



**MURANG'A SOUTH WATER  
AND SANITATION CO. LTD**

**BUSINESS PLAN  
2021-2026**



**Quality water through quality services**





Figure 1 Maragua Bulk supply dam

*The 15M high maragua dam site lies in Murang'a South Sub County at the confluence of rivers Irati and Maragua and at coordinates 279714.44 m E, 9913771.95 m S and altitude 1447 m a.s.l.*

*The project upon completion will supply 15,000m<sup>3</sup>/day of water to the proposed Maragua Town Water Supply and Irrigation Scheme in Maragua Ridge, which comprise of irrigation areas. Of these 8000m<sup>3</sup>/day will be devoted for domestic use while the rest will be used for irrigation.*

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<b>LIST OF ABBREVIATIONS AND ACRONYMS</b>	
BOD	Board of Directors
CBA	Collective Bargaining Agreement
CDF	Constituency Development Fund
CRO	Customer Relations Officer
COK	Constitution of Kenya
HIV/AIDS	Human Immune Virus/Acquired Immune deficiency Syndrome
COVID-19	Corona Virus Disease of 2019
TSM	Technical Services Manager
CSM	Commercial Services Manager
FM	Finance Manager
IAM	Internal Audit Manager
ALM	Administration and Logistics Manager
PRM	Public Relations Manager
HRO	Human Resources Officer
ICT	Information Communication Technology
MD	Managing Director
IT	Information Technology
KEBS	Kenya Bureau of Standards
MDC	Millennium Development Goals
MIS	Management Information System
MOU	Memorandum of Understanding
NEMA	National Environment Management Authority
NGO	Non-Governmental Organization
NRW	Non- Revenue Water
MUSWASCO	Murang'a South Water and Sanitation Company Ltd
PMS	Performance Management System
PO	Procurement Officer
PPP	Public Private Partnership
SPA	Service Provision Agreement
SWOC	Strengths, Weaknesses, Opportunities and Challenges
AWWDA	Athi Water Works Development Agency
TWWDA	Tana Water Works Development Agency
WB	World Bank
MCIDP	Murang'a County Integrated Development Plan
WASREB	Water services Regulatory Board
WSTF	Water Sector Trust Forward
NaWASSIP	National Water Supply and Sanitation Program
MOW	Ministry of Water and Irrigation
CGM	County Government of Murang'a
WRA	Water Resources Authority
WSS	Water Supply and Sanitation
WSPs	Water Services Providers



EMCA	Environmental Management and Coordination Act, 1999
PA	Personal Assistant to the MD
CBO	Commercial Business Officer
FO	Finance Officer
ICTS	Information & Communication Technology Supervisor
BS	Billing Supervisor
BO	Billing Officer
PrA	Procurement Assistant
HRA	Human Resource Assistant
TO	Transport Officer
IAO/AA	Internal Audit Officer/Audit Assistant
CCA	Customer Care Assistant
RCPT	Receptionist
WPS	Water Production Supervisor
ADO	Asset Development Officer
O&MS	Operations and Maintenance Supervisor
WOO	Water Quality Officer
AD	Asset Development
DAO	Data Analyst Officer
OMO	Operations & Maintenance Officer
NRWT	Non Revenue Water Technician
LT	Lab Technologist
WST	Water Supply Technicians
DCA	Data Collection Assistant
OMT	Operations & Maintenance Technicians
RO	Rationing Officer
ZO	Zonal Officer
PRA	Public Relations Assistant
PRO	Public Relations Officer

## CHAPTER 1

### INTRODUCTION AND BACKGROUND

The Murang'a South Water and Sanitation Company Ltd (MUSWASCO), was incorporated on 23<sup>rd</sup> May 2008 under the Companies Act, Cap 486, and became operational immediately. The company is mandated via a Service Provision Agreement (SPA) of November 2011, to provide water and sanitation services to the three sub-counties of Murang'a County namely: Kandara Sub-County, Kigumo Sub-County, and Murang'a south sub-County. MUSWASCO is wholly owned by the Murang'a County Government under the Constitution of Kenya 2010. MUSWASCO is the current holder for the National and County Governments assets on behalf of the public, while the national regulator is the licensor of the WSPs as per Water Act 2016.

The total area covered is 934 Km<sup>2</sup>, with a population of 485,288 (2019 census). The estimated population figure for 2021/22 is 497,103 while for 2025/26 is 527,914 projected from the 2019 population census, with a growth rate of 1.21%. The corresponding water coverage for 2021/22 is 56% while for 2025/26 the coverage is estimated at 75%. The area under high potential agro-ecological zones is 70% of the total area, while the rest is in the semi-arid ecological zones.

MUSWASCO business plan 2021/22-2025/26 takes a robust approach to enable the people within our coverage to receive the highest-level standards of service, as outlined in the responsibilities of water and sanitation companies under the Water Act 2016. This plan outlines our efforts towards achieving the KenyaVision 2030 and the global Sustainable Development.

The strategic plan is guided by the National Water Services Strategy; the Water Act 2016; the United Nation's Sustainable Development Goals (SDGs); the Constitution of Kenya 2010; Kenya Vision 2030; the Medium-Term Plan III (2018-2022); Kenya's Big Four (4) National Development Agenda; the Ministry of Water and Sanitation Strategic Plan; the Water Services Providers Association(WASPA) Strategic Plan; and the Murang'a County Integrated Development Plan(MIDP);



## **1.2 VISION, MISSION, MANDATE AND CORE VALUES**

### **1.2.1 Vision statement**

“To be a model Water and Sanitation Services Provider in Kenya”

### **1.2.2 Mission statement**

To provide quality, affordable, reliable, and sustainable water and sanitation services by meeting and exceeding the customers' and stakeholders' expectations.

### **1.2.3 Mandate Statement**

#### *Mandate statement*

Murang'a South Water and Sanitation Company is mandated to provide efficient and economical water and sanitation services within the area as specified in the license issued by WASREB and maintenance of the developed National and County Governments assets for water and sanitation service provision as per the Water Act 2016.

### **1.2.4 Core values**

- a) Quality service and Customer focus
- b) Transparency and Accountability
- c) Good governance
- d) Innovation
- e) Teamwork

### **1.2.5 Philosophy (Company Slogan)**

“Quality Water through Quality Service”

## CHAPTER 2

### 2.0 STRATEGIC OBJECTIVES AND GOALS

#### 2.1 Introduction

The Business Plan structure has been informed by the approved strategic plan 2021/22-2025/26 and the lessons learned during the implementation of the second Business Plan and the realignment with the Constitution 2010, Water Act 2016, and other emerging issues.

#### 2.2 STRATEGIC OBJECTIVES

The following key strategic issues are identified and prioritized for attention over the next 5 years;

##### 2.2.1 Improved access to Water and Sanitation services

2.2.1.1 To increase the proportion of the population accessing safe water from 73% to 95% over the planning period.

2.2.1.2 To enhance Sanitation services from 98% to 100% within the planned period by constructing 2No. Sanitation blocks and mobilizing funds for Kenol Sewerage System

2.2.1.3 To enhance and secure the water production and distribution System and infrastructure.

2.2.1.4 To Improve the water Quality status and assurance during the planned period

##### 2.2.2 Reduction of Non-Revenue Water

2.2.2.1 Reduce the Non-Revenue Water from 47% to 37% over the plan period

##### 2.2.3 Upgrade ICT capacity (upgrade Management Information System (MIS)

2.2.3.1 To fully strengthen information management systems over the plan period

##### 2.2.4 Improve financial sustainability

2.2.4.1 To enhance MUSWASCO's financial sustainability by ensuring the cost coverage improves from 95% to 120% over the plan period.

##### 2.2.5 Enhance institutional capacity

2.2.5.1 To enhance staff capacity by 50% for MUSWASCO over the plan period.

2.2.5.2 Equip staff fully with adequate transport, tools, and equipment within the plan period

2.2.5.3 To fully enhance MUSWASCO governance, management, and administration over the plan period

2.2.5.4 Full Compliance with the MUSWASCO's strategic plan 2021 – 2026 period



2.2.5.5 To reform and fully improve the MUSWASCO's organizational structure over the plan period

2.2.5.6 To maintain and attract competent, skilled, and adequate human capital plus staff welfare.

### **2.2.6 Enhance mainstreaming of cross-cutting issues**

2.2.6.1 To develop and operationalize policies in addressing cross-cutting issues in compliance with the relevant Acts during the plan period

### **2.2.7 Enhance the quality of the database to assist in planning**

2.2.7.1 Fully develop a database of quality and reliable data.

## **2.3 STRATEGIC GOALS**

In addressing the above objectives, the following goals will be achieved;

1. Increased urban, peri-urban and rural population accessing safe water and improved sanitation
2. Reduced Non-Revenue Water levels
3. Enhanced adequate management information systems.
4. Enhanced financial sustainability
5. Enhanced institutional capacity
6. Cross cutting issues mainstreamed in all the MUSWASCO's operations
7. Quality and reliable data.
8. Enhanced quality corporate communication.

After identifying the key strategic objectives and the related strategic goals the business plan shall provide a sound framework for planning and the development of the company's activities during the plan period to realize effective service delivery to the customers.

The above objectives were intended to address the strategic issues which were limiting the company's performance to realize the strategic goals.

## CHAPTER 3

### 3.0 THE MARKET ANALYSIS

The market analysis of the company's supply area is influenced/characterized by many factors which the company has direct and indirect command. However, the company has the advantages of having;

- A high potential area of supply and Customer goodwill – prompt payment of bills and willingness to cooperate with the company.
- Rapid growth in Peri-urban towns resulting in to increase in the urban population which boosts demand for our services.
- High demand for water and sewerage services due to rapid infrastructural development (roads, housing, recreational, and electricity) within the company's area of supply.
- Existing Opportunities to increase the water and sanitation services to the areas not yet served.
- Minimal competition on the provision of water and Sanitation Services since MUSWASCO Company is the only contracted and licensed Water Service Provider within the three Sub-counties of Kandara, Kigumo, and part of Murang'a South
- Gravity flow water system-minimal costs of water production and supply.

However, the market has limiting factors in the implementation of this business plan due to the following factors;

- Political challenges
- Unlicensed Community Water Projects providing untreated domestic water

(Introduce Funding or Budget for sensitization and creation of awareness in the implementation matrix)

## 3 MARKET ANALYSIS PERFORMANCE INDICATORS

### 3.1.1 Population

The total area covered is 934 Km<sup>2</sup>, with a population of 485,288 (2009 census). The estimated population figure for 2021/22 is 497,103 while for 2025/26 is 527,914 projected from the 2019 population census, with a growth rate of 1.21%. The corresponding water coverage for 2021/22 is 56% while for 2025/26 the coverage is estimated at 75%. The area under high potential agro-ecological zones is 70% of the total area, while the rest is in the semi-arid ecological zones.

The above population and coverage figures indicate a strong market for our products and services within the business plan period.



### 3.1.2 Demand

Table 3.1: Water Demand Analysis

<b>Aggregated Water Demand</b>	<b>Water Demand (m<sup>3</sup>/day)</b>		
	<b>Initial</b>	<b>Future</b>	<b>Ultimate</b>
<b>Demand Category</b>	<b>2022</b>	<b>2032</b>	<b>2042</b>
Residential	13,538	24,191	45,450
Institutional	4,158	5,539	7,394
Livestocks	4,347	4,849	5,410
Commercial	3,143	4,227	5,682
<b>TOTAL</b>	<b>25,186</b>	<b>38,806</b>	<b>63,936</b>
<b>Rounded Volumes</b>	<b>25,200</b>	<b>39,000</b>	<b>64,000</b>

Source of Data: Design Report on Murang'a South Makutano project

The water demand for the year 2021/2022 is 25,200 m<sup>3</sup> per day while the water production within the same year is 17,034m<sup>3</sup> per day. The equivalent water demand for the year 2025/26 is 31,262 m<sup>3</sup> per day while the water produced the same year will be 33,198 m<sup>3</sup> per day. The production shall be realized once Kinyona and Wanyaga intakes and T/works are improved.

The above water demand analysis indicates that our products and services shall be in high demand.

### 3.1.3 Water Production

- Ichichi with a production of 452,350m<sup>3</sup>per month (15,078 m<sup>3</sup>/day)
- Kinyona intake works has a 12" reduced to 2 no 6" and a 3" gravity line with a production of 8,415m<sup>3</sup> per day as per the volumetric measurements updated July 2021.
- Kiriciungu intake works has a 10" gravity line with a production of 4,000m<sup>3</sup> per day (2021/22). The production volumes were determined as a spot check on May 2021.
- Company boreholes had a production of 10,000-15,000 m<sup>3</sup>/month in the year 2020-2021.

During the business plan period, the strategic plan has included expansion of Maragua dam, Kinyona Mariira Karimwaro pipeline, and Wanyaga raw water mains with both total water production of 21,000m<sup>3</sup> per day.

Given the above, the total water production for 2021/2022 was 15,078 per day while total water production for 2025/2026 will be 33,198m<sup>3</sup> per day which is intended to meet the water demand of 31,262 m<sup>3</sup> per day.

### **3.2 Water resources**

#### **3.2.1 Surface Water Sources**

The following water sources exist within the company area of operation and have been exploited to offer water services for our various water intakes.

- i. Irati River – hosting Kinyona intake and T/works
- ii. Maragua River – hosting Ichichi intake and T/works
- iii. The confluence of Maragua River and Irati River. – Hosting Maragua dam
- iv. Kiriciungu River – hosting Kiriciungu intake and T/works
- v. Chathanda River – intake works under the proposal stage.
- vi. Thika River- Wanyaga intake works under the proposal stage.

The market area of the company has adequate water sources which provide the raw water for production to meet the customers' water demand requirements.

#### **3.2.2 Ground Water Sources**

Reference to the existing borehole reports, the water table is within economical, portable, and exploitable limits for water supply extraction.

Availability of raw water from the above water sources gives a guarantee on the continued supply of raw water to our treatment works for production. Therefore, raw material for the products and services to our customers is readily available.

### **3.3 Number of connections**

It is estimated that there will be steady growth in the number of connections as more extensions are done and the population keeps on increasing in the served and unserved areas as shown in Table 3.2below.



Table 3.2: projected number of active connections

YEAR	TOTAL NUMBER OF ACTIVE CONNECTIONS
2018-2019	35,196
2019-2020	33,403
2020-2021	35,096
2021-2022	37261
2022-2023	39497
2023-2024	43,446
2024-2025	46,053
2025-2026	48,356

The above customer records indicate a strong market base for our products and services.

## CHAPTER 4

### 4.0 PRODUCTS AND SERVICES

#### 4.1 General

Murang'a South Water and Sanitation Company (MUSWASCO) has the primary responsibility to provide safe drinking water and optimal sanitation services to the residents of the three sub-counties and its environs as an agent of Murang'a County Government through a license issued by the Water Service Regulatory Board.

#### 4.2 Present situation

##### 4.2.1 Product

The Company's product is safe drinking water which is offered to the customers through the piping systems.

The production is carried out at the company's treatment works which are controlled and regulated as per the WASREB guidelines which ensures compliance of quality standards as described by WHO, and KEBS

Product Quality Assurance is ensured through regular monitoring of the production processes at the beginning and the endpoints before the customer uses the product.

Given the above, the business plan takes cognizance of the quality of the product and the regular monitoring of the production processes to maintain adequate and reliable data to ensure continuous improvement of the product.

##### 4.2.2 Services offering

Currently, the company is offering services within an area of 934 Km<sup>2</sup> having a total population of 485,288 of which 271,761 are being served.

The service hours of supply is averagely 20 hours for the served population and the Non-Revenue water stands at 47% which is majorly contributed by dilapidated infrastructure and inadequate institutional capacity.

In reference to the above company situation, the strategic plan 2021/22-2025/26 has made provisions to address the high NRW ratio and improve the institutional capacity. The business plan has also taken into consideration the annual requirements to address the issues raised.



## CHAPTER 5

### 5.0 ASSET MANAGEMENT

#### 5.1 Background

The Murang'a South Water and Sanitation company was contracted as a service provider and issued a service provision agreement to manage and operate the water supply infrastructure by Tana Water Services Board in 2008.

Between 2010 and 2014 Tana Water Services Board initiated a bulk water system which came up with the asset infrastructure worth Ksh. 620,639,885 which was handed over to the company in 2015 for management and service provision.

Since 2015, the company has been working with Athi Water Services Board which transitioned under Water Act 2016 vide Legal Notice No. 28 of 26th April 2019, to Athi Water Works Development Agency. It is tasked with ownership of water assets and infrastructure, planning, development, and expansion of infrastructure, after which it hands over to the WSP for management.

Currently, MUSWASCO provides water services within the area specified in the license and undertakes the development of county assets for water service provision under Water Act 2010.

Since then, the company has continued to increase its assets through both internal and external financing.

#### 5.2 Type of assets

The assets under reference fall into two categories, namely: -

**(i). Operational Assets (non-specialized)**

These are fixed assets used for the delivery of services and include land associated with operational assets, buildings, furniture, and office equipment.

**(ii). Infrastructure Assets (specialized)**

These include; source works, all pipe-works, treatment works, storage tanks, etc.

It's important to note that the business plan shall provide mechanisms to realize the infrastructural assets and the requisite institutional capacity to manage and operate the assets for effective service and quality products to the customers.

A provision has also been provided to erect an operational asset in terms of an office block at Kenol to ensure the ICT department is fully operational.

#### 5.3 Asset Ownership

The asset is categorized under two Ownership groups.

- (i) Assets owned by Athi Water Works Development Agency but managed by the WSP
- (ii) Assets developed, managed, and owned by Murang'a South Water and Sanitation Company

### **5.3.1 Asset Owned by Athi Water Works Development Agency**

All the water schemes operated by MUSWASCO were handed over to the company through the issuance of a service provision agreement by the Water Services Regulatory Board. The company, therefore, accepted to operate, manage and maintain the assets with the internally generated funds.

Athi Water Works Development Agency handed over the bulk water system to the company to operate, manage and maintain for effective service delivery.

### **5.3.2 Assets Developed, Owned, and Managed by MUSWASCO**

Since the inception of MUSWASCO, assets have been developed through internally Generated funds, Grants from development partners and also through grants (OBA) through the Water Services Trust fund.

Besides the above the company borrowed from Sidian bank funds for the pipeline installation, sedimentation basins, alum dosing, and purchase of lab equipment. These assets are included in the books of account of Murang'a South Water and Sanitation Company.

