	0.35	0.4	0.45	0.5	CM	TM
Tabaka, Ogembo, Gesusu, Nyamira town, Nyansion-go, Ikonge	Undertake Environmental Social Impact Assessment	Environmental social impact assessment reports	Number of reports	7	2	5				0.6	1.5				TM	CM
	Undertake public participation and stakeholders engagement	Stakeholder engagement reports	Number of reports								0.6	0.6	0.6	0.6	TM	CM
	Procurement of contractors	Signed contracts	Number of signed contracts								-	-	-	-	PM	
Ensure conservation of water catchment areas	Develop a collaborative framework with relevant government agencies.	Environmental conservation framework	Number of frameworks	1		1									TM	CM
	Conduct sensitization of communities in the relevant areas	Sensitization reports	Number of sensitization reports	1		1					0.2				TM	CM

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICA-TORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	Undertake conservation initiatives in collaboration with relevant government agencies	Fenced natural springs	Number of fenced natural springs	25	5	5	5	5	5	2.5	2.5	2.5	2.5	2.5	TM	CM
		Upgraded springs	Number of upgraded springs	20		5	5	5	5		0.5	0.5	0.5	0.5	TM	CM
		Trees planted within the 8 catchment areas	Number of trees planted	2,000,000		500,000	500,000	500,000	500,000		5	5	5	5	TM	CM

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICA-TORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Rehabilitate water supply production facilities for 9 schemes (Ogembo, Nyangori, Nyan-siongo, Gesusu, Ikonge, Tabaka, Nyakomisaro, Kegati, Birongo, Nyamira)	Develop a maintenance plan for all facilities	Maintenance plan per facility	Number of maintenance plans	10	10											
	Undertake effective and timely communication with customers on planned maintenance	Maintenance adverts	Number of maintenance adverts	10	1	2	2	2	3	0.1	0.2	0.2	0.2	0.3	CM	
Identify the specific facilities and the activities to be undertaken within the 5 years based on the 2nd column	Undertake rehabilitation of facilities	Rehabilitated water supply production facilities	Number of rehabilitated water supply production facilities	10	1	2	2	2	3	2.5	5	5	5	7.5	TM	CM

Strategic Objective 2: Increase Sanitation Services Coverage from 17% to 24%

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Expansion of sanitation services to unserved areas	Undertake Pre-feasibility and Feasibility studies of the unserved areas with sewer networks of <i>Keroka, Ogembo and Nyamira towns</i>	Feasibility reports	Number of Feasibility reports approved/ adopted	3		3					0.9				TM	CMT
	Undertake planning and design <i>Keroka, Ogembo and Nyamira towns</i>	Planning and Design reports	Number of Planning and Design reports	3		1	2				0.3	0.6			TM	CMT
Identify the specific areas and the activities to be undertaken within the 5 years based on the 2nd column	Undertake Environmental Social Impact Assessment <i>Keroka, Ogembo and Nyamira towns</i>	ESIA reports	Number of ESIA reports produced	3		1	2				0.3	0.6			TM	CMT
		RAPs and PAPs reports	RAPs and PAPs reports	3		3					0.9				TM	CMT
	Undertake stakeholders engagement <i>Keroka, Ogembo and Nyamira towns</i>	Stakeholder Engagement reports	Number of Stakeholder Engagement reports	3		1	2					0.2	0.4		TM	CMT

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Expansion of sanitation services in under-served areas Identify the specific areas and the activities to be undertaken within the 5 years based on the 2nd column	Undertake planning and design for Last Mile Connectivity (LMC) <i>Mwembe, Jogoo, Nyanchwa and Nyamataro</i>	Designs reports	No of designs reports approved	4	1	2	1			0.3	0.6	0.3			TM	CMT
	Undertake Environmental Social Impact Assessment <i>Mwembe, Jogoo, Nyanchwa and Nyamataro</i>	ESIA reports	No of ESIA reports produced	4		2	2			0.3	0.6	0.6			TM	CMT
	Undertake stakeholders engagement <i>Mwembe, Jogoo, Nyanchwa and Nyamataro</i>	Stakeholder Engagement reports	No of Stakeholder Engagement reports	4	1	2	1			0.2	0.4	0.2			TM	CMT
	Implement last mile connectivity <i>Mwembe, Jogoo, Nyanchwa and Nyamataro</i>	Laid pipelines	Kilometres of pipelines laid	1500	100	300	350	400	400	10	30	35	40	40	TM	CMT
		New customer accounts	No of new customer accounts	1000	200	200	200	200	200	-	-	-	-	-	TM	CMT

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	Construction of VIP Ablution blocks	VIP Ablution blocks constructed	No of VIP Ablution blocks							5	5	5	5	5	TM	CMT
	Faecal sludge Management through PPP	Signed agreement with a development partner	No. of signed agreements													
		Development of a faecal sludge processing plant	Processing Plant Developed									300	300	600	TM	CM
Rehabilitate Waste Water Management Facilities	Develop a maintenance plan for all facilities in Suneka treatment Works and Keumbu, Nyansiongo, Nyamira, Kebirigo	Maintenance plan development	Number of maintenance plans developed												TM	CMT
Identify the specific facilities and the activities to be undertaken within the 5 years based on the 2nd column	Procure contractors to undertake maintenance	Contractors procured	Signed contract												PM	CMT
	Undertake the planned rehabilitation	Rehabilitate of facilities	Number of rehabilitated facilities									15			TM	CMT
	Undertake effective and timely communication with customers on planned maintenance	Communication adverts	Number of communication adverts									0.1			CM	CMT

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Promote effective waste management	Undertake sensitization of communities on public health and hygiene promotion	Sensitization forums	Number of sensitization notices	5	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	TM	CMT
	Undertake regular quality control samples and tests for wastewater	Quality control reports	Number of quality control reports generated	320	64	64	64	64	64	0.5	1	1	1	1	TM	CMT
	Continually provide sanitation services	Sanitation services provided	Number of sanitation services provided	3	3	3	3	3	3	1	1	1	1	1	TM	CMT
	Sensitize Schools on handwashing programs	Sensitization programs	Number of sensitization programs undertaken	20	4	4	4	4	4	0.1	0.2	0.2	0.2		TM	CMT
	Establishing of a Faecal sludge Treatment Plant	Improved waste management	No. Of FST Plants built	1	0	0	1	0	0	0		400				

STRATEGIC THEME 2: INSTITUTIONAL CAPACITY STRENGTHENING

Strategic Objective 3: Strengthen Institutional Capacity by 10% by 2023/28

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP.	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Ensure Good Corporate Governance	Develop Annual Board Charter, and implement the same as per requirements	• Board Almanac/ Work plan	• No of Almanac	5	1	1	1	1	1	1	1	1.2	1.3	1.4	MD	MD
		• Board of Charter compliance and legal adherence	• % Level of compliance with the Board charter	100	100	100	100	100								
	Identify areas for Board training and undertake training e.g. benchmarking	• Training Reports	• No of training undertaken	10	2	2	2	2	2	1.8	2	2.2	2.4	2.6	MD	MD
	Ensure implementation of Board resolutions	• Quarterly Progress Reports	• % level of implementation	100	100	100	100	100	100	2.2	2.4	2.6	2.7	2.8	MD	CMT
	Review the Organizational structure as per SP	• Reviewed Organogram	• No of reviewed organogram	1	1										MD	CMT

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP.		
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support	
	Develop policies for key areas such as Finance, Procurement, Risk, and Communication, among others.	<ul style="list-style-type: none"> • Policies developed • Procurement policy developed • Data security policy • Backup and recovery policy • Downtime and maintenance policy • Social media policy • Risk management policy • Email and communication policy 	<ul style="list-style-type: none"> • No of policies developed 	17	10	7				1	1					MD	CMT
	Sensitize staff on all relevant laws, regulations, and policies	<ul style="list-style-type: none"> • Sensitization reports on laws and regulations 	<ul style="list-style-type: none"> • No of staff sensitization reports 	17	10	7										MD	CMT

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP.		
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support	
	Ensure compliance with all relevant laws, regulations and policies.	<ul style="list-style-type: none"> • Reports on level of Compliance with laws and regulations • Water Act 2016 compliance • Compliance Act 2015 • WASREB compliance • WARA Compliance • PPAD Compliance • PAA Compliance • PPMA 2016 Compliance 	<ul style="list-style-type: none"> • % level of compliance 	100												MD	CMT
Enhance Human Capacity	Sensitization of all staff on the Strategic Plan	<ul style="list-style-type: none"> • Sensitization session reports 	<ul style="list-style-type: none"> • No of sessions reports 	1	1					0.5						MD	CMT