The operations and maintenance of the assets are wholly managed by the company.

## **5.4 Future investment requirement for renewal and replacement of assets**

Adequate provision for NRW Reduction has been made each year to enable renewal and replacement of the pipeline infrastructure. The funds allocated for NRW Reduction shall cater to all the assets under the company's area of jurisdiction.



## CHAPTER 6

### 6.0 HUMAN RESOURCES AND ORGANIZATION STRUCTURE

The company's human resource and organization structure is **KEY** in the implementation of a successful business plan. Therefore, the staff skills and competencies should meet the minimum qualification requirements to ensure value addition.

This section analyses organizational structure and current staff and management capabilities and changes required to meet future challenges.

#### 6.1 Current Organizational structure

##### 6.1.1 The Current Staff Establishment and Their Skills/Competence

Broadly, the activities of the current organization structure are currently divided into the 4 Departments with 6 Managers who directly report to the MD namely;

- Technical Services Manager
- Financial Manager
- Commercial Services Manager
- Internal audit Manager
- Administration and Logistics Manager
- Public relations Manager

The Organization structure indicates 10 Sections which are headed by 10 Section heads who directly report to the Departmental Managers.

Out of the 10 sections, 11 units report to the section heads.

The current Organizational structure has institutional limitations which need to be addressed as indicated in the approved strategic plan 2021/22-2025/26.

The current staff establishment and their skills are as illustrated in the above table. The 6 managers report to the MD and the whole team forms the Corporate Management Team. The CMT works on contract while the others are on either contract all permanent and pensionable.

However, the Skills and competencies of some staff need to be enhanced while others are placed with no skill and competencies. Some Skills and competencies need to be properly placed. The challenges of the current organization structure are being addressed during the life of the strategic plan and the business plan

The current organization structure has 153 members of staff as illustrated in the current organizational structure.

**Table 6.1: Current Organization Structure Details**

MDs Office		No. of Staff	Skills and Qualifications	Management ities	Remarks
	MD	1	Degree	Ok.	<ul style="list-style-type: none"> <li>• Mary G. Nyaga – Bachelors in Business Administration.</li> </ul>
	ALM	1	Degree	Ok.	<ul style="list-style-type: none"> <li>• Morine Njeru-Bachelors in Business Management (HROption),IHRM Certified</li> </ul>
	ADMO	1	Diploma	OK	<ul style="list-style-type: none"> <li>• Annet Muchira-Diploma in ICT</li> </ul>
	Drivers	6	Qualified Driver	Ok.	<ul style="list-style-type: none"> <li>• Morris Nganga Kimani-Drivers Licence</li> <li>• Peter Njoroge Kiguge-Drivers Licence</li> <li>• Stanley Kaira Kagina-Drivers Licence</li> <li>• James Muraya Maina-Drivers Licence.</li> <li>• John Maina Gataka-Drivers Licence</li> <li>• Robinson Gitau Gatibu-Drivers Licence</li> </ul>
	PO	1	Diploma	Ok	Samuel Muhia Njenga-Diploma in Procurement and Supplies
		PrA-1	Degree	Ok	Keziah Wanjiru-Bachelors in Procurement Supplies and Logistics
	SUPPORT STAFF	2	KCSE	Ok	<ul style="list-style-type: none"> <li>• Julia Kabura-KCSE</li> <li>• Jane Nduta-KCSE</li> </ul>
	<b>TOTAL S</b>	<b>12</b>			
TMs Office					
	TSM	1	Degree	Ok.	<ul style="list-style-type: none"> <li>• John Macharia-Bachelors in water and</li> </ul>



					Environmetal Engineering
	WQO	1	Diploma	Ok.	<ul style="list-style-type: none"> <li>• Diploma in Laboratory technology</li> </ul>
		WSO – 2 CA – 4	Only 2 officer with the required skills and Qualifications	Not Ok.	<ul style="list-style-type: none"> <li>• Muhoro Laban Water Eng cert</li> <li>• James Njue Certificate in Advanced Water Operations</li> <li>• Elizabeth Ngugi no Qualification</li> <li>• Joseph Mugo Kamau Grade III Plumber</li> <li>• NgangaPharis Kabaiku Grade II Plumber</li> <li>• Samuel Kiminda – Certificate in Community Management</li> </ul>
	NRWM	1	Degree	Ok.	<ul style="list-style-type: none"> <li>• Kelvin Njagi-Bachelors in Civil Engineering</li> </ul>
	NRWS	1	Degree	Ok.	<ul style="list-style-type: none"> <li>• Akumu Rose Ongaro – Bachelors of science in Civil Engineering</li> </ul>
	ADO	1	Degree	ok	<ul style="list-style-type: none"> <li>• Michael Munyeri-Bachelros in civil engineering</li> </ul>
	NRWT	4			<ul style="list-style-type: none"> <li>• Kiarie Benson Gitau – Grade II</li> <li>• Kitivu James Muia – Diploma in project management.</li> <li>• Njogu Peter Wainaina– Diploma in project management</li> <li>•</li> </ul>
	OMS – 1		Diploma	Ok.	Elijah Kinyua Dip Water Technology

		Rationing Officer - 4		2/9 no Certificate  Others are Ok.	<ul style="list-style-type: none"> <li>• Wambui Bernard Nyoike – Grade III</li> <li>• Macharia Dedan Mburu – Grade III</li> <li>• Mwangi Gerald Ngari – Grade III</li> <li>• Peterson Murimi – Grade III</li> </ul>
		OMT – 5	Only 2 officers with qualifications	3/5 Not Ok.	<ul style="list-style-type: none"> <li>• John Waiguru National Water</li> <li>• Francis Mwangi Grade III Qualification</li> <li>• Peter Kamande no Qualification</li> <li>• Martin Njuguna National Water</li> <li>• Morris Wambui-KCSE</li> </ul>
		SLO – 12	8/12 with qualification	4/12 Not Ok.	<ul style="list-style-type: none"> <li>• Pauline Nyaguthi Dip in water Eng.</li> <li>• Julius Mungai Dip in Water Eng.</li> <li>• Peter Karanja Dip in Water Tech</li> <li>• Patrick Irungu Grade II Electrical Wiring</li> <li>• Samuel Muthike Dip Water Eng.</li> <li>• Veronica Muiruri Dip Water Technology</li> <li>• Samuel Kamau GoK</li> <li>• Simon Macharia – Diploma in TV production</li> <li>• Bundi Alfred Rukenya – Diploma in Business management</li> <li>• John Maina Muigai – Diploma in Water engineering</li> </ul>



					<ul style="list-style-type: none"> <li>• Evans Mwangi Murumba – Diploma in water engineering</li> <li>• Stephen Irungu – Certificate in Water Engineering</li> </ul>
		13	ASLO 2/13 with qualificat ions	11/13 Not ok	<p>ASLOs – 13 Officers</p> <ul style="list-style-type: none"> <li>• 6 Diploma <ol style="list-style-type: none"> <li>1. Diploma in computer servicing &amp; maintenance</li> <li>2. Diploma in Water Engineering</li> <li>3. Diploma in Tours &amp; Travel</li> <li>4. Diploma in Water Engineering</li> <li>5. Diploma in Purchasing &amp; supplies management</li> <li>6. Diploma in Business Mngement</li> </ol> </li> <li>7 – K.C.S. E</li> </ul>
		58 ZO	ZO 46 Ok	12/58 okay Not	<p>58 Officers</p> <ul style="list-style-type: none"> <li>• Plumber/Pipe Fitter Certificate – 3</li> <li>• Grade I – 4</li> <li>• Plumber Grade II – 5</li> <li>• Plumber Grade III – 22</li> <li>• K.C.S.E – 9</li> <li>• Certificate plumbing – 7</li> <li>• Certificate in Management – 1</li> <li>• Certificate in Management &amp; Surface Water Technology – 1</li> <li>• Diploma in Chemical Engineering -1</li> <li>• Diploma in Environmental Technology-1</li> </ul>

					<ul style="list-style-type: none"> <li>• Diploma in Project Management.-1</li> <li>• Diploma in Water Resource Mngement-1</li> <li>• Diploma in Water Technology-2</li> </ul>	
	AM – 1		Degree	Ok	<ul style="list-style-type: none"> <li>• Vincent Mukwekwe - Degree in Water Engineering</li> </ul>	
	ADO -1		Degree	Ok	<ul style="list-style-type: none"> <li>• Degree in Civil Engineering</li> </ul>	
	<b>TOTAL S</b>	<b>109</b>				
FMs Office	FM	1	Degree	Ok.	<ul style="list-style-type: none"> <li>• Tabitha W. Nderitu –Degree in Commerce – Finance Option and CPA-K</li> </ul>	
		FO -1	Degree	Ok.	<ul style="list-style-type: none"> <li>• Kennedy Muriuki BCOM Degree</li> </ul>	
		3	Ass Acc	Ok.	<ul style="list-style-type: none"> <li>• Godfrey Kariuki – BCOM</li> <li>• Veronica Mukaiwa - BCOM Degree</li> </ul>	
		RO	Diploma	Ok	<ul style="list-style-type: none"> <li>• Grace Kibe - CPA 4</li> </ul>	
		HRO-2	Degree	Ok Ok	<ul style="list-style-type: none"> <li>• Hilda Njoroge – Bachelors in Business Management – Hr Option,IHRM Associate</li> <li>• Mary Kuria – Diploma in HR</li> </ul>	
	<b>TOTAL S</b>	<b>8</b>				
Public Relations Office	PRM	1	Degree	Ok	<ul style="list-style-type: none"> <li>• Maureen Mukiri- Bachelors in Psychology</li> </ul>	
		PRO	Diploma	Ok	<ul style="list-style-type: none"> <li>• Paulina Wainaina - Diploma in Procurement and supplies</li> </ul>	
		ICTO - 1	Degree	Ok.	<ul style="list-style-type: none"> <li>• Josphat Kipkemboi – Degree in Computer Engineering</li> </ul>	
		1	ICTA - Dip	Ok.	<ul style="list-style-type: none"> <li>• Joseph Nyakeriga – Diploma Information Technology</li> </ul>	
		CCA- 11	3 Ok	8/11 Okay	Not	<ul style="list-style-type: none"> <li>• Alexander Kimemia- Craft Plumbing</li> </ul>



					<ul style="list-style-type: none"> <li>• CharityFaithNyambura - KCSE</li> <li>• Eunice Nyaruai - Diploma in Technical Education Programme</li> <li>• Jacinta Njoki- KCSE</li> <li>• James Karihe- Certificate in Plumbing</li> <li>• Monicah Wanjiru- Certificate in water Supply Operations</li> <li>• Peninah Waruguru - Diploma in Water Service</li> <li>• Rose Nyambura - Diploma in Management-purchasing &amp; supplies option</li> <li>• Rahab Muthoni – KCSE</li> <li>• Lydiah Njugi – KCSE</li> <li>• Leah Wanjiku – Diploma in Procurement</li> </ul>
		CCRO -1		Ok	<ul style="list-style-type: none"> <li>• Maimuma Njeri - Certificate in Customer Service</li> </ul>
	<b>TOTAL</b>	<b>16</b>			
Commercial Manager's Office	CM	1	Degree	Ok	<ul style="list-style-type: none"> <li>• Degree in Commerce – Finance Option.</li> </ul>
		CBO - 1	Degree	Ok.	<ul style="list-style-type: none"> <li>• Jecinta Mukei – Degree in Commerce – Accounts options</li> </ul>
		BS -1	Diploma	Ok	<ul style="list-style-type: none"> <li>• David Waweru – Diploma in Computer</li> </ul>
		PDOC	Diploma	Ok	<ul style="list-style-type: none"> <li>• Asaph Wanjau -Diploma in coop.Management</li> </ul>
		BO	3no.	Ok	<ul style="list-style-type: none"> <li>• Catherine Wangari - Diploma in Purchasing &amp; supplies management</li> </ul>

					<ul style="list-style-type: none"> <li>• Grace Wairimu - Advanced Diploma in Accounting &amp; Finance</li> <li>• Jacinta Waithira- Certificate in Secretarial</li> </ul>
	<b>TOTAL S</b>	<b>7</b>			
Internal Audit Office	IAM	1	Degree	Ok	<ul style="list-style-type: none"> <li>• Purity Wacera-Bachelors in BCOM – finance option</li> </ul>
		1	AO A	Ok	<ul style="list-style-type: none"> <li>• Esther Ngure - Degree Holder and CPA K</li> </ul>
	<b>TOTAL S</b>	<b>2</b>			
	<b>GRAND TOTAL</b>	<b>154</b>			

## 6.2 Reviewed Staff Establishment, Skills, and Competence

About the new policy directions in the Procurement Act 2015, Water Act 2016, and the recommendations from the Board of Directors; a review of the organization structure was carried out to suit the new changes in the policy directions.

The reviewed organization is divided into 7 Departments with 7 staff who directly report to the MD namely;

- Technical Services Manager
- Finance Manager
- Commercial Services Manager
- Public Relations Manager
- Administration and Logistics Manager
- Internal audit Manager
- Procurement Officer

Given the above, the reviewed organization structure has introduced the procurement manager as per the new procurement and disposal 2015. The office of the Public Relations Officer who will double as the Resource Mobilization Officer has also been introduced to cater for the huge capital required to be sourced from the Donor community and National Government



The reviewed Organization structure indicates 11 Sections that are headed by 11 Section heads who directly report to the Departmental Managers.

Out of the 11 sections, 14 units report to the section heads.

In the reviewed organization structure, the Customer Relations Officer (CRO) section has been introduced and three units have been introduced namely;

1. Meter Reading Unit
2. Senior Billing Officer unit
3. Human Resource Assistant Unit

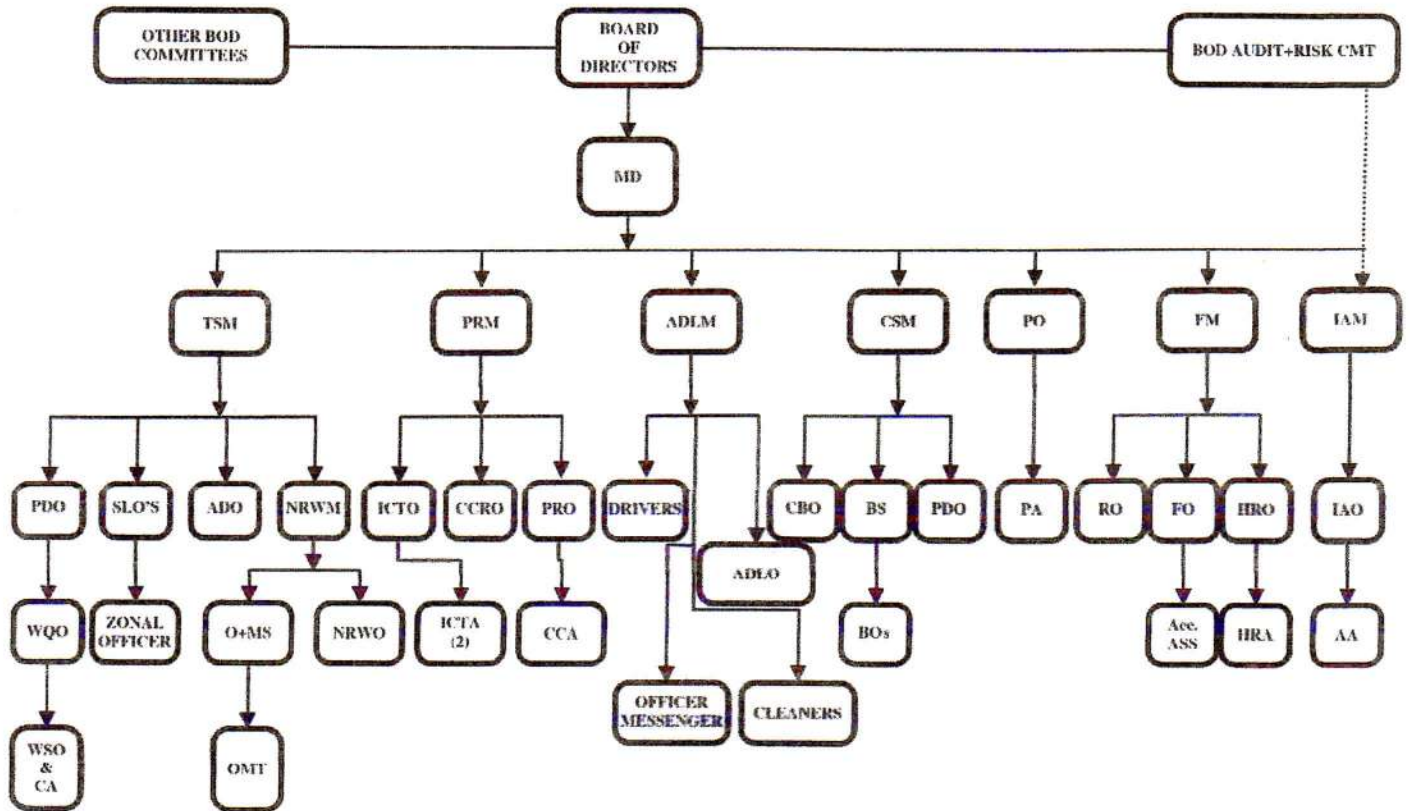
The above inclusions have been necessitated by the development of the new infrastructure and *increase of customer base coupled with the requirements for the company to be more efficient and effective in service delivery.* This is in line with the approved Strategic plan FY 2016/17- FY 2020/21.

The skills and competencies of all the staff in the reviewed staff establishment shall be addressed in objective No.5 where job evaluations, skills, and competencies shall be carried out by a consultant as per the strategic plan and this business plan.

However, the Skills and competencies of some staff need to be enhanced while others are placed with no skill and competencies. Some Skills and competencies need to be properly placed. The challenges of the current organization structure are being addressed during the life of the strategic plan and the business plan

The reviewed organization structure has 189 members of staff as illustrated on the reviewed organization structure.

Table 6.2: Reviewed Organization Structure





### 6.3 Current Remuneration Structure

The current remuneration structure (2021-2022) has been approved by the Board based on the CBA signed in March 2017 and has got an annual wage bill of Ksh 86.2 million for the 152 current staff members who are managing 35,685 resulting in 4 staff per 1000 connections which is within the WASREB standard requirements. The total O&M costs for 2020/2021 Kshs 228.6 million resulting in personnel cost against O&M of 37%.