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP.	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	Develop and sign Performance Management Contracts	<ul style="list-style-type: none"> Discuss and sign PMC for staff 	<ul style="list-style-type: none"> No of signed PMCs 	173	173	173	173	173	173	-	-	-	-	-		
	Undertake Bi-Annual & Annual Appraisals	<ul style="list-style-type: none"> Appraisal Reports 	<ul style="list-style-type: none"> % level of appraisals undertaken 	173	173	173	173	173	173	-	-	-	-	-		
	Develop Human Resource Instruments	<ul style="list-style-type: none"> HR Policy and procedures Career progression guidelines Organizational structure 	<ul style="list-style-type: none"> Number of HR Instruments 	3	3					0.3					HRM	CMT
	Conduct Employee/Work Satisfaction Survey	<ul style="list-style-type: none"> Employee Satisfaction Reports 	<ul style="list-style-type: none"> No of ES reports every 2years 	3	1		1		1	0.3		0.3		0.3	HRM	CMT
	Conduct Training Needs Analysis (TNA)	<ul style="list-style-type: none"> TNA plan 	<ul style="list-style-type: none"> No of TNA plan 	2	1			1		0.5			0.5		HRM	CMT

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP.	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	Develop a training plan and Train staff based on TNA/ appraisal reports	• Implementation schedule	• % level of implementation	100	40	70	100	50	90						HRM	CMT
		• Training reports	• No of staff trained	173	173	173	173	173	173	2.3	3	3.5	4	4.5	HRM	CMT
	Promote and maintain registration with professional bodies	• Staff membership of Professional bodies	• % of total staff with professional membership certificates	40	10	20	30	40	50	0.1	0.5	0.7	0.9	1.1	HRM	CMT
	Establish the Sanitation unit	• Established sanitation unit	• Organogram	1		1					5					
	Benchmark for best practices	• Staff who have gone for benchmarking in relevant areas	• No of benchmark activities undertaken	5	1	1	1	1	1	0.5	1	1	1.2	1.5	HRM	CMT
Enhance Internal Efficiencies	Implement ERP (Enterprise Relationship Management)	• ERP implemented	• % level of ERP implementation	75%		60	65	70	75	6	7	8	9	10	ICT	CMT
	Develop an internal communication strategy	• Communication Strategy developed	• No of strategy	1		1					-				CM	CMT
	Automate all payment processes	• All processes automated	• % level of processes automation	75	30	40	50	60	75		1.5	1.75	2	2.25	ICT	CM
	Implement ISO 9001: 2015 Certification	• ISO 9001: 2015 Certificate	• No of certificates	1		1	1				2	2				

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP.	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Improve institutional visibility	Undertake CSR activities within communities	<ul style="list-style-type: none"> CSR projects 	<ul style="list-style-type: none"> No of CSR projects 	10	2	2	2	2	2	0.35	0.5	0.8	1	1.3	CM	CMT
	Cultivate media relations	<ul style="list-style-type: none"> Cultivate media relations 	<ul style="list-style-type: none"> Running campaigns on various media platforms 	<ul style="list-style-type: none"> No. of campaigns run 	10	2	2	2	2	1	1.2	1.5	1.7	2	CM	CMT
Enhancement of Security of water and sanitation infrastructure	Positioning of guards at those various locations	<ul style="list-style-type: none"> Signed Contracts 	<ul style="list-style-type: none"> No of signed Contracts 	1	1	1	1	1	1	5	6.4	7.2	7.2	7.2	HRM	PM
	Installation of IP CCTV at Kegati, Bobaracho, Nyamira, Nyangori, Keroka Booster	<ul style="list-style-type: none"> Contractors certificates 	<ul style="list-style-type: none"> No of signed contracts 	5	1	1	1	1	1	6.5	10	12	12	8	ICT	PM
	Procurement of General Insurance	<ul style="list-style-type: none"> Signed Policy Document 	<ul style="list-style-type: none"> No of Signed Policy documents 	5		1	1	2	1	30	30	30	30	30	HRM / FM	PM
	Reinforce the fence	<ul style="list-style-type: none"> Fenced parcels 	<ul style="list-style-type: none"> No of fenced parcels No of handing over certificates 	16	2	2	4	4	4	1.5	1.8	2	2.4	2.6	TM	PM