The remuneration package for the CMT and the section heads is normally reviewed and negotiated by the Board of Directors while the Remuneration package of the staff members up to and including unit heads is reviewed and negotiated through a CBA.

### 6.4 Reviewed Remuneration Structure

At the maximum establishment of the organization structure i.e. 2021/2022, the total staff shall be 240 against 48356 connections resulting in a staff per 1000 connections of 4. The placement of staff shall be a continuous exercise and once the strategic objective No. 5 on institutional capacity is addressed the remuneration structure shall be fully established which will have addressed the following:

- i) The need to achieve internal equity.
- ii) Organization's ability to pay.
- iii) The need to motivate staff in the new commercial environment.

### 6.5 Performance Management

As stipulated in the Approved Strategic plan Report and this Business plan, MUSWASCO has introduced a performance management Strategy.

For performance-related salary structure to work the organization must have an operational performance management strategy. For MUSWASCO, performance management contracts already exist for the CMT, and the CMT extends the same to other members of staff.

## CHAPTER 7

### 7.0 FINANCIAL ANALYSIS

#### Introduction

The financial analysis enables an organization to evaluate its financial position to establish its capability to meet its financial obligations. This involves analyzing financial statements and giving insights on the position of the organization as far as financial allocation and obligation are concerned.

#### 7.1 Financial accountability

Murang'a South & Sanitation Company has operated as a self-accounting corporate, publishing its accounts annually from 1<sup>st</sup> July to 30<sup>th</sup> June in line with the Government Financial Year. The Company has a Finance Department with competent staff. Currently, the company utilizes an Accounting Software – Sage Pastel Evolution. The plan is to upgrade to an Enterprise Resource Planning (ERP) system that will integrate all our Company functions i.e. Billing, Production, Supply Chain Management, Financial Management, Projects, Human Resources, and Customer Relationship Management within the plan period.

#### 7.2 Financial Objectives

MUSWASCO'S financial objectives emphasize the following themes:

1. Financial self-sustenance - the company aims to move more closely towards the position of self-sustenance concerning operations, maintenance, and development costs over the coming five-year period.
2. Revenue growth – the company plans to grow its revenue base by 138% over the plan period.
3. Revenue collection – the plan projects a revenue collection efficiency of 95%
4. Cost recovery - the company plan is to move towards tariff levels that achieve full cost recovery while restricting tariff increases to rates below overall inflation.
5. Cost control – to achieve below-inflationary tariff increases and achieve financial sustainability, the management will institute and effect stringent measures for cost control.
6. Re-investment of surpluses – during the period, the company shall re-invest net surpluses realized. These reinvestments will support future, internally-financed expansion while enabling tariff levels to be stabilized at market predictable levels.
7. Loan repayments – the company will continue to service loans payable to Sidian Bank, Amica Sacco, and African Development Bank (ADB) over the plan period.



### 7.3 Key Performance indicators

Financial performance is only one aspect of organizational performance that MUSWASCO management will monitor. Performance improvements are also planned in various operational areas of the business. During the plan period, the company will be evaluating its performance based on key performance indicators including Water coverage, Sanitation coverage, Sewerage coverage, metering ratio, NRW, Revenue collection, and collection efficiency.

The table below shows the Key Performance Indicators for the past years as well as the projections for the plan period.

**Table 7.1: Achievements and Projections per the Key Result Areas**

N O	INDICATOR	ACTUAL					PROJECTED				
		FY 2016/ 17	FY 2017/1 8	FY 2018/1 9	FY 2019 /20	FY 2020 /21	FY 202 1/ 22	FY 2022 /23	FY 2023 /24	FY 2024 /25	
1	Water Coverage %	41	43	48	51	52	56	66	73	75	
2	Sanitation Coverage %	76	81	86	98	98	99	99	100	100	
3	Sewerage Coverage %	0	0	0	0	0	0	0	2.8	3	
4	Metering Ratio %	91	96	98	98	98	100	100	100	100	
5	NRW %	60	58	52	52	47	44	41	39	37	
6	Revenue Collection (Kshs Million)	131	138	145	158						
7	Collection Efficiency %	100	90	75	93	100	110	110	111	111	

## **TARIFF**

### **7.4 Financial plan: an overview**

A financial plan covering the five – years corporate planning period is shown in Appendix 1 of this document. This plan builds on:

- **Historical performance:** A starting point for this plan is the company's present financial position: To this end, the plan uses audited financial statements for the year 2016-2017 to 2020-2021.
  
- **Planning assumptions:** A key feature of this corporate plan is its focus on Service Delivery and the need to attain deliverables as indicated in the Service Provision Agreement (SPA), Proposed Regular Tariff Adjustment (RTA), and the company Strategic Plan 2021/22 – 2025/26.

The company requires total funding of Ksh. 7.6 billion over the plan period to achieve its key objectives; this is in addition to the normal operations and maintenance expenses. The table below shows the funding requirements for the plan period, the details are in the Implementation Matrix Annual Budget in Appendix 1.



Summary of the proposed interventions within the Business plan period

STRATEGIC OBJECTIVE	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	TOTAL
<b>No. 1 -To increase the proportion of the population accessing safe water and sanitation services</b>						
No. 1.1: To increase the proportion of the population accessing safe water from 56%-75% during the period	1,430,000,000.00	1,805,500,000.00	1,480,000,000.00	1,080,000,000.00	1,065,000,000.00	6,860,500,000.00
No. 1.2 To enhance Sanitation services from 95% to 100% within the planned period by.	806,291,667.00	10,242,000.00	27,407,000.00	2,027,340,000.00	2,832,640,000	5,703,920,667.00
1.3 To enhance and secure the water production and distribution System and infrastructure	255,000,000	234,000,000	440,000,000.00	160,000,000.00	160,000,000	1,249,000,000.00
1.4: To Improve the water Quality status and assurance during the planned period	8,620,000	12,620,000.00	10,620,000	5,120,000.00	22,620,000.00	59,600,000.00
<b>Sub-total</b>	<b>2,499,911,667.00</b>	<b>2,062,362,000.00</b>	<b>1,958,027,000.00</b>	<b>3,272,460,000.00</b>	<b>4,080,260,000.00</b>	<b>13,873,020,667.00</b>
<b>No. 2: To Reduce Non Revenue from 47% to 37%</b>						
No. 2.1 : To Reduce Non Revenue from 47% to 37%	7,542,500	17,042,500	13,992,500	7,742,500	8,630,000	54,950,000.00
<b>Sub-total</b>	<b>7,542,500.00</b>	<b>17,042,500</b>	<b>13,992,500</b>	<b>7,742,500</b>	<b>8,630,000</b>	<b>54,950,000.00</b>
<b>No. 3.0: To Strengthen Information Management System</b>						
No. 3.1: To Strengthen Information Management System.	8,609,000.00	10,900,000.00	10,404,350	9,800,000	9,800,000	49,513,350
<b>Sub-total</b>	<b>8,609,000.00</b>	<b>10,900,000.00</b>	<b>10,404,350</b>	<b>9,800,000</b>	<b>9,800,000</b>	<b>49,513,350</b>

<b>No. 4: To Enhance MUSWASCO's Financial Sustainability</b>						
No. 4.1: To Enhance MUSWASCO's Financial Sustainability	94,320,000	69,320,000.00	68,320,000	68,520,000	68,320,000.00	368,800,000
<b>Sub-total</b>	<b>94,320,000</b>	<b>69,320,000</b>	<b>68,320,000</b>	<b>68,520,000</b>	<b>68,320,000.00</b>	<b>368,800,000</b>
<b>No. 5: To enhance institutional capacity</b>						
No. 5.1: To enhance staff capacity by 10% in the year	5,400,000.00	7,700,000	6,400,000.00	12,500,000	6,400,000	38,400,000
No. 5.2: To equip staffs with adequate transport, tools and equipment in the year	19,990,000.00	26,070,000	15,130,000	14,930,000	37,130,000	113,250,000
No. 5.3: To fully enhance MUSWASCO governance, management and administration in the year	2,000,000.00	3,500,000	4,000,000	5,000,000	4,000,000	18,500,000
No. 5.4: To comply with MUSWASCO'S strategic plan 2021-2026	2,220,000.00	720,000	2,320,000	720,000	720,000	6,700,000
No. 5.5: To reform and fully improve the MUSWASCO's Organizational structure in the year	1,900,000.00	2,200,000	2,900,000	2,200,000	2,200,000	11,400,000
No. 5.6: To Maintain and attract a competent, skilled, adequate human capital plus staff welfare	12,760,000	13,700,000.00	14,400,000	16,700,000	17,200,000	74,760,000
<b>Sub-total</b>	<b>44,270,000.00</b>	<b>53,890,000</b>	<b>45,150,000</b>	<b>52,050,000</b>	<b>67,650,000</b>	<b>263,010,000</b>
<b>No. 6: To enhance mainstreaming of cross cutting issues</b>						
No. 6.1: To enhance mainstreaming of cross cutting issues	1,250,000.00	1,300,000	1,400,000	800,000	1,150,000	5,900,000



<b>Sub-total</b>	<b>1,250,000.00</b>	<b>1,300,000</b>	<b>1,400,000</b>	<b>800,000</b>	<b>1,150,000</b>	<b>5,900,000</b>
<b>No. 7 : Enhance quality of the Database to assist in planning</b>						
No. 7.1: Develop Database of Quality and reliable data	4,820,000.00	1,345,000	1,162,000	1,162,000	1,162,000	9,651,000
<b>Sub-total</b>	<b>4,820,000.00</b>	<b>1,345,000</b>	<b>1,162,000</b>	<b>1,162,000</b>	<b>1,162,000</b>	<b>9,651,000</b>
<b>No. 8 : Enhance quality Corporate Communication</b>						
No. 8 : Enhance quality Corporate Communication	1,000,000.00	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Sub-total</b>	<b>1,000,000.00</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>5,000,000</b>
<b>Grand Total</b>	<b>2,661,723,167.00</b>	<b>2,217,159,500.00</b>	<b>2,099,455,850.00</b>	<b>3,413,534,500.00</b>	<b>4,237,972,000.00</b>	<b>14,469,845,017.00</b>

Note:

1. Major projects shall be carried out in the year 2021/2026 through ATHI WATERWORKS AGENCY on behalf of the National Government
2. Proposals shall be prepared for other major projects for the year 2021/2022 and 2025/2026 which includes a Sewerage system for Kenol and a bulk water system from Kinyona Forest
3. In the order of priority, objective No.1 carries 95% of the total Investment while objective No.2, carries 3% of the total investment while the rest of the objectives carries 2% of the total investment. Therefore, the business plan addresses majorly the increase of the proportion of the population accessing safe water and sanitation services

## 7.5 Financial plan: Key assumptions

MUSWASCO's financial plan is therefore based on the following key assumption:

## 7.6 Operating parameters for the plan scenario

The planned scenario uses the following operating parameters:

**Table 1 Operating Parameter Assumptions**

PARAMETER DESCRIPTION	ASSUMPTION USED FOR THE PLAN
<p>The African Development Bank (ADB) loan of Ksh.620million was used to finance the Kandara Bulk Water Supply Project through on-lending arrangements with the National Treasury, Ministry of Water &amp; Irrigation, and Tana Water Services Board.</p> <p>The loan is payable in 26 years.</p>	<p>The ADB Loan has been factored in the proposed Regular Tariff Adjustment (RTA). The plan assumes that the proposal will be approved thus enabling the company to service the loan as per the agreement.</p>
<p>The Sidian Bank loan of Ksh.68million was funded through a World Bank funding arrangement under Output-Based Aid (OBA) whereby the Bank pays a subsidy of 60% of the loan amount subject to full attainment of the pre-agreed target outputs.</p>	<p>The plan is based on the assumption that MUSWASCO will achieve 100% of the agreed targets after implementing the project hence receiving the subsidy.</p> <p>If this is not achieved, a review will be necessary.</p>
<p>The human resource plan compares MUSWASCO present staff complement to the target number of staff needed to run the business.</p>	<p>MUSWASCO plans to achieve its target number of staff by a combination of redeployment and recruitment.</p>
<p>As a company, the possibility exists that MUSWASCO will continue to be subjected to the Income Tax Act. This could bring a big financial challenge, especially on re-investment of surplus</p>	<p>The plan is based on MUSWASCO Taxable losses due to Investment deductions claimed on the main water Extension project. It is assumed that these losses will offset any taxable profit generated over the plan period.</p>



## 7.7 Economic and pricing assumptions

The central economic assumption under this plan is an annual inflation rate of **7.5%**. The following assumption is made for other economic rates:

- Personnel costs increase the rate to be kept at 2.5% above the inflation.
- WASREB fee to be kept at the current level.
- WARMA water abstraction charges to remain at 50cts per m<sup>3</sup> production.
- Other costs are forecast to increase at a rate equal to inflation.

## 7.8 Other key operating assumptions

Finally, the plan reflects a greater commercial orientation and focus on efficiency and productivity. Assumptions at this level include:

- *Reducing unaccounted –water (UFW):* This is targeted to fall from 47% at present to 37% by the end of the plan period.
- *Enhanced revenue collection efficiency and collections and payments management:* Revenue collection efficiency will be maintained at 98% with a focus on improving it to above 98%.
- *Timely payments within the policy set credit periods.* Payables will also be managed using policy–set levels
- *A modernized salary and A collective Bargaining Agreement with the workers Union-* This will continue to avoid industrial unrest but is driven by the salary structure designed and introduced as described in Chapter 6 of this plan.

## 7.9 Financial plan: Our challenge

The Board and management team has identified four key challenges that will be addressed during the plan period.

- *MUSWASCO will work as a team to ensure – to the extent possible – that the anticipated revenue impact is achieved throughout the plan.* This in turn means that a clear focus is required on ensuring that the Tariff review is achieved. Secondly, MUSWASCO will focus very closely on both revenues and cash flows, particularly cash flows, as it is evident from the plan that weak cash management can destroy even fundamentally profitable businesses such as ours.
- *Capital Projects which cannot be financed from the internally generated fund will have to be financed through funds from development partners, the County government, and Athi Water Works Development Agency.* On this note, Output-Based Aid (OBA) and Aid On Delivery (AOD) concepts will play a big role.
- *Finally, we recognize that MUSWASCO can neither sustain nor afford a growing cost base.* As such we will use a stringent cost center-based responsibility budgeting and accounting system to maintain a clear and consistent cost focus throughout the plan period. As the plan illustrates, financing and related costs will need to be managed very closely if funds are to be generated to

fund loan repayment and internal, expansion as well as establishing tariffs and this will be reflected in the annual budget process.

### **Conclusion**

The financial plan and key performance targets outlined in this chapter form the basis for measuring, monitoring, and managing the outcomes and impacts of the action that the MUSWASCO Board and management team will take over the coming five-year period. In this context, they will provide our team with yardsticks against which we will measure the reliability and reasonableness of our assumption and the effectiveness of our performance. More critically, however, these measures will guide MUSWASCO's annual budgeting process, which will be of necessity, aim to meet the key financial challenges we have identified.



## **CHAPTER 8**

### **8.0 RISK ANALYSIS**

#### **8.2 CRITICAL RISKS ANALYSIS AND CONSTRAINTS OF THE COMPANY**

The company operates in a dynamic environment thus faced with a myriad of risks. Thus, identification of critical risks facing the company becomes a necessity to establish the required mitigating factors against such risks. Risk identification and mitigating factors allow the company to strategically position itself in the highly competitive market.

#### ***Company existing and potential risks***

##### **8.1.1 Market Risks**

- i. Increasing competition in the water sector
- ii. Overstretching of water utilities
- iii. Alternative Water supply sources
- iv. Failure to supply the product to the entire market area due to financial and topographical constraints.
- v. Market developments will adversely affect plans
- vi. Political and market factors ( tariff rates versus the cost of production where politics demand free water and there is no subsidy provided)

##### **8.1.2 Credit Risks**

- i. Failure of contractors
- ii. Insolvency of suppliers
- iii. Failure of suppliers to meet contractual commitments (quality, quantity, and time scale compromised)
- iv. Insufficient capital investments, a shortfall in revenue expected/planned
- v. Fraud/theft
- vi. Public/private partnership failing to deliver the desired outcome.

##### **8.1.3 Compliance Risks**

- i. New or changed legislation may invalidate assumptions upon which the activity is based
- ii. Multiple Regulations
- iii. Failure to obtain appropriate approvals
- iv. Unforeseen inclusion or contingent liabilities
- v. Loss of intellectual property rights
- vi. Failure to achieve satisfactory contractual arrangements
- vii. Unexpected regulatory controls of licensing requirements
- viii. Changes in tax structure

**Table 8.1: MUSWASCO Risk Management Framework**

<b>Market Risk</b>		<b>likelihood</b>	<b>Impact</b>	<b>Control Tactics</b>
A	Increasing competition in the water sector	medium	Loss of market share	Maintain quality and service level standards and a favorable cost to price ratio
B	Overstretching of water utilities	Medium	Failure to meet market demand	Renewal and expansion of facilities
C	Alternative water supply	High	Loss of revenue	Maintain quality and service level standards and a favorable cost to price ratio. Enforce provisions of the law
d	Failure to supply the product to the entire market area due to topographical and low funding constraints.	Medium	Failure to meet the coverage area and maintain service standards.High cost of operation	Use of alternative power sources for pumping water while engaging the county government and national government to increase funding to the company.
E	Political and market factors	Medium	Damage to company image and facilities	Sensitize and public engagement as well as inclusion in policy formulation
<b>Credit Risk</b>		<b>likelihood</b>	<b>Impact</b>	<b>Control Tactics</b>
A	Insolvency of suppliers	low	Delay in the supply of goods	A comprehensive evaluation of the financial statements
B	Failure of suppliers to meet contractual commitments	Medium	Interruption in production and service delivery	Strengthening specifications requirements and contract signing. Bid bonds and performance bonds
c	Insufficient capital for re-investment, the shortfall in revenue expected/planned	High	It will negatively affect service delivery	Plans on cash flow projections
D	Fraud/Theft	Medium	It will negatively affect service delivery	Carry out internal controls self-assessments
e	Public/ Private Partnerships failing to deliver desired outcome	Low	Stalling of projects before completion	Creating an understanding of the PPP. Have a PPP Policy in place.



				Continuous engagement
F	Interest rate instability	Medium	The company may pay additional interest	Negotiate for better market rates
G	Inflation	Medium	Affects the cost of doing business	Cost Recovery Tariff
<b>Compliance Risk</b>		<b>likelihood</b>	<b>Impact</b>	<b>Control Tactics</b>
A	Shortage of working capital	Low	If it happens it can affect operations and liquidity.	Proper management of the working capital
B	New or Changed legislation may invalidate assumptions upon which the activity is based	Medium	Negative impact on service delivery	Lobby for harmonization of regulations
C	Failure to obtain appropriate approvals (e.g planning consent)	Low	High interruptions of operations	Lobby
D	Unforeseen inclusion or contingent liabilities	low	Destabilize operations and service delivery	Make provisions for contingency fund
E	Loss of intellectual property rights	Low		Registration
F	Failure to achieve satisfactory contractual arrangements	Low	It can lead to financial losses and delayed intended service from the project	Strictly monitoring and evaluation of the project implementation
G	Unexpected regulatory controls of licensing requirements	Low	Increases the cost of doing business and compliance risks	Lobbying and public participation in relevant forums
h	Changes in tax legislation	Medium		Lobbying through relevant Government bodies

#### 8.1.4 Risks in the HR Department

	<b>HR ACTIVITY</b>	<b>POTENTIAL RISK</b>	<b>MEASURES</b>
A	Compensation and Benefits	Financial abuse	Strong internal financial control system have been established to prevent incidents of financial abuse in the award of compensation and benefits for employees
B	Hiring and Recruitment	Discriminatory practices. Canvassing	

		Hiring unsuitable or Security threat candidates Wrongful	
C	Occupational Health and Safety	Environmental Personal injury or death	Implementation of occupational safety and health policy
D	Employee Supervision	Abuse Reputation in the community Release of personal information	A performance management policy for all the regular employees has been in place
E	Employee Conduct	Abuse Portrays the company image negatively Loss of company goodwill Low productivity	Continuous culture change training Enforcement of code of conduct and ethics
F	Exiting employee	Reputation in the community Compensation Capacity draining	A pre-retirement training programme has been put in place
G	Talent Management and succession planning	Crises Management	A talent management and succession plan has been put in place
H	Turn over	Replacement	Competitive compensation scheme has been put in place
I	Retention	Loss of competent staff	Performance reward system is in place

#### 8.1.5 Production And Operation Risks

	Nature of Risk	Likelihood	Impact	Control Tactics
A	Operational Breakdown	High	Loss of revenue, cost of repair and customer complaints	Regular monitoring/ surveillance of all the systems
B	Water Pollution	High	Water Borne diseases	Regular tests analysis and surveillance
C	River flooding	High	Blockage of screens at the intake resulting to low production	Improve on screening and carry out regular unblocking of screens
D	Landslide along the pipelines	High	Interruption of Water supply	Regular patrol of pipeline and carrying



				preventive measures such as construction of gabions and retaining walls where necessary.
E	Landslide upstream of the intake	High	High turbidity in the raw water	Regular surveillance and protection of the catchment areas
F	Vandalism of water appurtenances and fittings	High	Interruption of water supply	Protect facilities and sensitize the public on reporting cases of vandalism
G	Drought	Medium	Water Scarcity	Construction of a strategic water reservoir upstream.
H	Fire	Low	Destruction of facilities	Install firefighting gadgets at strategic points. Insure the facilities
I	Natural calamities such as Earth, Lightening etc	Low	Destruction of facilities	Ensure proper Designs
J	Corruption Practices	High	Loss of revenue, Negative company image Poor service delivery	Sensitize the staff Ensure proper management system are in place
K	Water theft	High	Loss of Revenue	Regular monitoring and inspection of water system.

## 8.2 Support Services and Advisors to the Company

From time to time the company seeks for professional advisory services which cannot be offered by the HR department of the following:

1. The Company lawyer
2. Company Secretary
3. Management and Technical services
4. Audit Services
5. Medical Insurance services (Future)
6. Security services

## CHAPTER 9

### 9.0 CONCLUSION AND RECOMMENDATIONS

It is the sincere belief of MUSWASCO management that this Business Plan is a blue print to the company's sustainability.

The plan is based on practical and realistic strategies drawn from lessons learnt from over the last decade of existence, evaluation reports and best practices in the water sector.

The key inputs to the Business Plan are the approved Strategic Plan and the previous performance.

The water demand and sanitation services among the key customers are real and demand driven hence a strong market base for our product and services.

The implementation of this business plan will be supported and monitored by the Board of Directors and the top management team to ensure the expected results/ outcomes are realized.

The Business Plan shall enable the stakeholders and the well-wishers to support the company to greater heights of success.

A ***strong will power*** to make MUSWASCO a success carries more weight in the success of this Business plan than the *strength we may have from our physical capacity*.



## APPENDIXES

<b>FINANCIAL YEAR FY 2021-2022</b>							
<b>Objective No. 1 -To increase the proportion of the population accessing safe water and sanitation services</b>							
<b>Strategic objective 1.1: To increase the proportion of the population accessing safe water from 56% to 75% in the year.</b>							
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>	
1	Procurement of a Water Bowser (10 wheeler 6x4 -15Tonnes water capacity)	Annual Budgets, LPOs and Delivery Notes	July 2021- June 2022	15,000,000.00	Internally Generated funds, County Government /AWWDA & Other development partners	T.S.M	
2	Maragua Bulk water project (15m dam at the confluence of Irati and Maragua river)	Completion Certificate/1 mplementati on reports.	July 2021- June 2022	700,000,000.00		TS.M	
3	Kangari-Githumu Water project of 160mm diameter to Gitaimbuka Tank	Completion Certificate/1 mplementati on reports.	July 2021- June 2022	350,000,000.00	Internally Generated funds, County Government /AWWDA & Other development partners	TS.M	
4	Mareira-Karimamwaro-Makenji water project	Completion Certificate/1 mplementati on reports.	July 2021- June 2022	75,335, 400		T.S.M	

5	Drilling of New boreholes and rehabilitation of existing, in areas where there is no reticulation systems (Min 5No.) with adequate overhead tanks for water supply	Completion Certificate/1 implementation on reports.	July 2021- June 2022	14,000,000.00	TSM	
6	Construction of standard water Kiosks within areas of operations (Min 5No.)	Completion Certificate/1 implementation on reports.	July 2021- June 2022	1,000,000.00	TSM	
7	Marcira-Kagundu-ini- Kenol Pipeline of 250mm diameter HDPE	Completion Certificate/1 implementation on reports.	July 2021- June 2022	350,000,000.00	TSM	
<b>TOTALS</b>				<b>1,430,000,000.00</b>		
<b>Strategic Objective 1.2 To enhance Sanitation services from 93% to 100% within the planned period by constructing 2No. Sanitation blocks and mobilizing funds for Kenol Sewerage System. For this financial year, only mobilization and acquisition of wayleaves shall be undertaken</b>						
<b>S/ no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Mobilization of funds through proposals to development partners for Kangari, Sabasaba and Maragua Sewerage	Proposal and Concept note	July 2021- June 2022	200,000.00	Inhouse Capacity	T.SM
2	Mobilize funds from WSTF and other development partners for Sanitation blocks (Minimum 5No.) and Upgrading of Toilets within Low income areas within Muswasco	Proposal and Concept note	July 2021- June 2022	66,667.00	Inhouse Capacity	TS.M



3	Construction of Ubsup toilet blocks in Low income areas within Muswasco	Completion reports/certificates	July 2021- June 2022	6,000,000.00	WSIF/MOWI	T.S.M
4	Construction of Ablution blocks in Low income areas within Muswasco	Completion reports/certificates	July 2021- June 2022	10,000,000.00	WSIF/MOWI	T.S.M
5	Construction and operation of the Kenol Kabati Sewerage infrastructure	Completion Certificate/Implementation reports.	July 2021- June 2022	790,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
6	Contract the sanitation blocks to a willing operator.	Contract document/Memoranda of Understanding	July 2021- June 2022	25,000	Internally generated	TSM
	<b>TOTALS</b>			<b>806,291,667.00</b>		
<b>Strategic Objective 1.3 To enhance and secure the water production and distribution System and infrastructure .</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Purchase and installation of (ARI )Air valves for the Transmission mains and distribution Pipelines	LPO/Delivery Note	July 2021- June 2022	25,000,000	Internally Generated funds, County Government	TSM
2	Installation, renewals of dilapidated pipelines, repairs and maintenance of pipeline appurtenances	Annual Budgets, County Government documents, LPOs	July 2021- June 2022	160,000,000.00	/AWWDA & Other development partners	TSM

3	Rehabilitation of Kigumo-Kambiharati Pipeline	and Delivery Notes Concept paper, Designs, EIA, Funds mobilization	July 2021- June 2022	40,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
4	Rehabilitation of Kandara Bulk Water supply project	Completion Certificate/Implementation reports.	July 2021- June 2022	30,000,000		TSM
<b>TOTALS</b>				<b>102,000,000.00</b>		
<b>Strategic objective 1.4: To Improve the water Quality status and assurance during the planned period</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Refurbishment of all treatment facilities(6No.)-Ichichi, Kinyona, Kiricungu, Irati, Chathanda and Maragua ridge	Annual Budgets, County Government documents, LPOs and Delivery Notes	July 2021- June 2022	3,500,000.00	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
2	Provision for purchases of Chlorine	LPO/Delivery Note	July 2021- June 2022	1,800,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
3	Provision for purchases of Alum	LPO/Delivery Note	July 2021- June 2022	3,000,000		TSM
4	Provision for Conducting Physiochemical Tests in out-Labs as per WASREB Guidelines	LPO/Delivery Note	July 2021- June 2022	320,000		TSM
<b>TOTALS</b>				<b>8,620,000</b>		



**Strategic objective 2: To Reduce Non Revenue from 47% to 37% in the year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Implementation of Pro-poor policy to 100%	Policy document, Effective date of implementation	July 2021- June 2022	1,500,000	Internally generated	MD, TSM & FM
2	Develop NRW policy and implement fully	Policy document and Implementation	July 2021- June 2022	100,000	Internally generated	MD, TSM, & FM
3	Capacity build the NRW unit and equip it fully	Training reports, New NRW Equipments (Insertion Flow Meter)	July 2021- June 2022	400,000.00	Internally generated	MD, TM, & FM
4	Initiate acquisition of community water projects that are consuming water from the company supply	Number of Engagements with water projects	July 2021- June 2022	62,500.00	Internally generated	MD, TM, & FM
5	Installation of New connection Customer Meters	Metering Ratio	July 2021- June 2022	2,000,000	Internally generated	TM
6	System input metering (Zonal/Master meters) and water balance	LPO and Delivery Notes	July 2021- June 2022	2,250,000	Internally Generated funds, County Government /AWWDA & Other development partners	TM
7	District Manageable Areas (DMAs)	DMA Reports	July 2021- June 2022	650,000		TM

8	Water flow measurements	Report/Budget	July 2021- June 2022	80,000	Internally generated	TM
9	Training of staff on GIS and use of NRW equipment	Training reports	July 2021- June 2022	500,000	Internally generated	TM
	<b>TOTALS</b>			<b>7,542,500.00</b>		
<b>Strategic objective 3: To Strengthen Information Management System in the Financial Year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	ICT Strategy and Policy	ICT Policy and Strategy Paper	July 2021- June 2022	50,000.00	Internally generated	MD & CM
2	Subscription and Maintenance of ICT Facilities	SLA/Operational ICT Facilities	July 2021- June 2022	1,000,000	Internally generated	MD & CM
3	Purchasing of more mobile devices	Improved billing & collection efficiency	July 2021- June 2022	500,000	Internally generated	MD, CSM & FM
5	To Establish an efficient office intercom for HQ		July 2021- June 2022	300,000	Internally generated	FM
a	Purchase of IP phones 18 of them	LPO, Delivery notes	July 2021- June 2022	112,000	Internally generated	MD & FM
b	Purchase of IPBX Box 50 user	LPO, Delivery notes	July 2021- June 2022	77,000	Internally generated	MD & FM
c	Data port termination	LPO, Delivery notes	July 2021- June 2022	40,000	Internally generated	MD & FM



d	Deployment and testing	LPO, Delivery notes	July 2021- June 2022	30,000	Internally generated	MD & FM
6	Procurement of Enterprise Resource Planning (ERP) that will intergrate Billing, Production, Supply Chain Management, Financial Management, Projects, Human Resources and Customer Relationship Management	LPO, Delivery notes	July 2021- June 2022	6,000,000.00	Internally generated	MD & FM
	To upgrade ICT equipment and infrastructure & automation of BOD & CMT reporting		July 2021- June 2022	500,000	Internally generated	MD & FM
	<b>TOTALS</b>			<b>8,609,000.00</b>		
<b>Strategic objective 4: To Enhance MUSWASCO's Financial Sustainability From 95% to 100% in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Improve water access to the consumers through mobilization of distribution pipes for the assorted sizes of pipes for the different subcounties	Delivery Notes for the KM supplied	July 2021- June 2022	60,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD, TSM
3	Mobilizing funds for the development Partners	Concept paper, Project Proposal, Initial designs	July 2021- June 2022	320,000.00	Internally generated	FM/TSM
4	Finalize on Tariff Approval	Wasreb Letter	July 2021- June 2022	500,000.00	Internally generated	MD, CSM

			towards approval							
5	Increase the number of Connections		Increase from 29,000 to 41,000	July 2021- June 2022	2,000,000.00	Internally generated	MD, CSM			
6	Maintain revenue collection Efficiency > 95% of the billing in the year		Collection Efficiency > 95%	July 2021- June 2022	3,000,000.00	Internally generated	MD, TSM, CSM & FM			
8	Prudent Financial Management		Audit Reports	July 2021- June 2022	1,500,000.00	Internally generated	MD, FM			
9	Establish Baseline status for MUSWASCO'S financial sustainability indices		Template	July 2021- June 2022	200,000.00	Internally generated	MD, TSM & FM			
10	Tax Consultancy services		Tax Compliance Certificate	July 2021- June 2022	1,500,000.00	Internally generated	MD, FM			
11	Review Finance Manual		Approved Manual	July 2021- June 2022	300,000	Internally generated	MD, FM			
12	Installation of prepaid meters to County & National Government Institutions, and Smart Meters to all commercial accounts.			July 2021- June 2022	25,000,000	External funds	MD, TSM & FM			
	<b>TOTALS</b>				<b>94,320,000</b>					
<b>Strategic objective 5: To enhance institutional capacity</b>										
<b>Strategic objective 5.1: To enhance staff capacity by 10% in the year</b>										
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>				
1	Identify tailor made courses for the staff	Good industrial relations	July 2021- June 2022	100,000	Internally generated	CMT				



2	Conduct Job evaluation to establish staff capacity and progressive implementation	Job evaluation report	July 2021- June 2022	2,000,000	Internally generated	CMT
3	Conduct annual training needs assessment	TNA Report	July 2021- June 2022	100,000	Internally generated	CMT
4	Develop and execute a response training calendar	Training Calendar	July 2021- June 2022	100,000	Internally generated	MD, FM
5	Review and evaluate the training plan	Review report	July 2021- June 2022	100,000	Internally generated	MD,FM
6	Conduct training for the identified cadres of staff	Training report	July 2021- June 2022	3,000,000	Internally generated	MD,FM
	<b>TOTALS</b>			<b>5,400,000.00</b>		
<b>Strategic objective 5.2: To equip staffs with adequate transport, tools and equipments in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Ensure calibration of tools and equipments such as UFM,	Reports/Certificates	July 2021- June 2022	80,000	Internally generated	MD,TSM
2	Ensure calibration of Master meters for flow measurements	Reports/Certificates	July 2021- June 2022	250,000	Internally generated	MD,TSM
3	Automation of O &M,Water Quality Operations,NRW and Assets Operations through Technical Module	Reports/Certificates	July 2021- June 2022	3,800,000	Internally generated	MD,TSM
4	Purchase of Line measurement roller for Pipeline measurements-14No.	LPO,Delivery notes	July 2021- June 2022	120,000	Internally generated	MD,TSM, FM
5	Purchase of GPS Machine(Garmin )for Level measurements (2No.)	LPO,Delivery notes	July 2021- June 2022	200,000	Internally generated	MD,TSM, FM

6	Additional of O&M Staffs for the expansive areas of operations from 5-10	Staff/1000 connections	July 2021- June 2022	1,440,000	Internally generated	MD,TSM, FM
7	Provision of Solar Panel Station/Generator	Reports, Budget	July 2021- June 2022	1,500,000.00	Internally generated	MD, TSM, FM
8	Refurbishments of all Satellite offices in areas of operations	Reports,budget	July 2021- June 2022	3,000,000.00	Internally generated	MD, TSM, FM
9	Construction and equipping of Main Board room at the Head offices	Reports,budget	July 2021- June 2022	2,200,000.00	Internally generated	MD, TSM, FM
10	Procurement of furniture, Tools and Equipment	LPO/Delive ry Notes	July 2021- June 2022	600,000	Internally generated	MD, TSM, FM
11	Ensure effective and efficiency utilization of transport facilities, tools and equipment while ensuring value for money	Maintenance Reports on Vehicles and other equipment	July 2021- June 2022	200,000	Internally generated	MD, ADLM
12	Purchase of a solar system/ generator at H.Q	LPO/Delive ry Notes	July 2021- June 2022	1,500,000	Internally generated	TSM & FM
13	Procure of 24 No. Motorcycles per annum	LPO/Delive ry Notes	July 2021- June 2022	3,600,000	Internally generated	TSM & FM
14	Insurance (motor vehicles /cycles & other General Insurances)	Signed policy documents	July 2021- June 2022	1,500,000	Internally generated	TSM & FM
	<b>TOTALS</b>			<b>19,990,000.00</b>		
<b>Strategic objective 5.3: To fully enhance MUSWASCO governance, management and administration in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Training in good governance and management skills for the departmental and sectional heads	Training reports	July 2021- June 2022	1,000,000	Internally generated	MD,HR
2	Benchmarking with the best practices in management at the Local and National level	Benchmarking Reports	July 2021- June 2022	1,000,000	Internally generated	MD,HR