STRATEGIES	KEY AC-TIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP.	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Undertake Corporate Planning and Performance Management	Develop the Company Strategic Plan 2023-27	• Strategic Plan 2023-27 developed	• No of Plans	1	1					0.5					Board	MD
	Develop Company Annual Action Plan	• Company Annual Action Plans developed	• No of Action Plans	5	5	1	1	1	1	1	1	1	1	1	MD	MD
	Conduct annual sensitization of staff on Annual Action Plan	• Staff Sensitization Reports	• No. of Staff Sensitization Reports	5	5	1	1	1	1	1					MD	CMT
	Develop Departmental Work Plans and Procurement Plans	• Work Plans and Procurement Plans developed	• No of Work Plans & Procurement Plans	30	30	6	6	6	6	-	-	-	-	-	MD	CMT
	Undertake Mid-term evaluation of GWASCO Strategic Plan 2023-2027	• Mid-term Evaluation report	• Number of Evaluation Report	1			1						1		Board	MD
	Conduct Monitoring & Evaluation of Annual Action Plans	• M&E reports	• No. of M&E Reports	5	1	1	1	1	1		-	-	-	-	MD	CMT
	Develop the 2028-2032 Strategic Plan	• 2028-2032 Strategic Plan	• Strategic Plan 2028-2032	1					1						Board	CMT

STRATEGIC THEME 3: ORGANIZATIONAL FINANCIAL STABILITY

Strategic Objective 4: Ensure Company Financial Sustainability by 2027/28

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Improve revenue collection from 84% to 100% of total billed	Undertake customer segmentation	Customer segmentation report	Number of reports	5	1	1	1	1	1	1	1.5	1.5	1.5	1.5	CM	CMT
	Develop a business plan for each service category	Business plans	Number of Business plans	6	3	3	-	-	-	1.2	1.2	-	-	-	CM	CMT
	Develop a Marketing plan for each service	Marketing plans	Number of marketing plans	6	3	3	-	-	-	1.2	1.2	-	-	-	CM	CMT
	Upgrade the billing system	Accurate bills	% level of accuracy of bills	100	100	100	100	100	100	-	7	-	-	-	CM	CMT
		Increase in revenue collection	% Increase in revenue collection	25	5	5	5	5	5	-	-	-	-	-	CM	CMT
	Sign MOUs with Counties & National government agencies on settlement of new bills and arrears	Signed MOUs	Number of MOUs signed	20	20	20	20	20	20	-	-	-	-	-	CM	CMT
		Reduction in arrears	% reduction in arrears	50	10	10	10	10	10	-	-	-	-	-	CM	CMT

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	Install SMART meters	Installed Pre-paid SMART meters	Number of Pre-paid SMART meters installed	1,000	100	250	250	200	200	1.5	3.75	3.75	3	3	CM	CMT
		Installed Post-paid SMART meters	Number of Post-paid SMART meters installed	100	50	60	75	90	100	0.75	0.9	1.125	1.35	1.5	CM	CMT
	Reduce dormant accounts from 6.719% - 0%	Reduced number of dormant accounts	Number of dormant accounts activated	7,000	7,000	6,000	5,000	4,000	3,000						CM	CMT
	Apply for tariff review	Gazetted tariff	Number of gazetted tariffs	2	1			1		1			1		FM	CMT
Increase Operation & Maintenance Coverage to 180%	Ensure personnel expenditure is less than 20% of O&M	Reduced personnel expenditure	% level of reduction in personnel expenditure	20	30	25	22	20	20	90	131	124	120	128	HRM	CMT
	Ensure maintenance is undertaken as per the manuals of the various equipment	Manufacturers Manuals Maintenance Schedule Maintenance reports	% level of compliance with the manufacturer's manuals	100	100	100	100	100	100						TM	CMT

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	Hold regular meetings with relevant institutions such as KENHA, KURA, KERA, KPLC to avoid spillage	Reduction in Non-Revenue Water	% level of reduction in Non-Revenue Water	25	68	55	45	35	25	0.2	0.2	0.2	0.2	0.2	TM	CMT
Ensure Prudent Financial Planning & Management	Develop/ Review and Implement Finance policy & procedures as per PFM Act 2012 and regulations 2015	Finance policy and regulations	% level of adherence to policy & regulations	100	60	70	80	90	100	-	-	-	-	-	FM	CMT
		Implementation schedule	% level of adherence to implementation schedule	100	60	70	80	90	100	-	-	-	-	-	FM	CMT
	Develop/ Review Procurement policy and regulations as per PPDA Act 2015 -----	Procurement policy & regulations	% level of adherence to policy & regulations	100	40	60	80	90	100	-	-	-	-	-	FM	CMT
		Implementation schedule	% level of adherence to implementation schedule	100	40	60	80	90	100	-	-	-	-	-	FM	CMT
	Develop Budgets based on annual action plan/departmental work plans	Annual budget	% level of adherence	100	90	100	100	100	100	-	-	-	-	-	FM	CMT