<b>TOTALS</b>							2,000,00000	
<b>Strategic objective 5.4: To comply with MUSWASCO'S strategic plan 2021-2026</b>								
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>		
1	Train the BOD and staff on strategic plan implementation and review	Training Report	July 2021- June 2022	1,500,000	Internally generated	CMT'		
2	Develop and implement work-plans, policies and performance contracts	Signed PCs, Work plans, Policies and Appraisal Reports	July 2021- June 2022	120,000	Internally generated	CMT'		
3	Cascade performance contracts to all the staff	Memos and signed PCs	July 2021- June 2022	100,000	Internally generated	CMT'		
4	Undertake monitoring ,evaluation and review of the MUSWASCO's strategic Plan annually	M&E Report	July 2021- June 2022	500,000	Internally generated	CMT'		
<b>TOTALS</b>							2,220,000.00	
<b>Strategic objective 5.5: To reform and fully improve the MUSWASCO's Organizational structure in the year</b>								
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>		
1	All departments to define functions and establish maximum staff requirements in their respective structures	Departmental Organograms	July 2021- June 2022	200,000	Internally generated	CMT'		

2	HRO to consolidate the department structures for further review by the management	Draft Organization Structure	July 2021- June 2022	200,000	Internally generated	FM, HRO
3	Review and approval by the BOD of the MUSWASCO's re-Organized structure	Approved Organogram	July 2021- June 2022	500,000	Internally generated	MD
4	Progressive implementation of the organogram within the strategic Plan Period	Staff Establishment reports & Annual M&E Reports	July 2021- June 2022	1,000,000	Internally generated	CMT
	<b>TOTALS</b>			<b>1,900,000.00</b>		
<b>Strategic objective 5.6: To Maintain and attract a competent, skilled, adequate human capital plus staff welfare</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Timely implementation of CBA	Good industrial relations	July 2021- June 2022	500,000	Internally generated	CMT
2	Introduce performance related pay schemes.	Low turnover	July 2021- June 2022	1,500,000	Internally generated	CMT
3	Medical cover	Operational cover	July 2021- June 2022	6,000,000	Internally generated	FM
4	Employee Satisfaction survey	survey report + action plan	July 2021- June 2022	200,000	Internally generated	PRM, HR
5	Purchase of staff uniforms	LPO/Delivery Notes	July 2021- June 2022	1,000,000	Internally generated	FM/HR
6	COVID-19 Mitigation	LPO/Delivery Notes	July 2021- June 2022	960,000	Internally generated	FM, HR
7	Insurance (Directors & staff covers )	Signed policy documents	July 2021- June 2022	1,600,000	Internally generated	MD, FM



8	Implement staff joint activities e.g. games, calendar of activities etc.	calendar of activities	July 2021- June 2022	1,000,000			CMT
	<b>TOTALS</b>			<b>12,760,000</b>			
<b>Strategic objective 6: To enhance mainstreaming of cross cutting issues</b>							
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>	
1	Disseminate and create awareness on all cross-cutting policies and related interventions	Sensitization Reports	July 2021- June 2022	100,000	Internally generated	CMT	
2	Develop and implement a gender mainstreaming policy and annual progress review	GM Policy	July 2021- June 2022	100,000	Internally generated	HR	
3	Develop and implement a workplace policy on drug and substance abuse + training	Drug & Substance Policy	July 2021- June 2022	100,000	Internally generated	HR	
4	Develop and implement a CSR policy	Operational CSR policy	July 2021- June 2022	200,000	Internally generated	PRM/FM	
5	Develop and implement occupational safety and health and environmental policy	OSHA policy	July 2021- June 2022	550,000	Internally generated	FM/HR	
6	Develop and implement a workplace policy on HIV/AIDS Management		July 2021- June 2022	100,000	Internally generated	FM/HR	
7	Develop and implement a disability mainstreaming policy		July 2021- June 2022	100,000	Internally generated	MD,FM/HR	
				<b>1,250,000.00</b>			
<b>Strategic objective 7: Enhance quality of the Database to assist in planning</b>							
<b>Strategic objective 7.1: Develop Database of Quality and reliable data</b>							

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Establish an all-inclusive Data centre with requisite personnel	Operational Data centre	July 2021- June 2022	700,000	Internally generated	CMT
2	Drawing of Customer Identification Survey specifications and acquisition of the same for collection of existing current customer data for update purpose.	Detailed CIS Report with Detailed Recommendations.	July 2021- June 2022	4,000,000	Internally generated	PRM
3	Validate all baseline data and update the Database	Sensitization Reports	July 2021- June 2022	120,000	Internally generated	CMT
	<b>TOTALS</b>			<b>4,820,000.00</b>		
<b>Objective 8: Enhance quality Corporate Communication</b>						
<b>Strategic objective 8.1: Improve customer service by developing and implementing measurable KPIs</b>						
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Strengthening internal and external communications through company newsletter, social media platforms, SMS, barazas, customer service charter, Company website		July 2021- June 2022	500,000	Internally generated	PRM
2	Media coverage of key development activities	Reports & pictorials	July 2021- June 2022	200,000	Internally generated	PRM
3	Inclusion of community in development matters and communication on any service disruption	Minutes, reports, media features and pictorial	July 2021- June 2022	300,000	Internally generated	PRM





5	Construction of Makomboki-Gituru water project of 200mm diameter HDPE for 13Km	Completion Certificate/Implementation reports.	July 2022 - June 2023	350,000,000	Internally Generated funds, Government /AWWDA & Other development partners	MD/T.S.M
6	Construction of KAMBITI WATER Project from Mugira dam of 200mm diameter Hdpe for 9Km	Completion Certificate/Implementation reports.	July 2022 - June 2023	55,000,000	Internally Generated funds, Government /AWWDA & Other development partners	MD/T.S.M
7	Kangari-Githumu Water project of 160mm diameter to Gitaimbuka Tank and distribution pipelines	Completion Certificate/Implementation reports.	July 2022 - June 2023	350,000,000	Internally Generated funds, Government /AWWDA & Other development partners	MD/T.S.M
8	Mareira-Karimamwaro-Makenji water project	Completion Certificate/Implementation reports.	July 2022 - June 2023	250,000,000	Internally Generated funds, Government /AWWDA & Other development partners	MD/T.S.M
9	Installation of 280mm diameter pipeline of HDPE PN 16 for 40Km upto Ciumbu Masonry tank	Completion Certificate/Implementation reports.	July 2022 - June 2023	320,000,000	Internally Generated funds, Government /AWWDA & Other development partners	MD/T.S.M
10	Maragua- Ichagaki Water Supply Project	Completion Certificate/Implementation reports.	July 2022 - June 2023	69,500,000	Internally Generated funds, Government /AWWDA & Other development partners	MD/T.S.M
	<b>Total</b>			<b>1,805,500,000.00</b>		
<b>Strategic Objective 1.2 To enhance Sanitation services from 95% to 100% within the planned period by constructing 2No. Sanitation blocks and mobilizing funds for Kenol Sewerage System</b>						
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of Funds	Responsible Person



1	Initiate acquisition of way leaves and land for the sewerage and waste water treatment plant.	Engagement with the Murang'a County for Lease Document	July 2022 - June 2023	150,000.00	Inhouse Capacity	MD/TSM
2	Mobilize funds from WSTF and other development partners for Sanitation blocks (Minimum 5No.) and Upgrading of Toilets within Low-income areas within Muswasco	Proposal and Concept note	July 2022 - June 2023	67,000.00	Inhouse Capacity	TSM
3	Construction of Ablution blocks in Low-income areas within Muswasco	Completion reports/certificates	July 2022 - June 2023	10,000,000	WSTF/MOWI	TSM
4	Contract the sanitation blocks to a willing operator.	contract document/Memorandum of Understanding	July 2022 - June 2023	25,000	Internally Generated funds	PRM
	<b>TOTALS</b>			<b>10,242,000.00</b>		
<b>Strategic Objective 1.3 To enhance and secure the water production and distribution System and infrastructure.</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Installation of Proper Washouts for flushing of the mainlines and their chambers	Implementation reports	July 2022 - June 2023	4,000,000	Internally Generated funds	TSM
2	Installation, renewals of dilapidated pipelines, repairs and maintenance of pipeline appurtenances Pipeline	Annual Budgets, County Government documentations, LPOs and Delivery Notes	July 2022 - June 2023	160,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
3	Rehabilitation of Mutunguru Pipeline to the required standards	Concept paper, Designs, EIA, Funds mobilization	July 2022 - June 2023	15,000,000	Internally Generated funds, County Government	TSM

							/AWWDA & Other development partners		
4	Rehabilitation of Kandara Bulk Water supply project	Completion Certificate/Implementation reports.	July 2022 - June 2023	55,000,000			Internally Generated funds, County Government /AWWDA & Other development partners		TSM
	<b>TOTALS</b>			<b>234,000,000.00</b>					
<b>Strategic objective 1.4: To Improve the water Quality status and assurance during the planned period</b>									
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>			
1	Construction of a Water bottling plant within the area of operation	Annual County Government documents, LPOs and Delivery Notes	July 2022- June 2023	7,500,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM			
2	Provision for purchases of Chlorine	LPO/Delivery Note	July 2022- June 2023	1,800,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM			
3	Provision for purchases of Alum	LPO/Delivery Note	July 2022- June 2023	3,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM			
4	Provision for Conducting Physiochemical Tests in out-Labs as per WASREB Guidelines	LPO/Delivery Note	July 2023- June 2023	320,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM			
	<b>TOTALS</b>			<b>12,620,000.00</b>					
<b>Strategic objective 2: To Reduce Non Revenue from 64% to 60% during the year</b>									
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of Funds</b>	<b>Responsible Person</b>			



1	Capacity build the NRW unit and equip it fully	Training reports, New NRW Equipments (Insertion Flow Meter)	July 2022- June 2023	2,000,000	Internally generated	MD/TSM
2	Create reliable data base on NRW (Tariff Provisions)	M&E, reliable data on NRW	July 2022- June 2023	500,000	Internally generated	MD/TSM
3	Initiate acquisition of community water projects that are consuming water from the company supply	Number of Engagements with water projects	July 2023- June 2023	62,500	Internally generated	MD/TSM
4	Provide an independent transport facility for NRW	Letter of Allocation of NRW vehicle	July 2022- June 2023	Pool	Internally generated	MD/TSM
5	Provide an independent transport facility for NRW	Report/Budget	July 2022- June 2023	600,000	Internally Generated funds, County Government	MD/TSM
6	Installation of New connection Customer Meters	Metering Ratio	July 2023- June 2023	3,800,000	/AWWDA & Other development partners	MD/TSM
7	Customer Database	Operational Dbase	July 2022- June 2023	4,000,000	Internally Generated funds, County Government	MD/TSM
8	Active Leak Detection	LPO/Delivery	July 2022- June 2023	1,700,000	/AWWDA & Other development partners	MD/TSM
9	System input metering (Zonal/Master meters ) and water balance	LPO, Delivery notes	July 2023- June 2023	450,000	Internally Generated funds, County Government	MD/TSM
10	Customer metering (Replacement)	LPO, Delivery notes	July 2022- June 2023	1,250,000	/AWWDA & Other development partners	MD/TSM
11	District Manageable Areas (DMAs)	DMA Reports	July 2022- June 2023	450,000.00	Internally Generated funds, County Government	MD/TSM
12	Installation of pressure gauges	LPO, Delivery notes	July 2022- June 2023	650,000.00	/AWWDA & Other development partners	MD/TSM
13	Water flow measurements	Report/Budget	July 2022- June 2023	80,000.00	Internally generated	MD/TSM

14	Implementaion of the Pro-poor policy	Policy document, Effective date of implementation	July 2022- June 2023	1,500,000.00	Internally Generated funds, County Government /AWWDA & Other development partners	MD/TSM/FM
	<b>TOTALS</b>			<b>17,042,500.00</b>		

**Strategic objective 3: To Strengthen Information Management System in the Financial Year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of Funding	Responsible Person
1	Subscription and Maintenance of ICT Facilities	SLA/Operational ICT Facilities	July 2022- June 2023	1,000,000	Internally generated	PRM/FM
2	Purchasing of more mobile devices	Improved billing & collection efficiency	July 2023- June 2023	2,000,000	Internally generated	FM
3	To develop and operationalize a fleet management system-GPS trackers		July 2022- June 2023	200,000	Internally generated	ADLM, FM, PRM
4	Procurement of Enterprise Resource Planning (ERP) that will intergrate Billing, Production, Supply Chain Management, Financial Management, Projects, Human Resources and Customer Relationship Management	LPO, Delivery notes	July 2022- June 2023	6,000,000	Internally generated	FM



5	To Establish an efficient office intercom for HQ	July 2022- June 2023	100,000	Internally generated	PRM
6	To upgrade ICT equipment and infrastructure & automation of BOD & CMT reporting	July 2022- June 2023	600,000	Internally generated	PRM, FM
7	Implement a standard control access system in HQ and all schemes office complete with CCIV capability	July 2022- June 2023	1,000,000	Internally generated	PRM, FM
	<b>TOTAL</b>		<b>10,900,000.00</b>		

**Strategic objective 4: To Enhance MUSWASCO's Financial Sustainability From 95% to 104% in the year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Increase the number of Connections	Increase from 33,000 to 45,000	July 2022- June 2023	2,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD,TSM, CSM
2	Maintain revenue collection Efficiency > 95% of the billing in the year	Collection Efficiency > 95%	July 2023- June 2023	3,000,000.00	Internal funds	MD,CSM
3	Monitoring Financial Sustainability Indicators	Progress Reports on Cost Coverage, debt ratio & Collection Efficiency	July 2022- June 2023	100,000.00	Internally generated	CSM/TSM

4	Prudent Financial Management	Audit Reports	July 2022- June 2023	1,500,000.00	Internally generated	MD,FM
5	Establish Baseline status for MUSWASCO'S financial sustainability indices	Template	July 2022- June 2023	200,000.00	Internally generated	MD, FM
6	Mobilizing funds from development partners	Project proposal, Financial Agreement and Disbursement of funds	July 2022- June 2023	320,000.00	Internally generated	MD, TSM/FM
7	Improve water access to the consumers through mobilization of distribution pipes for the assorted sizes of pipes for the different subcounties	Delivery Notes for the KM supplied	July 2022- June 2023	60,000,000.00	Internally Generated funds, County Government /AWWDA & Other development partners	MD,FM
8	Installation of prepaid meters to County & National Government Institutions, and Smart Meters to all commercial accounts.	Reports	July 2022- June 2023	1,000,000	External Funds	MD, TSM/FM
9	Tax Consultancy services	Approved Manual	July 2022- June 2023	200,000		FM
10	Finalize on Tariff Approval		July 2022- June 2023	1,000,000		CSM, FM
	<b>TOTALS</b>			<b>69,320,000.00</b>		
<b>Strategic objective 5: To enhance institutional capacity</b>						
<b>Strategic objective 5.1: To enhance staff capacity by 10% in the year</b>						



S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Identify tailor made courses for the staff	Good industrial relations	July 2022- June 2023	1,000,000	Internally generated	CMT
2	Conduct annual training needs assessment	TNA Report	July 2022- June 2023	500,000	Internally generated	CMT
3	Develop and execute a response training calendar	Training Calendar	July 2022- June 2023	100,000	Internally generated	MD,FM/HR
4	Review and evaluate the training plan	Review report	July 2022- June 2023	100,000	Internally generated	MD,FM/HR
5	Conduct training for the identified cadres of staff	Training report	July 2022- June 2023	5,000,000	Internally generated	MD,FM/HR
6	Conduct Job evaluation to establish staff capacity and progressive implementation	Job evaluation report	July 2022- June 2023	1,000,000	Internally generated	CMT
	<b>TOTALS</b>			<b>7,700,000</b>		
<b>Strategic objective 5.2: To equip staffs with adequate transport, tools and equipments in the year</b>						
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Ensure calibration of tools and equipments such as UFM,	Reports/Certificates	July 2022- June 2023	80,000	Internally generated	MD,TSM/FM
2	Ensure calibration of Master meters for flow measurements	Reports/Certificates	July 2022- June 2023	250,000	Internally generated	MD,TSM/FM

3	Provide dedicated Transport means for Technical Team (Nrw+WQ+Asset)	LPO,Delivery notes	July 2022- June 2023	15,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD, TSM/FM
4	Additional of Pipeline Patrolling team to cover the whole area of operation	Staff/1000 connections	July 2022- June 2023	1,440,000	Internally generated	MD, TSM/FM
5	Electrification of Offices, treatment facilities and Staff houses	Reports,budget	July 2022- June 2023	2,500,000.00	Internally generated	MD, TSM/FM
6	Procurement of furniture, Tools and Equipment	LPO/Delivery Notes	July 2022- June 2023	1,000,000	Internally generated	TSM/FM
7	Ensure effective and efficiency utilization of transport facilities, tools and equipment while ensuring value for money	Maintenance Reports on Vehicles and other equipment	July 2022- June 2023	200,000	Internally generated	ADLM
8	Purchase of a solar system/generator at H.Q	LPO/Delivery Notes	July 2022- June 2023		Internally generated	TSM/FM
9	Procure of 24 No. Motorcycles per annum	LPO/Delivery Notes	July 2022- June 2023	3,600,000	Internally generated	TSM/FM
10	Insurance (motor vehicles /cycles & other General Insurances)	Signed policy documents	July 2022- June 2023	2,000,000	Internally generated	TSM/FM
	<b>TOTALS</b>			<b>26,070,000</b>		
<b>Strategic objective 5.3: To fully enhance MUSWASCO governance, management and administration in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Training in good governance and management skills for the departmental and sectional heads	Training reports	July 2022- June 2023	1,500,000	Internally generated	MD,HIR



2	Benchmarking with the best practices in management at the Local and National level	Benchmarking Reports	July 2022- June 2023	2,000,000	Internally generated	MD,HR
	<b>TOTALS</b>			<b>3,500,000</b>		
<b>Strategic objective 5.4: To comply with MUSWASCO'S strategic plan 2021-2026</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Develop and implement work-plans, policies and performance contracts	Signed PCs, Work plans, Policies and Appraisal Reports	July 2022- June 2023	120,000	Internally generated	CMT
2	Cascade performance contracts to all the staff	Memos and signed PCs	July 2022- June 2023	100,000	Internally generated	CMT
3	Undertake monitoring ,evaluation and review of the MUSWASCO's strategic Plan annually	M&E Report	July 2022- June 2023	500,000	Internally generated	CMT
	<b>TOTALS</b>			<b>720,000</b>		
<b>Strategic objective 5.5: To reform and fully improve the MUSWASCO's Organizational structure in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	HRO to consolidate the department structures for further review by the management	Draft Organization Structure	July 2022- June 2023	200,000	Internally generated	FM/HR
2	Progressive implementation of the organogram within the strategic Plan Period	Staff Establishment reports &Annual M&E Reports	July 2022- June 2023	2,000,000	Internally generated	CMT