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	Develop annual procurement plan based on departmental work plans	Annual procurement plan	% level of adherence	100	50	65	75	95	100	-	-	-	-	-	PM	CMT
	Integrate financial (accounting) and commercial (billing) management systems	Automated accurate Integrated monthly financial reports on a timely basis	% level of accuracy of the financial reports	100	90	100	100	100	100	-	-	-	-	-	FM	CMT
Enhance Internal Controls	Develop a corporate risk register	Corporate risk register	No. of risk registers	1						-	-	-	-	-	IA	CMT
	Develop departmental risk registers & update the same continuously	Departmental Risk Registers	No. of departmental Risk Registers	7						-	-	-	-	-	IA	CMT
	Develop a corporate audit work plan	Annual Audit Work Plan	No. of work plans	5	1	1	1	1	1	-	-	-	-	-	IA	CMT
	Undertake departmental audits	Departmental audit reports	No. of reports							-	-	-	-	-	IA	CMT

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	Ensure realization of ISO 9001: 2015 certification (Quality Management Systems)	ISO 9001:2015 certificate	No. of certificates	1							1	1				
	Ensure realization of ISO 46001: 2019 certification (Water Efficiency Management Systems)	ISO 9001:2015 certificate	Number of certificates										1	1		
Reduce Non-Revenue Water from 68% to 45%	Implement the WASREB NRW standards of June 2022	Compliance reports to WASREB	% level of compliance to standards	25%	68					34	60	60	75	100	MD	CMT
	Undertake preventive maintenance of the water & sanitation infrastructure	Implementation report on Preventive maintenance schedule	% level of adherence to schedule	100	40				100	1					TM	CMT

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
		Agreements with relevant institutions e.g. KENHA, KURA, KERA, KPLC on likely disruptions	% level of adherence to the agreements	100											TM	CMT
	Introduce District Metered Areas in Nyanchwa, Jogoo, Kisii CBD, Nyamira and Mwembe (DMAs)	Installed DMAs	No. of Installed DMAs	10	2	2	2	2	2		79	82	69	56	TM	CMT
		Monitor monthly consumption in each DMA area (cubic meters)	% level of water consumed vs water billed	75	60	65	70	75	75	-	-	-	-	-	TM	CMT
	Implement the Geographical Information System (GIS)	Timely reporting and repairs of leaks and bursts	% reduction in NRW	25												
		Hotspot analysis	% reduction in NRW	25												
Reduce account receivables by 25%	Develop/ Review and implement a debt management policy and manual	Debt policy and manual developed and implemented	Number of policies developed			1					-	-	-	-	CM	CMT

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
	Constitute a debt collection team*	Debtors aging analysis report	No. of reports	60	12	12	12	12	12	-	-	-	-	-	CM	CMT
		Debt performance report	No. of reports	60	12	12	12	12	12	-	-	-	-	-	CM	CMT
	Engage the services of a debt collector on the non-performing receivables	Debt reduction reports	Kshs collected debt	170M		1					1.7				CM	CMT
Enhance Resource Mobilization	Develop concept notes and funding proposals for high impact projects	Concept notes	No of concept notes							-	-	-	-	-	CM	CMT
		Funding proposals	No of proposals							-	-	-	-	-	CM	CMT
	Develop Investment Plans	Investment plans	No. of Investment plans	1	1					-					CM	CMT
	Organize investment forums	Potential development partners engaged	No of MOUs signed	4		1	1	1	1		0.5	0.5	0.5	0.5	CM	CMT

STRATEGIC THEME 4: CUSTOMER SERVICE

Strategic Objective 5: Realize a Customer Satisfaction Index of 70%

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..		
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support	
Development of Company Service Delivery Charter	Review of Customer Service Charter	<ul style="list-style-type: none"> Revised Customer Service Charter 	<ul style="list-style-type: none"> No of Customer Service Charters 	1	1						-					CM	
	Conduct staff sensitization of the Customer Service Charter	<ul style="list-style-type: none"> Sensitization reports 	<ul style="list-style-type: none"> No of reports 	5	1	1	1	1	1		-	-	-	-	-	CM	
		<ul style="list-style-type: none"> Reduction in Customer complaints 	<ul style="list-style-type: none"> % level of reduction in customer complaints 	100	100	100	100	100	100		-	-	-	-	-	CM	
	Customer campaign of Customer Service Charter	<ul style="list-style-type: none"> Reduction in Customer complaints 	<ul style="list-style-type: none"> % level of reduction in customer complaints 	100	100	100	100	100	100		0.5	0.65	0.8	0.95	1	CM	
Build an Online Identity	Develop an interactive website	<ul style="list-style-type: none"> Interactive Company Website in place 	<ul style="list-style-type: none"> No of engagement on the company website 	1		1						0.5				CM	ICT
	Educate Customers through weekly blogs	<ul style="list-style-type: none"> Published blogs on different Online platforms 	<ul style="list-style-type: none"> No of blog posts 	234	26	52	52	52	52		-	-	-	-	-	CM	ICT
	Increase Online traffic through Digital Marketing	<ul style="list-style-type: none"> Google analytics reports 	<ul style="list-style-type: none"> No of users visiting our platforms 	1,000	500	700	800	900	1,000		0.3	0.3	0.3	0.3	0.3	CM	ICT
	Improve website ranking through Search Engine Optimization (SEO)	<ul style="list-style-type: none"> Website ranked top five in Google search 	<ul style="list-style-type: none"> Google search ranking 	>5	>5	>5	>5	>5	>5		0.3	0.3	0.3	0.3	0.3	CM	ICT

STRATEGIES	KEY ACTIVITIES	EXPECTED OUTPUT	OUTPUT INDICATORS	5-YEAR TARGET	TARGET					BUDGET (KSh Millions)					RESP..	
					Yr1	Yr2	Yr3	Yr4	Yr5	Yr1	Yr2	Yr3	Yr4	Yr5	Lead	Support
Ensure consistent quality of services	Undertake Customer satisfaction Survey	<ul style="list-style-type: none"> Conduct Customer satisfactory survey 	<ul style="list-style-type: none"> Net Promotor Score 	10	5	6	7	9	10	0.8	1	1.25	1.5	1.75	CM	
	Conduct regular water quality testing	<ul style="list-style-type: none"> Water quality report 	<ul style="list-style-type: none"> % level of compliance 	>95	95	95	95	95	95	1.5	1.5	1.5	1.5	1.5	TM	PM
	Conduct regular waste water quality testing	<ul style="list-style-type: none"> Waste water quality report 	<ul style="list-style-type: none"> % level of compliance 												TM	PM
	Increase hours of supply	<ul style="list-style-type: none"> Monthly reports on hours of supply 	<ul style="list-style-type: none"> No of reports 	24	20	21	22	23	24						TM	

ANNEX II: COMPANY RISK REGISTER AND MITIGATION PLAN

STRATEGIC OBJECTIVES	RISK EVENT	CAUSES	LIKELIHOOD	IMPACT	RISK ASSESSMENT	CONSEQUENCE	MITIGATION PLAN	RESPONSIBLE	
								OWNER	RESPONSIBLE
Increase Water Coverage from 40% to 50% & Sanitation Services Coverage from 17% to 25% by 2027/28	Funds misappropriation	Lack of work plans Inadequate policies and procedures	HIGH	HIGH	HIGH	Uncoordinated implementation Of SOPs Supplies of defective materials Varied labor and equipment productivity	Work plans to be supported by budgets. Develop and Review the policies. Due diligence of contractors Transfer or share risk to/with other parties	TM	MD
	Political interest	Political incitement Lack of public participation Communal differences New governmental acts or legislations Unstable security circumstances (organized criminal gangs)	MEDIUM	HIGH	HIGH	Stalling of projects Unbalanced distribution of resources Legal disputes Lack of donor support	Public participation and stakeholders' engagements	TM	MD