1	Disseminate and create awareness on all cross-cutting policies and related interventions	Sensitization Reports	July 2022- June 2023	100,000	Internally generated	FM/HR,MD
2	Develop and implement a gender mainstreaming policy and annual progress review	GM Policy	July 2022- June 2023	100,000	Internally generated	FM/HR,MD
3	Develop and implement a workplace policy on drug and substance abuse + training	Drug & Substance Policy	July 2022- June 2023	100,000	Internally generated	FM/HR,MD
4	Develop and implement a disability mainstreaming policy		July 2022- June 2023	100,000	Internally generated	CSM/HR/MD
5	Develop and implement a CSR policy	Operational CSR policy	July 2022- June 2023	200,000	Internally generated	FM,PR,MD
6	Develop and implement a workplace policy on HIV/AIDS Management		July 2022- June 2023	100,000	Internally generated	FM/HR
7	Develop and implement occupational safety and health and environmental policy	OSHE policy	July 2022- June 2023	600,000	Internally generated	MD, FM/HR
<b>TOTALS</b>				<b>1,300,000</b>		
<b>Strategic objective 7: Enhance quality of the Database to assist in planning</b>						
<b>Strategic objective 7.1: Develop Database of Quality and reliable data</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Establish an all-inclusive Data centre with requisite personnel	Operational Data centre	July 2022- June 2023	200,000	Internally generated	

2	Drawing of Customer Survey specifications and acquisition of the same for collection of existing current customer data for update purpose.	Detailed CIS Report with Detailed Recommendations.	July 2022- June 2023	200,000	Internally generated	
3	Validate all baseline data and update the Database	Sensitization Reports	July 2022- June 2023	195,000	Internally generated	
4	Undertake a baseline survey of the existing data	Baseline Survey Report	July 2022- June 2023	750,000	Internally generated	
	<b>TOTALS</b>			<b>1,345,000.00</b>		
<b>Objective 8: Enhance quality Corporate Communication</b>						
<b>Strategic objective 8.1: Improve customer service by developing and implementing measurable KPIs</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Strengthening internal and external communications through company newsletter, social media platforms, sms, barazas, customer service charter, Company website	Reports & pictorials	July 2022- June 2023	500,000	Internally generated	PRM
	Media coverage of key development activities	Reports & pictorials	July 2022- June 2023	200,000	Internally generated	PRM
	Inclusion of community in development matters and communication on any service disruption	Minutes, reports, media features and pictorial	July 2022- June 2023	300,000	Internally generated	PRM
	<b>TOTALS</b>			<b>1,000,000</b>		



<b>FINANCIAL YEAR FY 2023-2024</b>						
<b>Objective No. 1 To increase the proportion of the population accessing safe water and sanitation services</b>						
<b>Strategic objective 1.1: To increase the proportion of the population accessing safe water from 47% - 53% during the year.</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Rerouting of Kinyona Old mainline to pass through Kangari-Ikumbi for a distance of 13Km	Completion Certificate/Implementation reports.	July 2023 June 2024	180,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD/'T.S.M
2	Drilling of New boreholes in areas where there is no reticulation systems (Min 5No.) with adequate overhead tanks for water supply	Completion Certificate/Implementation reports.	July 2023 June 2024	14,000,000		MD/'T.S.M
3	Construction of standard water Kiosks within areas of operations (Min 5No.)	Completion Certificate/Implementation reports.	July 2023 June 2024	1,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD/'T.S.M
4	Construction of 315mm diameter mainline from Wanyaga intake to Kandara Tank	Completion Certificate/Implementation reports.	July 2023 June 2024	850,000,000		TSM
5	Construction of Makomboki-Gituru water project of 200mm Hdpc diameter for 15Km	Completion Certificate/Implementation reports.	July 2023 June 2024	350,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
6	Irati Nginda treatment works at Nginda Primary school	Completion Certificate/Impl	July 2023 June 2024	85,000,000		TSM

		ementation reports.					
	<b>Total</b>					<b>1,480,000,000</b>	
<b>Strategic Objective 1.2 To enhance Sanitation services from 95% to 100% within the planned period by constructing 2No. Sanitation blocks and mobilizing funds for Kenol Sewerage System</b>							
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of Funds</b>	<b>Responsible Person</b>	
1	Mobilize funds from WSTF and other development partners for Sanitation blocks (Minimum 5No.) and Upgrading of Toilets within Low income areas within Muswasco	Proposal and Concept note	July 2023 June 2024	67,000	Inhouse Capacity	TSM, FM	
2	Construction of Ablution blocks in Low income areas within Muswasco	Completion reports/ certificates	July 2023 June 2024	10,000,000	WSTF/MOWI	TSM	
3	Construction of DTF for Kenol and Kabati	Completion reports/ certificates	July 2023 June 2024	17,340,000	WSTF/MOWI	TSM	
	<b>TOTALS</b>			<b>27,407,000.00</b>			

**Strategic Objective 1.3 To enhance and secure the water production and distribution System and infrastructure .**

<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Installation, renewals of dilapidated pipelines, repairs and maintenance of pipeline appurtenances Pipeline	Annual Budgets, County Government documentations, I.POs and Delivery Notes	July 2023 June 2024	160,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM



2	Rehabilitation of Mutunguru Pipeline to the required standards	Concept paper, Designs, EIA, Funds mobilization	July 2023 June 2024	15,000,000		TSM
3	Upgrading the sections of Kenol and Kabati that have 110mm diameter pipeline to 160mm diameter pipeline to increase flow	LPO/Delivery Note, Implementation Reports	July 2023 June 2024	150,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
4	Rehabilitation of Marea Mathareini Githembe Pipeline to the required standards	Concept paper, Designs, EIA, Funds mobilization	July 2023 June 2024	115,000,000.00		TSM
<b>TOTALS</b>				<b>440,000,000</b>		
<b>Strategic objective 1.4: To Improve the water Quality status and assurance during the planned period</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Construction of a High - Technology treatment works for Maragua ridge water supply projec	Annual Budgets, County Government documentations, LPOs and Delivery Notes	July 2023 June 2024	5,500,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
2	Provision for purchases of Chlorine	LPO/Delivery Note	July 2023 June 2024	1,800,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
3	Provision for purchases of Alum	LPO/Delivery Note	July 2023 June 2024	3,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
4	Provision for Conducting Physiochemical Tests in out-Labs as per WASREB Guidelines	LPO/Delivery Note	July 2023- June 2024	320,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
<b>TOTALS</b>				<b>10,620,000</b>		

Strategic objective 2: To Reduce Non Revenue from 64% to 60% during the year							
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of Funds	Responsible Person	
1	Capacity build the NRW unit and equip it fully	Training reports,New NRW Equipments (Insertion Flow Meter)	July 2023 June 2024	2,000,000	Internally generated	MD/TSM	
2	Initiate acquisition of community water projects that are consuming water from the company supply	Number of Engagements with water projects	July 2023 June 2024	62,500	Internally generated		
3	Installation of New connection Customer Meters	Metering Ratio	July 2023 June 2024	2,000,000	Internally Generated funds,County Government /AWWDA & Other development partners		
4	Provide an independent transport facility for NRW	Report/Budget	July 2023 June 2024	600,000			
5	GIS - Procurement of the software and other accessories	LPO/Delivery	July 2023 June 2024	4,000,000			
6	GIS mapping (Capturing of main supply lines and distribution lines) and Purchase of base maps	Operational GIS	July 2023 June 2024	1,700,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD/TSM	
7	System input metering (Zonal/Master meters) and water balance	LPO,Delivery notes	July 2023 June 2024	450,000	Internally Generated funds,County Government /AWWDA & Other development partners	MD/TSM	
8	Construction and equipping of Independent and resonating Meter Testing Water storage platform	Report/Budget	July 2023 June 2024	500,000	Government /AWWDA & Other development partners	TSM	



9	Customer metering (Replacement)	LPO, Delivery notes	July 2023 June 2024	1,250,000		MD/TSM
10	District Manageable Areas (DMAs)	DMA Reports	July 2023 June 2024	450,000.00	Internally Generated funds, County Government	MD/TSM
11	Installation of pressure gauges	LPO, Delivery notes	July 2023 June 2024	650,000.00	/AWWDA & Other development partners	MD/TSM
12	Water flow measurements	Report/Budget	July 2023 June 2024	80,000.00	Internally generated	MD/TSM
13	Hydraulic analysis of pressure	Hydraulic analysis report	July 2023 June 2024	250,000	Internally generated	TSM
	<b>TOTALS</b>			<b>13,992,500.00</b>		

**Strategic objective 3: To Strengthen Information Management System in the Financial Year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of Funding	Responsible Person
1	Subscription and Maintenance of ICT Facilities	SLA/Operation at ICT Facilities	July 2023- June 2024	1,000,000	Internally generated	FM,PRM
2	Upgrading the LAN to improve efficiency.	Efficient Network within the organization.	July 2023- June 2024	2,000,000	Internally generated	FM/PRM
3	Purchasing of more mobile devices	Improved billing & collection efficiency	July 2023- June 2024	500,000	Internally generated	FM
4	Implement a standard control access system in HQ office complete with CCTV capability	LPO, Delivery notes	July 2023- June 2024	500,000	Internally generated	FM, PRM

5	To develop and operationalize a fleet management system-GPS trackers		July 2023- June 2024	1000,000	Internally generated	MD, ADLM FM
6	To develop and operationalize Geographical Information System (GIS) Getting a fully licensed software from Esri-Kenya.	LPO	July 2023- June 2024	2,400,000.00	Internally generated	MD, FM, TSM, CSM
7	To Establish an efficient office intercom for HQ		July 2023- June 2024	100,000	Internally generated	FM, PRM
8	To upgrade ICT equipment and infrastructure & automation of BOD & CMT reporting		July 2023- June 2024	1,000,000.00	Internally generated	FM, PRM
9	Procurement of Enterprise Resource Planning (ERP) that will intergrate Billing, Production, Supply Chain Management, Financial Management, Projects, Human Resources and Customer Relationship Management	LPO, Delivery notes	July 2023- June 2024	6,000,000.00	Internally generated	FM, PRM
	<b>TOTAL</b>			<b>14,500,000.00</b>		
<b>Strategic objective 4: To Enhance MUSWASCO's Financial Sustainability From 95% to 104% in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Increase the number of Connections	Increase from 33,000 to 45,000	July 2023- June 2024	2,000,000.00	Internally Generated funds, County Government /AWWDA & Other development partners	MD, TSM, CSM



2	Maintain revenue collection Efficiency > 95% of the billing in the year	Collection Efficiency > 95%	July 2023- June 2024	3,000,000.00	Internally generated	MD, CSM
3	Monitoring Financial Sustainability Indicators	Progress Reports on Cost Coverage, debt ratio & Collection Efficiency	July 2023- June 2024	100,000.00	Internally generated	FM/TSM
4	Prudent Financial Management	Audit Reports	July 2023- June 2024	1,500,000.00	Internally generated	MD, FM
5	Establish Baseline status for MUSWASCO'S financial sustainability indices	Template	July 2023- June 2024	200,000.00	Internally generated	MD, FM
6	Mobilizing funds from development partners	Project proposal, Financial Agreement and Disbursement of funds	July 2023- June 2024	320,000.00	Internally generated	MD, TSM/FM
7	Tax Consultancy services	Tax Compliance Certificate	July 2023- June 2024	200,000	Internally generated	FM
8	Installation of prepaid meters to County & National Government Institutions, and Smart Meters to all commercial accounts.		July 2023- June 2024	1,000,000	Internally generated	TSM, FM
9	Improve water access to the consumers through mobilization of distribution pipes for the assorted sizes of pipes for the different subcounties	Delivery Notes for the KM supplied	July 2023- June 2024	60,000,000.00	Internally Generated funds, County Government /AWWDA & Other development partners	MD, FM, TSM
	<b>TOTALS</b>			<b>68,320,000.00</b>		

Strategic objective 5: To enhance institutional capacity						
Strategic objective 5.1: To enhance staff capacity by 10% in the year						
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Identify tailor made courses for the staff	Good industrial relations	July 2023- June 2024	100,000	Internally generated	MD,FM/HR
2	Conduct annual training needs assessment	TNA Report	July 2023- June 2024	100,000	Internally generated	MD,FM/HR
3	Develop and execute a response training calendar	Training Calendar	July 2023- June 2024	100,000	Internally generated	MD,FM
4	Review and evaluate the training plan	Review report	July 2023- June 2024	100,000	Internally generated	MD,FM
5	Conduct Job evaluation to establish staff capacity and progressive implementation	Job evaluation report	July 2023- June 2024	1,000,000	Internally generated	MD,FM/HR
6	Conduct training for the identified cadres of staff	Training report	July 2023- June 2024	5,000,000	Internally generated	MD,FM
	<b>TOTALS</b>			<b>6,400,000.00</b>		
Strategic objective 5.2: To equip staffs with adequate transport, tools and equipments in the year						
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Ensure calibration of tools and equipments such as UFM,	Reports/Certificates	July 2023- June 2024	80,000	Internally generated	MD,TSM/FM



2	Ensure calibration of Master meters for flow measurements	Reports/Certificates	July 2023- June 2024	250,000	Internally generated	MD,TSM/FM
3	Purchase of Full set of Total Station Survey Booth for survey works within areas of operations	LPO,Delivery notes	July 2023- June 2024	6,400,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD,TSM/FM
4	Construction of a Car park within Kandara Head Office	Annual Budgets, CDF & County Government documentations	July 2023- June 2024	1,600,000	Internally generated	MD,TSM/FM
5	Procurement of furniture, Tools and Equipment	LPO/Delivery Notes	July 2023- June 2024	1000,000	Internally generated	MD,TSM/FM
6	Ensure effective and efficiency utilization of transport facilities, tools and equipment while ensuring value for money	Maintenance Reports on Vehicles and other equipment	July 2023- June 2024	200,000	Internally generated	ADLM
7	Procure of 24 No. Motorcycles per annum	LPO/Delivery Notes	July 2023- June 2024	3,600,000	Internally generated	MD,TSM/FM
8	Insurance (motorvehicles/cycles & other General Insurances)	Signed policy documents	July 2023- June 2024	2,000,000	Internally generated	CM
	<b>TOTALS</b>			<b>15,130,000</b>		
<b>Strategic objective 5.3: To fully enhance MUSWASCO governance, management and administration in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Training in good governance and management skills for the departmental and sectional heads	Training reports	July 2023- June 2024	1000,000	Internally generated	MD,HR

2	Benchmarking with the best practices in management at the Local and National level	Benchmarking Reports	July 2023- June 2024	3,000,000	Internally generated	MD,HR
	<b>TOTALS</b>			<b>4,000,000</b>		
<b>Strategic objective 5.4: To comply with MUSWASCO'S strategic plan 2021-2026</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Develop and implement work-plans, policies and performance contracts	Signed PCs, Work plans, Policies and Appraisal Reports	July 2023- June 2024	120,000	Internally generated	CMT
2	Cascade performance contracts to all the staff	Memos and signed PCs	July 2023- June 2024	100,000	Internally generated	CMT
	Train the BOD and staff on strategic plan implementation and review	Training Report	July 2023- June 2024	600,000	Internally generated	CMT
3	Undertake monitoring ,evaluation and review of the MUSWASCO's strategic Plan annually	M&E Report	July 2023- June 2024	1,500,000	Internally generated	CMT
	<b>TOTALS</b>			<b>2,320,000</b>		
<b>Strategic objective 5.5: To reform and fully improve the MUSWASCO's Organizational structure in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Progressive implementation of the organogram within the strategic Plan Period	Staff Establishment reports & Annual M&E Reports	July 2023- June 2024	2,000,000	Internally generated	CMT



2	All departments to define functions and establish maximum staff requirements in their respective structures	Departmental Organograms	July 2023- June 2024	200,000	Internally generated	CMT
3	HRO to consolidate the department structures for further review by the management	Draft Organization Structure	July 2023- June 2024	200,000	Internally generated	HR
4	Review and approval by the BOD of the MUSWASCO's re-Organized structure	Approved Organogram	July 2023- June 2024	500,000	Internally generated	CMT
<b>TOTALS</b>				<b>2,900,000</b>		
<b>Strategic objective 5.6: To Maintain and attract a competent, skilled, adequate human capital plus staff welfare</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Timely implementation of CBA	Good industrial relations	July 2023- June 2024	500,000	Internally generated	FM/HR
2	Medical cover	Operational cover	July 2023- June 2024	8,000,000	Internally generated	MF,FM/HR
3	Employee Satisfaction survey	survey report + action plan	July 2023- June 2024	200,000	Internally generated	FM/HR
4	Purchase of staff uniforms	LPO/Delivery Notes	July 2023- June 2024	1000,000	Internally generated	MD, FM
5	COVID-19 Mitigation	LPO/Delivery Notes	July 2023- June 2024	600,000	Internally generated	MD, FM/HR

6	Insurance (Directors & staff covers)	Signed documents	policy	July 2023- June 2024	1,600,000	Internally generated	MD, FM
7	Introduce performance related pay schemes.	Low turn over		July 2023- June 2024	1,500,000	Internally generated	CMT
8	Implement staff joint activities e.g. games, team building excursions etc.	calendar of activities		July 2023- June 2024	1,000,000	Internally generated	MD, FM/HR
<b>TOTALS</b>					<b>14,400,000.00</b>		
<b>Strategic objective 6: To enhance mainstreaming of cross cutting issues</b>							
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>	
1	Disseminate and create awareness on all cross-cutting policies and related interventions	Sensitization Reports	July 2023- June 2024	200,000	Internally generated	CMT	
2	Develop and implement a gender mainstreaming policy and annual progress review	GM Policy	July 2023- June 2024	100,000	Internally generated	FM/HR/MD	
3	Develop and implement a workplace policy on drug and substance abuse + training	Drug & Substance Policy	July 2023- June 2024	200,000	Internally generated	FM/HR/MD	
4	Develop and implement a disability mainstreaming policy		July 2023- June 2024	100,000	Internally generated	FM/HR	
5	Develop and implement a workplace policy on HIV/AIDS Management		July 2023- June 2024	100,000	Internally generated	MD, FM/HR	