STRATEGIC OBJECTIVES	RISK EVENT	CAUSES	LIKELIHOOD	IMPACT	RISK ASSESSMENT	CONSEQUENCE	MITIGATION PLAN	RESPONSIBLE	
								OWNER	RESPONSIBLE
	Vandalism	Lack of project ownership	HIGH	HIGH	HIGH	Loss of assets	Community sensitization	TM/CM	MD
		Political unrest							
	Demand scrap metals								
	Design errors	Inexperienced/unqualified firms	LOW	HIGH	HIGH	Compromised quality of infrastructure	Conduct adequate due diligence	TM	MD
		Lack of due diligence when procuring contractors				High cost of rehabilitation			
	Legal disputes	Non availability of policies	HIGH	HIGH	HIGH	High legal costs	Setup of a legal department	MD/BOARD	CMT
Insufficient stakeholder engagement	Projects stalling	Outsource legal services							
Loopholes within the contracts	Reputational risk	Undertake proper stakeholder consultations							
Strengthen Institutional Capacity by 10% in 2027/28	Inadequate Financing	Lack of development partners	HIGH	HIGH	HIGH	Inability to meet operational costs	Conduct investment forums	MD	MD
Low revenue collection	Inability to fund in fracture projects								

STRATEGIC OBJECTIVES	RISK EVENT	CAUSES	LIKELIHOOD	IMPACT	RISK ASSESSMENT	CONSEQUENCE	MITIGATION PLAN	RESPONSIBLE	
								OWNER	RESPONSIBLE
	High Turnover of experienced staff	Low staff Morale Poor working Conditions Poor compensation package	HIGH	HIGH	HIGH	Loss of institutional memory Inability to meet company objectives Frequent Customer complaints	Improve on working conditions Improve on staff benefits	HR	CMT
	Non implementation of performance contracting	Unclear targets Resistance from staff	HIGH	HIGH	HIGH	Non-attainment of company objectives	Regular performance appraisal Adequate sensitization of staff Setting of SMART targets Improving the reward system	HR	CMT

STRATEGIC OBJECTIVES	RISK EVENT	CAUSES	LIKELIHOOD	IMPACT	RISK ASSESSMENT	CONSEQUENCE	MITIGATION PLAN	RESPONSIBLE	
								OWNER	RESPONSIBLE
	Non compliance to corporate governance	Appointment of unqualified board members Lack of a board charter Political interference Conflict of interest Lack of board evaluation	HIGH	HIGH	HIGH	Poor quality decisions Highly compromised team of board of directors Unstructured board activities Uncontrolled board expenditure	Appointment of qualified and experienced board members Maintenance of conflict of interest policy Undertaking regular board evaluation	MD	BOARD
	Non responsive organizational structure	Lack of regular review of organizational structure Lack of alignment of strategic plan and organizational structure	HIGH	HIGH	HIGH	Poor reporting structure Lack of coordination of departmental roles and responsibilities Inability to meet company objectives	Regular review and harmonization of organization structure Align Organization structure to strategy	HR	CMT
Ensure Company Financial Sustainability by 2027/28	Inability to reduce non-revenue water	Inadequate financing Inadequate Staff capacity	HIGH	HIGH	HIGH	Loss of revenue due to low billing Unsustainable operational costs	Implementation of NRW strategy Upgrading of network structure	CM/TM	CMT

STRATEGIC OBJECTIVES	RISK EVENT	CAUSES	LIKELIHOOD	IMPACT	RISK ASSESSMENT	CONSEQUENCE	MITIGATION PLAN	RESPONSIBLE	
								OWNER	RESPONSIBLE
	Inability to manage O & M Costs	Low revenue	HIGH	HIGH	HIGH	Failure to meet service level obligations	Improve revenue collection	CM	CMT
	Inability to achieve revenue targets	Lack of coordination in revenue collection system Interrupted water supply Low billing	HIGH	HIGH	HIGH	Inability to meet operational expenses Customer complaints	Development of business plan for each revenue channel Segmentation of business channels Development of marketing plans for each revenue channel Ensure consistent water supply	CM	CM

STRATEGIC OBJECTIVES	RISK EVENT	CAUSES	LIKELIHOOD	IMPACT	RISK ASSESSMENT	CONSEQUENCE	MITIGATION PLAN	RESPONSIBLE	
								OWNER	RESPONSIBLE
Achieve customer Satisfaction Index of 70%	Inability to carry out the survey	Inadequate financiers	MEDIUM	MEDIUM	MEDIUM	Low Customer service standards	Enhance resource allocation	CM	CM
	Lack of an interactive website	Lack of online presence	MEDIUM	MEDIUM	MEDIUM	Poor tracking of customer feedback	Improving the website	CM	ICT
		Underutilization of CRM tools				Low online corporate image			
	Lack of consistent supply of water	Dilapidated infrastructure Vandalism of lines	HIGH	HIGH	HIGH	Low consumption of water	Timely response to breakdowns	CM	TM
Decrease in billing									
Poor communication strategy	Inadequate communication to customers and information	MEDIUM	MEDIUM	MEDIUM	Low levels of customer feedback Poor corporate image	Improvement in customer complaint resolution	CM	CM	

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ANNEX III: ORGANIZATIONAL STRUCTURE

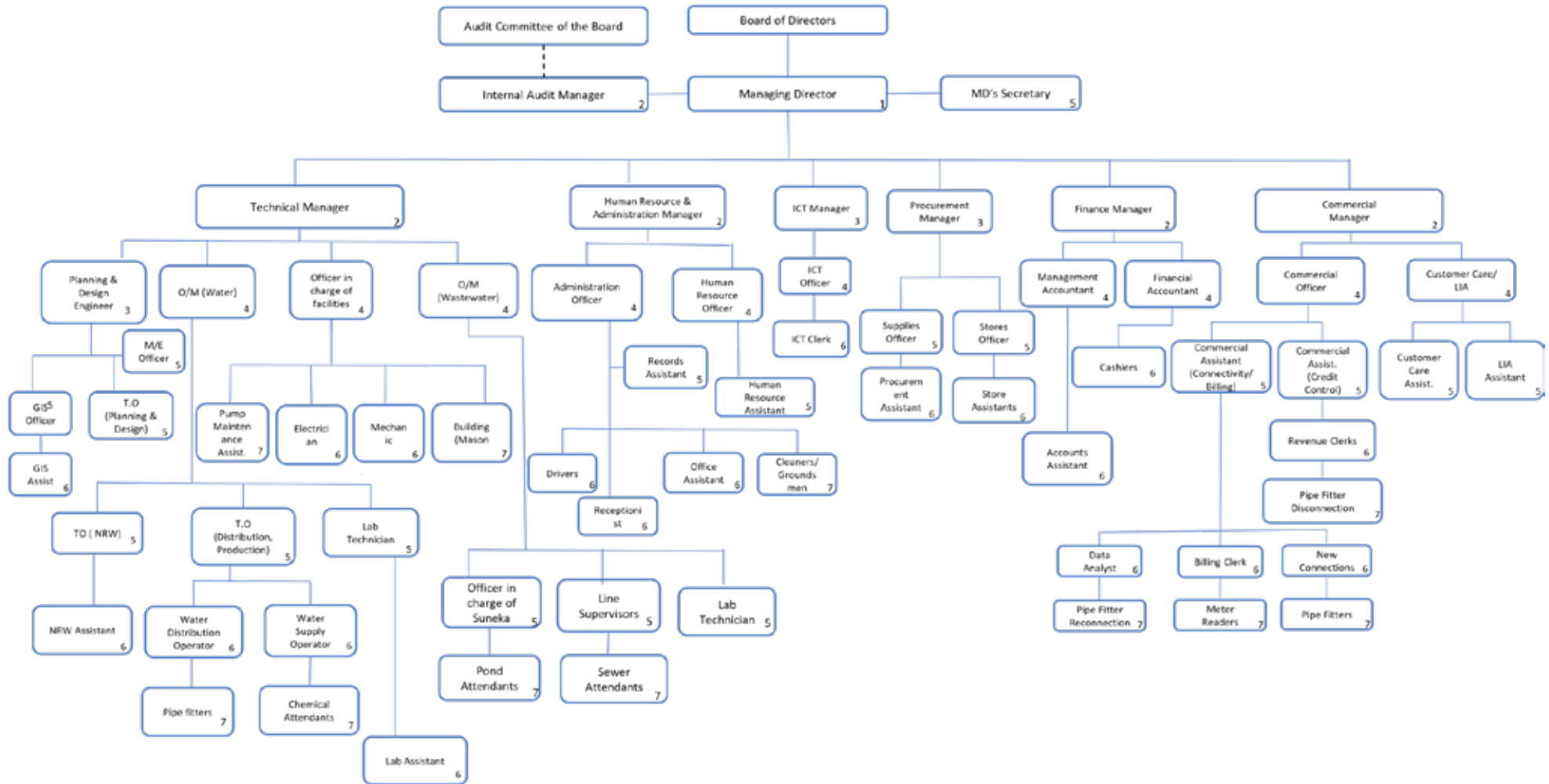


Figure 1: GWASCO Organogram



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