6	Develop and implement occupational safety and health and environmental policy	OSHE policy	July 2023- June 2024	200,000	Internally generated	FM/HR
7	Develop and implement a CSR policy	Operational CSR policy	July 2023- June 2024	500,000	Internally generated	FM/PRM/MD
	<b>TOTALS</b>			<b>1,400,000.00</b>		

**Strategic objective 7: Enhance quality of the Database to assist in planning**

**Strategic objective 7.1: Develop Database of Quality and reliable data**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Establish an all-inclusive Data centre with requisite personnel	Operational Data centre	July 2023- June 2024	200,000	Internally generated	CMT
2	Drawing of Customer Survey specifications and acquisition of the same for collection of existing current customer data for update purpose.	Detailed CIS Report with Detailed Recommendations.	July 2023- June 2024	200,000	Internally generated	CMT
3	Validate all baseline data and update the Database	Sensitization Reports	July 2023- June 2024	195,000	Internally generated	CMT
4	Enhance the all-inclusive Data centre with requisite equipment	Operational Data centre	July 2023- June 2024	167,000	Internally generated	CMT
5	Continue with validation of the baseline data	Baseline Survey Report	July 2023- June 2024	250,000	Internally generated	CMT
6	Formulate a monitoring & evaluation template in line with the above	Sensitisation Reports	July 2023- June 2024	75,000	Internally generated	CMT

7	Implementation of monitoring & evaluation template in line with the above		July 2023- June 2024	75,000	Internally generated	CMT
	<b>TOTALS</b>			<b>1,167,000.00</b>		
<b>Objective 8: Enhance quality Corporate Communication</b>						
<b>Strategic objective 8.1: Improve customer service by developing and implementing measurable KPIs</b>						
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Strengthening internal and external communications through company newsletter, social media platforms, sms, barazas, customer service charter, Company website		July 2023- June 2024	500,000	Internally generated	PRM
2	Media coverage of key development activities	Reports & pictorials	July 2023- June 2024	200,000	Internally generated	PRM
3	Inclusion of community in development matters and communication on any service disruption	Minutes, reports, media features and pictorial	July 2023- June 2024	300,000	Internally generated	PRM
	<b>TOTALS</b>			<b>1,000,000</b>		



**FINANCIAL YEAR FY 2024-2025**

**Objective No. 1 To increase the proportion of the population accessing safe water and sanitation services**

**Strategic objective 1.1: To increase the proportion of the population accessing safe water from 47% - 53% during the year.**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Construction of Gaichanjiru water project	Completion Certificate/Implementation reports.	July 2024 June 2025	450,000,000	Internally Generated funds,County Government /AWWDA & Other development partners	TSM
2	Drilling of New boreholes in areas where there is no reticulation systems (Min 5No.) with adequate overhead tanks for water supply	Completion Certificate/Implementation reports.	July 2024 June 2025	14,000,000		MD/T.S.M
3	Construction of standard water Kiosks within areas of operations (Min 5No.)	Completion Certificate/Implementation reports.	July 2024 June 2025	1,000,000	Internally Generated funds,County Government /AWWDA & Other development partners	MD/T.S.M
4	Construction of Sabasaba Water Supply Project from Kaihiti/Sabasaba river .	Completion Certificate/Implementation reports.	July 2024 June 2025	400,000,000.00	Internally Generated funds,County Government /AWWDA & Other development partners	TSM
5	Maragua Ridge water supply project	Completion Certificate/Implementation reports.	July 2024 June 2025	215,000,000.00	Internally Generated funds,County Government /AWWDA & Other development partners	TSM
	<b>Total</b>			<b>1,080,000,000.00</b>		

**Strategic Objective 1.2 To enhance Sanitation services from 95% to 100% within the planned period by constructing 2No. Sanitation blocks and mobilizing funds for Kenol Sewerage System**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of Funds	Responsible Person
1	Construction of Ablution blocks in Low income areas within Muswasco	Completion reports/certificates	July 2024 June 2025	10,000,000	WSTF/MOWI	TSM
2	Mobilize funds from development partners for construction of Sewerage treatment in Kangari, Sabasaba and Maragua	Proposal and Concept note, adverts for work	July 2024 June 2025	2,000,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM/MD
3	Construction of DIT for Kenol and Kabati	Completion reports/certificates	July 2024 June 2025	17,340,000		TSM
	<b>TOTALS</b>			<b>2,027,340,000.00</b>		

**Strategic Objective 1.3 To enhance and secure the water production and distribution System and infrastructure .**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Installation, renewals of dilapidated pipelines, repairs and maintenance of pipeline appurtenances Pipeline	Annual County Government LPOs and Delivery Notes	July 2024 June 2025	160,000,000	Internally Generated County Government /AWWDA & Other development partners	TSM
	<b>TOTALS</b>			<b>160,000,000</b>		



Strategic objective 1.4: To Improve the water Quality status and assurance during the planned period						
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Provision for purchases of Chlorine	LPO/Delivery Note	July 2024 June 2025	1,800,000	Internally Generated funds, County Government	TSM
2	Provision for purchases of Alum	LPO/Delivery Note	July 2024 June 2025	3,000,000	/AWWDA & Other development partners	TSM
3	Provision for Conducting Physiochemical Tests in out-Labs as per WASREB Guidelines	LPO/Delivery Note	July 2024 June 2025	320,000		TSM
				5,120,000.00		

Strategic objective 2: To Reduce Non Revenue from 64% to 60% during the year						
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of Funds	Responsible Person
1	Capacity build the NRW unit and equip it fully	Training reports, New NRW Equipments (Insertion Flow Meter)	July 2024 June 2025	2,000,000	Internally generated	MD/TSM
2	Initiate acquisition of community water projects that are consuming water from the company supply	Number of Engagements with water projects	July 2024 June 2025	62,500	Internally generated	
3	Installation of New connection Customer Meters	Metering Ratio	July 2024 June 2025	2,000,000	Internally Generated funds, County Government	
4	Active Leak Detection	LPO/Delivery	July 2024 June 2025	500,000	/AWWDA & Other development partners	
5	System input metering (Zonal/Master meters ) and water balance	LPO, Delivery notes	July 2024 June 2025	450,000	Internally Generated funds, County Government	MD/TSM

6	Construction and equipping of Independent and resonating Meter Testing Water storage platform	Report/Budget	July 2024 June 2025	500,000	/AWWDA & Other development partners	MD/TSM
7	Customer metering (Replacement)	LPO,Delivery notes	July 2024 June 2025	1,250,000		MD, TSM, FM
8	District Manageable Areas (DMAs)	DMA Reports	July 2024 June 2025	450,000.00	Internally Generated funds, County Government	MD/TSM
9	Installation of pressure gauges	LPO,Delivery notes	July 2024 June 2025	450,000.00	/AWWDA & Other development partners	TSM
10	Water flow measurements	Report/Budget	July 2024 June 2025	80,000.00	Internal funds	MD/FM
	<b>TOTALS</b>			<b>7,742,500.00</b>		

**Strategic objective 3: To Strengthen Information Management System in the Financial Year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of Funding	Responsible Person
1	Subscription and Maintenance of ICT Facilities	SLA/Operational ICT Facilities	July 2024 June 2025	1,000,000	Internally generated	FM, PRM
2	Purchasing of more mobile devices	Improved billing & collection efficiency	July 2024 June 2025	500,000	Internally generated	FM
3	To upgrade ICT equipment and infrastructure:		July 2024 June 2025	1000,000	Internally generated	FM,PRM



5	To develop and operationalize a fleet management system: Renewals for the subsequent years (26000x4) total 104,000. Airtime for 59 months basing on 100 bob per device (2600x59)		July 2024 June 2025	200,000	Internally generated	FM
6	Implement a standard control access system in HQ and all schemes office complete with CCTV capability	LPO, Delivery notes	July 2024 June 2025	500,000	Internally generated	FM
7	To develop and operationalize Geographical Information System (GIS): Purchase of more accurate Garmin GPS gadgets. (50,000x5).	LPO	July 2024 June 2025	500,000.00	Internally generated	TSM, FM
8	To Establish an efficient office intercom for HQ		July 2024 June 2025	100,000	Internally generated	PRM, FM
9	Procurement of Enterprise Resource Planning (ERP) that will intergrate Billing, Production, Supply Chain Management, Financial Management, Projects, Human Resources and Customer Relationship Management	LPO, Delivery notes	July 2024 June 2025	6,000,000.00	Internally generated	FM
				<b>9,800,000</b>		
<b>TOTAL</b>						

**Strategic objective 4: To Enhance MUSWASCO's Financial Sustainability From 95% to 104% in the year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Increase the number of Connections	Increase from 33,000 to 45,000	July 2024 June 2025	2,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD, TSM, CSM
2	Maintain revenue collection Efficiency > 95% of the billing in the year	Collection Efficiency > 95%	July 2024 June 2025	3,000,000.00	Internally generated	MD, CSM
3	Monitoring Financial Sustainability Indicators	Progress Reports on Cost Coverage, debt ratio & Collection Efficiency	July 2024 June 2025	100,000.00	Internally generated	FM/TSM
4	Prudent Financial Management	Audit Reports	July 2024 June 2025	1,500,000.00	Internally generated	MD, FM
5	Establish Baseline status for MUSWASCO'S financial sustainability indices	Template	July 2024 June 2025	200,000.00	Internally generated	MD, CSM
6	Mobilizing funds from development partners	Project proposal, Financial Agreement and Disbursement of funds	July 2024 June 2025	320,000.00	Internally generated	MD, TSM/FM
7	Installation of prepaid meters to County & National Government Institutions, and Smart Meters to all commercial accounts.	Reports	July 2024 June 2025	1000,000	Internally generated	MD, TSM/FM



8	Tax Consultancy services	Tax Compliance Certificate	July 2024 June 2025	200,000	Internally generated	FM
9	Improve water access to the consumers through mobilization of distribution pipes for the assorted sizes of pipes for the different subcounties	Delivery Notes for the KM supplied	July 2024 June 2025	60,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM, FM, MD
10	Review Finance Manual	Approved Manual	July 2024 June 2025	200,000		FM
	<b>TOTALS</b>			<b>68,520,000</b>		

**Strategic objective 5: To enhance institutional capacity**

**Strategic objective 5.1: To enhance staff capacity by 10% in the year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Identify tailor made courses for the staff	Good industrial relations	July 2024 June 2025	100,000	Internally generated	MD,FM
2	Conduct annual training needs assessment	TNA Report	July 2024 June 2025	200,000	Internally generated	MD,FM
3	Develop and execute a response training calendar	Training Calendar	July 2024 June 2025	100,000	Internally generated	MD,FM
4	Review and evaluate the training plan	Review report	July 2024 June 2025	100,000	Internally generated	MD,FM

5	Conduct Job evaluation to establish staff capacity and progressive implementation	Job evaluation report	July 2024 June 2025	2,000,000	Internally generated	CMT
6	Conduct training for the identified cadres of staff	Training report	July 2024 June 2025	5000,000	Internally generated	CMT
7	NRW machines and equipment	LPOs and Delivery Notes	July 2024 June 2025	5,000,000	Internally generated	MD,FM, TSM
	<b>TOTALS</b>			<b>12,500,000</b>		
<b>Strategic objective 5.2: To equip staffs with adequate transport, tools and equipments in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Ensure calibration of tools and equipments such as UFM,	Reports/Certificates	July 2024 June 2025	80,000	Internally generated	MD,TSM/CSM
2	Ensure calibration of Master meters for flow measurements	Reports/Certificates	July 2024 June 2025	250,000	Internally generated	MD,TSM/CSM
3	Construction of Pipe Stack Shade for the protection of the Pipes and also Main Store for procurement office	Reports, Budget	July 2024 June 2025	4,600,000	Internally Generated funds,County Government /AWWDA & Other development partners	MD,TSM/FM
4	Construction of Perimeter walls for -Kandara, Maragua office and Maragua Tank sites	Annual Budgets, CDF & County Government documentations	July 2024 June 2025	3,000,000	Internally generated	TSM, FM
5	Procurement of furniture, Tools and Equipment	LPO/Delivery Notes	July 2024 June 2025	1000,000	Internally generated	MD,TSM/FM



6	Ensure effective and efficiency utilization of transport facilities, tools and equipment while ensuring value for money	Maintenance Reports on Vehicles and other equipment	July 2024 June 2025	200,000	Internally generated	ADLM
7	Procure of 24 No. Motorcycles per annum	LPO/Delivery Notes	July 2024 June 2025	3,600,000	Internally generated	MD,TSM/FM
8	Purchase of a solar system/generator at H.Q	LPO/Delivery Notes	July 2024 June 2025	200,000	Internally generated	FM,TSM
9	Insurance (motorvehicles/cycles & other General Insurances)	Signed policy documents	July 2024 June 2025	2000,000	Internally generated	MD, FM
	<b>TOTALS</b>			<b>14,930,000</b>		
<b>Strategic objective 5.3: To fully enhance MUSWASCO governance, management and administration in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Training in good governance and management skills for the departmental and sectional heads	Training reports	July 2024 June 2025	2,000,000	Internally generated	MD,HR
2	Benchmarking with the best practices in management at the Local and National level	Benchmarking Reports	July 2024 June 2025	3,000,000	Internally generated	MD,HR
	<b>TOTALS</b>			<b>5,000,000</b>		
<b>Strategic objective 5.4: To comply with MUSWASCO'S strategic plan 2021-2026</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Develop and implement work-plans, policies and performance contracts	Signed PCs, Work plans, Policies and Appraisal Reports	July 2024 June 2025	120,000	Internally generated	CMT

2	Cascade performance contracts to all the staff	Memos and signed PCs	July 2024 June 2025	100,000	Internally generated	CMT
3	Undertake monitoring, evaluation and review of the MUSWASCO's strategic Plan annually	M&E Report	July 2024 June 2025	500,000	Internally generated	
	<b>TOTALS</b>			<b>720,000</b>		
<b>Strategic objective 5.5: To reform and fully improve the MUSWASCO's Organizational structure in the year</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Progressive implementation of the organogram within the strategic Plan Period	Staff Establishment reports & Annual M&E Reports	July 2024- June 2025	2000,000	Internally generated	MD, FM/HR
2	HRO to consolidate the department structures for further review by the management	Draft Organization Structure	July 2024- June 2025	200,000	Internally generated	MD, FM/HR
	<b>TOTALS</b>			<b>2,200,000</b>		
<b>Strategic objective 5.6: To Maintain and attract a competent, skilled, adequate human capital plus staff welfare</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Introduce performance related pay schemes.	Low turn over	July 2024- June 2025	1500,000	Internally generated	FM, MD
3	Medical cover	Operational cover	July 2024 June 2025	10,000,000	Internally generated	FM/HR
4	Employee Satisfaction survey	survey report + action plan	July 2024 June 2025	1,000,000	Internally generated	MD,HR/FM



5	Purchase of staff uniforms	LPO/Delivery Notes	July 2024 June 2025	1000,000	Internally generated	HR
6	COVID-19 Mitigation	LPO/Delivery Notes	July 2024 June 2025	600,000	Internally generated	HR/FM
7	Insurance (Directors & staff covers)	Signed policy documents	July 2024 June 2025	1,600,000	Internally generated	MD, FM/HR
8	Implement staff joint activities e.g. games, team building excursions etc.	calendar of activities	July 2024 June 2025	1000,000	Internally generated	MD, FM/HR
	<b>TOTALS</b>			<b>16,700,000</b>		
<b>Strategic objective 6: To enhance mainstreaming of cross cutting issues</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Disseminate and create awareness on all cross-cutting policies and related interventions	Sensitization Reports	July 2024 June 2025	100,000	Internally generated	CMT
2	Develop and implement a gender mainstreaming policy and annual progress review	GM Policy	July 2024 June 2025	100,000	Internally generated	FM/HR,MD
3	Develop and implement a CSR policy	Operational CSR policy	July 2024 June 2025	200,000	Internally generated	PRM/FM /MD
4	Develop and implement a workplace policy on drug and substance abuse + training	Drug & Substance Policy	July 2024 June 2025	100,000	Internally generated	MD, HR
5	Develop and implement a workplace policy on HIV/AIDS Management		July 2024 June 2025	100,000	Internally generated	MD, FM/ HR

6	Develop and implement occupational safety and health and environmental policy		July 2024 June 2025	100,000	Internally generated	MD, FM/HR
7	Develop and implement a disability mainstreaming policy		July 2024 June 2025	100,000	Internally generated	MD, FM/HR
	<b>TOTALS</b>			<b>800,000</b>		
<b>Strategic objective 7: Enhance quality of the Database to assist in planning</b>						
<b>Strategic objective 7.1: Develop Database of Quality and reliable data</b>						
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Establish an all-inclusive Data centre with requisite personnel	Operational Data centre	July 2024 June 2025	200,000	Internally generated	CMT
2	Drawing of Customer Survey specifications and acquisition of the same for collection of existing current customer data for update purpose.	Detailed CIS Report with Detailed Recommendations.	July 2024 June 2025	200,000	Internally generated	CMT
3	Validate all baseline data and update the Database	Sensitization Reports	July 2024 June 2025	195,000	Internally generated	CMT
4	Enhance the all-inclusive Data centre with requisite equipments	Operational Data centre	July 2024 June 2025	167,000	Internally generated	CMT
5	Continue with validation of the baseline data	Baseline Report	July 2024 June 2025	250,000		CMT



6	Formulate a monitoring & evaluation template in line with the above	Sensitisation Reports	July 2024 June 2025	75,000	Internally generated	CMT
7	Implementation of monitoring & evaluation template in line with the above		July 2024 June 2025	75,000	Internally generated	CMT
	<b>TOTALS</b>			<b>1,162,000</b>		
<b>Objective 8: Enhance quality Corporate Communication</b>						
<b>Strategic objective 8.1: Improve customer service by developing and implementing measurable KPIs</b>						
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Strengthening internal and external communications through company newsletter, social media platforms, sms, barazas, customer service charter, Company website		July 2024 June 2025	500,000	Internally generated	PRM
	Media coverage of key development activities	Reports & pictorials	July 2024- June 2025	200,000	Internally generated	
	Inclusion of community in development matters and communication on any service disruption	Minutes, reports, media features and pictorial	July 2024- June 2025	300,000	Internally generated	
	<b>TOTALS</b>			<b>1,000,000</b>		

**FINANCIAL YEAR FY 2025-2026**

**Objective No. 1 To increase the proportion of the population accessing safe water and sanitation services**

**Strategic objective 1.1: To increase the proportion of the population accessing safe water from 47% - 53% during the year.**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Construction of Kenol -Kabati Bulk Water main supply pipeline from Maragua 4 dam at the confluence of Gikigie river and the Irati river	Completion Certificate/Implementation reports.	July 2025 June 2026	800,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM
2	Drilling of New boreholes in areas where there is no reticulation systems (Min 5No.) with adequate overhead tanks for water supply	Completion Certificate/Implementation reports.	July 2025 June 2026	14,000,000	/AWWDA & Other development partners	MD/T.S.M
3	Construction of standard water Kiosks within areas of operations (Min 5No.)	Completion Certificate/Implementation reports.	July 2025 June 2026	1,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD/T.S.M
4	Rehabilitation of Chathanda Mainline by installation of the	Completion Certificate/Implementation reports.	July 2025 June 2026	250,000,000		MD/TSM



	appropriate appurtenances and construction of a CFU								
	<b>Total</b>							<b>1,065,000,000.00</b>	
<b>Strategic Objective 1.2 To enhance Sanitation services from 95% to 100% within the planned period by constructing 2No. Sanitation blocks and mobilizing funds for Kenol Sewerage System</b>									
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of Funds</b>	<b>Responsible Person</b>			
1	Ensure proper management of the facility.	Monitoring report	July 2025 June 2026	300,000	Internally Generated	TSM			
2	Procure an exhauster	I.P.O./Delivery Note	July 2025 June 2026	15,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TSM/MD			
3	Construction of DTF for Kenol and Kabati	Completion Certificate/Implementation reports.	July 2025 June 2026	17,340,000		MS, TSM			
4	Mobilize funds from development partners for construction of Sewerage treatment in Kangari, Sabasaba and Maragua	Completion Certificate/Implementation reports.	July 2025 June 2026	2,800,000,000.00	Internally Generated funds, County Government /AWWDA & Other development partners	MD, TSM			

<b>TOTALS</b>									
<b>Strategic Objective 1.3 To enhance and secure the water production and distribution System and infrastructure .</b>									
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person			
1	Installation, renewals of dilapidated pipelines, repairs and maintenance of pipeline appurtenances Pipeline	Annual Budgets, County Government documentations, LPOs and Delivery Notes	July 2025 June 2026	160,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TM			
<b>TOTALS</b>				<b>160,000,000</b>					

<b>Strategic objective 1.4: To Improve the water Quality status and assurance during the planned period</b>									
S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person			
1	Purchase and installation of water quality Lab equipment in Kinyona, Ichichi and Gakoigo treatment works	LPO/Delivery Note	July 2025 June 2026	10,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	TM			
2	Provision for purchases of Chlorine	LPO/Delivery Note	July 2025 June 2026	1,800,000					



3	Provision for purchases of Alum	LPO/Delivery Note	July 2025 June 2026	3,000,000		TM
4	Provision for Conducting Physiochemical Tests in out-Labs as per WASREB Guidelines	LPO/Delivery Note	July 2025 June 2026	320,000		TM
5	Construction of a Water bottling plant within the area of operation	Annual Budgets, County Government documentations, LPOs and Delivery Notes	July 2025 June 2026	7,500,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD, TSM, FM
	<b>TOTALS</b>			<b>22,620,000.00</b>		

**Strategic objective 2: To Reduce Non Revenue from 64% to 60% during the year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of Funds	Responsible Person
1	Capacity build the NRW unit and equip it fully	Training reports, New NRW Equipments (Insertion Flow Meter)	July 2025 June 2026	2,000,000	Internal funds	MD/TSM
2	Installation of New connection Customer Meters	Metering Ratio	July 2025 June 2026	2,000,000	Internally Generated funds, County	

3	GIS mapping (Capturing of main supply lines and distribution lines) and Purchase of base maps	Operational GIS	July 2025 June 2026	1,700,000	Government /AWWDA & Other development partners	
4	System input metering (Zonal/Master meters ) and water balance	LPO,Delivery notes	July 2025 June 2026	450,000	Internally Generated funds,County Government	MD/TSM
5	Customer metering (Replacement)	LPO,Delivery notes	July 2025 June 2026	1,250,000	/AWWDA & Other development partners	MD TSM
6	District Manageable Areas (DMAs)	DMA Reports	July 2025 June 2026	450,000.00	Internally Generated funds,County Government	MD/TSM
7	Installation of pressure gauges	LPO,Delivery notes	July 2025 June 2026	450,000.00	/AWWDA & Other development partners	MD/TSM
8	Hydraulic analysis of pressure	Hydraulic analysis report	July 2025 June 2026	250,000	Internally generated	
9	Water flow measurements	Report/Budget	July 2025 June 2026	80,000.00	Internally generated	MD/TSM
	<b>TOTALS</b>			<b>8,630,000</b>		



**Strategic objective 3: To Strengthen Information Management System in the Financial Year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of Funding	Responsible Person
1	Subscription and Maintenance of ICT Facilities	SLA/Operational ICT Facilities	July 2025 June 2026	1,000,000	Internally generated	FM, PRM
2	Purchasing of more mobile devices	Improved billing & collection efficiency	July 2025 June 2026	500,000	Internally generated	FM
3	To develop and operationalize Geographical Information System (GIS)		July 2025 June 2026	500,000	Internally generated	MD,FM, TSM, CSM
4	To upgrade ICT equipment and infrastructure & automation of BOD & CMT reporting		July 2025 June 2026	1000,000	Internally generated	FM, PRM
5	To Establish an efficient office intercom for HQ		July 2025 June 2026	100,000	Internally generated	FM,PRM

6	Implement a standard control access system in HQ and all schemes office complete with CCTV capability		July 2025 June 2026	500,000	Internally generated	FM
7	To develop and operationalize a fleet management system-GPS trackers		July 2025 June 2026	200,000	Internally generated	FM
8	Procurement of Enterprise Resource Planning (ERP) that will intergrate Billing, Production, Supply Chain Management, Financial Management, Projects, Human Resources and Customer Relationship Management	LPO, Delivery notes	July 2025 June 2026	6,000,000.00	Internally generated	FM
	<b>TOTAL</b>			<b>9,800,000</b>		



**Strategic objective 4: To Enhance MUSWASCO's Financial Sustainability From 95% to 104% in the year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Increase the number of Connections	Increase from 33,000 to 45,000	July 2025 June 2026	2,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD, TSM, CSM
2	Maintain revenue collection Efficiency > 95% of the billing in the year	Collection Efficiency > 95%	July 2025 June 2026	3,000,000.00	Internal funds	MD, CSM
3	Monitoring Financial Sustainability Indicators	Progress Reports on Cost Coverage, debt ratio & Collection Efficiency	July 2025 June 2026	100,000.00	Internal funds	FM/CSM, TSM
4	Prudent Financial Management	Audit Reports	July 2025 June 2026	1,500,000.00	Internal funds	MD, FM
5	Establish Baseline status for MUSWASCO'S financial sustainability indices	Template	July 2025 June 2026	200,000.00	Internal funds	MD, FM
6	Installation of prepaid meters to County & National Government Institutions, and	Reports	July 2025 June 2026	1000,000	External Funds	MD, TSM, FM

	Smart Meters to all commercial accounts.							
7	Tax Consultancy services	Tax Compliance Certificate	July 2025 June 2026	200,000	Internally generated	FM		
8	Improve water access to the consumers through mobilization of distribution pipes for the assorted sizes of pipes for the different subcounties	Delivery Notes for the KM supplied	July 2025 June 2026	60,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD, TSM		
9	Mobilizing funds from development partners	Project proposal, Financial Agreement and Disbursement of funds	July 2025 June 2026	320,000.00	Internally generated	MD, TSM/FM		
	<b>TOTALS</b>			<b>68,320,000.00</b>				



**Strategic objective 5: To enhance institutional capacity**

**Strategic objective 5.1: To enhance staff capacity by 10% in the year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Identify tailor made courses for the staff	Good industrial relations	July 2025 June 2026	100,000	Internally generated	MD,FM
2	Conduct annual training needs assessment	TNA Report	July 2025 June 2026	100,000	Internally generated	MD,FM
3	Develop and execute a response training calendar	Training Calendar	July 2025 June 2026	100,000	Internally generated	MD,FM,
4	Review and evaluate the training plan	Review report	July 2025 June 2026	100,000	Internally generated	MD,FM
5	Conduct Job evaluation to establish staff capacity and progressive implementation	Job evaluation report	July 2025 June 2026	1000,000	Internally generated	MD/FM
6	Conduct training for the identified cadres of staff	Training report	July 2025 June 2026	5,000,000	Internally generated	MD/HR,FM
	<b>TOTALS</b>			<b>6,400,000</b>		

**Strategic objective 5.2: To equip staffs with adequate transport, tools and equipments in the year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Ensure calibration of tools and equipments such as UFM,	Reports/Certificates	July 2025 June 2026	80,000	Internally generated	MD,TSM/FM
2	Ensure calibration of Master meters for flow measurements	Reports/Certificates	July 2025 June 2026	250,000	Internally generated	MD,TSM/FM
3	Construction of Water Main Office at Kenol town	Annual Budgets, CDF & County Government documentations	July 2025 June 2026	30,000,000	Internally Generated funds, County Government /AWWDA & Other development partners	MD,TSM/FM
4	Procurement of furniture, Tools and Equipment	LPO/Delivery Notes	July 2025 June 2026	1000,000	Internally generated	MD,TSM/FM
5	Ensure effective and efficiency utilization of transport facilities, tools and equipment while ensuring value for money	Maintenance Reports on Vehicles and other equipment	July 2025 June 2026	200,000	Internally generated	ADLM
6	Procure of 24 No. Motorcycles per annum	LPO/Delivery Notes	July 2025 June 2026	3,600,000	Internally generated	MD,TSM/FM



7	Insurance (motorvehicles/cycles & other General Insurances)	Signed documents	policy	July 2025 June 2026	2,000,000	Internally generated	CM
	<b>TOTALS</b>				<b>37,130,000</b>		
<b>Strategic objective 5.3: To fully enhance MUSWASCO governance, management and administration in the year</b>							
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>	
1	Training in good governance and management skills for the departmental and sectional heads	Training reports	July 2025 June 2026	1000,000	Internally generated	MD,HR	
2	Benchmarking with the best practices in management at the Local and National level	Benchmarking Reports	July 2025 June 2026	3000,000	Internally generated	MD,HR	
	<b>TOTALS</b>			<b>4,000,000</b>			

**Strategic objective 5.4: To comply with MUSWASCO'S strategic plan 2021-2026**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Develop and implement work-plans, policies and performance contracts	Signed PCs, Work plans, Policies and Appraisal Reports	July 2025 June 2026	120,000	Internally generated	CMT
2	Cascade performance contracts to all the staff	Memos and signed PCs	July 2025 June 2026	100,000	Internally generated	CMT
3	Undertake monitoring, evaluation and review of the MUSWASCO's strategic Plan annually	M&E Report	July 2025 June 2026	500,000	Internally generated	CMT
	<b>TOTALS</b>			<b>720,000</b>		

**Strategic objective 5.5: To reform and fully improve the MUSWASCO's Organizational structure in the year**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	HRO to consolidate the department structures for further review by the management	Draft Organization Structure	July 2025 June 2026	200,000	Internally generated	HR



2	Progressive implementation of the organogram within the strategic Plan Period	Staff Establishment reports' & Annual M&E Reports	July 2025 June 2026	2,000,000	Internally generated	CMT
	<b>TOTALS</b>			<b>2,200,000</b>		
<b>Strategic objective 5.6: To Maintain and attract a competent, skilled, adequate human capital plus staff welfare</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Timely implementation of CBA	Good industrial relations	July 2025 June 2026	500,000	Internally generated	FM/HR
2	Introduce performance related pay schemes.	Low turn over	July 2025 June 2026	1,500,000	Internally generated	CMT
3	Medical cover	Operational cover	July 2025 June 2026	10,000,000	Internally generated	MD/HR/FM
4	Employee Satisfaction survey	survey report + action plan	July 2025 June 2026	1000,000	Internally generated	HR
5	Purchase of staff uniforms	LPO/Delivery Notes	July 2025 June 2026	1000,000	Internally generated	HR/FM

6	COVID-19 Mitigation	LPO/Delivery Notes	July 2025 June 2026	600,000	Internally generated	MD/HR/FM
7	Implement staff joint activities e.g. games, team building excursions etc.	calendar of activities	July 2025 June 2026	1,000,000	Internally generated	MD/HR
8	Insurance (Directors & staff covers)	Signed documents	July 2025 June 2026	1,600,000	Internally generated	MD, FM
	<b>TOTALS</b>			<b>17,200,000</b>		

**Strategic objective 6: To enhance mainstreaming of cross cutting issues**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Disseminate and create awareness on all cross-cutting policies and related interventions	Sensitization Reports	July 2025 June 2026	200,000	Internally generated	CMT



2	Develop and implement a gender mainstreaming policy and annual progress review	GM Policy	July 2025 June 2026	100,000	Internally generated	MD/FM/HR
3	Develop and implement a workplace policy on drug and substance abuse + training	Drug & Substance Policy	July 2025 June 2026	50,000	Internally generated	MD/HR
4	Develop and implement a disability mainstreaming policy		July 2025 June 2026	100,000	Internally generated	MD/FM/HR
5	Develop and implement a workplace policy on HIV/AIDS Management		July 2025 June 2026	100,000	Internally generated	MD/FM/HR
	Develop and implement occupational safety and health and environmental policy	OSHE policy	July 2025 June 2026	100,000		
6	Develop and implement a CSR policy	Operational CSR policy	July 2025 June 2026	500,000	Internally generated	PRM/FM/MD
	<b>TOTALS</b>			<b>1,150,000</b>		

**Strategic objective 7: Enhance quality of the Database to assist in planning**

**Strategic objective 7.1: Develop Database of Quality and reliable data**

S/no	Activities/Projects	Indicator	Time Frame	Budget	Source of funding	Responsible Person
1	Establish an all-inclusive Data centre with requisite personnel	Operational Data centre	July 2025 June 2026	200,000	Internally generated	CMT
2	Drawing of Customer Identification Survey specifications and acquisition of the same for collection of existing current customer data for update purpose.	Detailed CIS Report with Detailed Recommendations.	July 2025 June 2026	200,000	Internally generated	CMT
3	Validate all baseline data and update the Database	Sensitization Reports	July 2025 June 2026	195,000	Internally generated	CMT
4	Enhance the all-inclusive Data centre with requisite equipments	Operational Data centre	July 2025 June 2026	167,000	Internally generated	CMT
5	Continue with validation of the baseline data	Baseline Survey Report	July 2025 June 2026	250,000	Internally generated	CMT
6	Formulate a monitoring & evaluation template in line with the above	Sensitisation Reports	July 2025 June 2026	75,000	Internally generated	CMT



7	Implementation of monitoring & evaluation template in line with the above		July 2025 June 2026	75,000	Internally generated	CMT
	<b>TOTALS</b>			<b>1,162,000</b>		
<b>Objective 8: Enhance quality Corporate Communication</b>						
<b>Strategic objective 8.1: Improve customer service by developing and implementing measurable KPIs</b>						
<b>S/no</b>	<b>Activities/Projects</b>	<b>Indicator</b>	<b>Time Frame</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible Person</b>
1	Strengthening internal and external communications through company newsletter, social media platforms, sms, barazas, customer service charter, Company website		July 2025- June 2026	500,000	Internally generated	MD/PRM
	Media coverage of key development activities	Reports & pictorials	July 2025- June 2026	200,000	Internally generated	MD/PRM
	Inclusion of community in development matters and communication on any service disruption	Minutes, reports, media features and pictorial	July 2025- June 2026	300,000	Internally generated	MD/PRM
	<b>TOTALS</b>			<b>1,000,000</b>		

APPENDIX 2: CURRENT STAFF PLACEMENT

Zonal Officers Qualifications and Description

NAMES	DESIGNATION	ACADEMIC QUALIFICATION
Alex Mwangi	Zonal Officer	Driver's Licence
Alice Waithera	Zonal Officer	Grade III
Amos Mugo	Zonal Officer	KCSE
Anthony Kabue	Zonal Officer	Plumbing and Pipe fitting course
Anthony Kamau	Zonal Officer	certificate Plumbing and pipe fitting
Anthony Ngugi	Zonal Officer	Grade III
Antony Ntungu	Zonal Officer	Grade III
Asaph Wanjau	PDO Commercial	Certificate in plumbing and Pipe fitting/Diploma in Cooperative Management
Boniface Muchiri	Zonal Officer	Grade III
Charles Muriigi	Zonal Officer	Grade III
David Kimani	Zonal Officer	Plumbing and Craft
David Ngima	Zonal Officer	Certificate in Plumbing
Eric Ngigi	Zonal Officer	Grade II
Gabriel Wanderi	Zonal Officer	Grade III
Gerald Njuguna	Zonal Officer	Grade I
Gilbert Mwangi	Zonal Officer	Grade II
Gilbert Mwangi	Zonal Officer	Certificate in Plumbing & pipe fitting



Grace Wanjiku	Zonal Officer	Certificate in Management & Surface Water Technology
Hillary Muchina	Zonal Officer	Grade III
Isaac Maina	Zonal Officer	Grade I
James Maina	Zonal Officer	Grade II
James Mwangi	Zonal Officer	Grade III
James Ngahu	Zonal Officer	Grade I, Certificate in Management
James Wanyoike	Zonal Officer	Grade I
John Guthera	Zonal Officer	K.C.S.E
John kibiriri	Zonal Officer	Grade III
John Mwathi	Zonal Officer	certificate Plumbing and pipe fitting
Josphat Njogu	Zonal Officer	Diploma in Water Technology
Julius Mwangi	Zonal Officer	Grade III
Justus Chege	Zonal Officer	Grade III
Lawrence Nduati	Zonal Officer	Grade 1
Malach Obwage	Zonal Officer	Certificate in Plumbing
Martin Karanja	Zonal Officer	KCSE
Mathew Kagunda	Zonal Officer	K.C.S.E
Moses Chege	Zonal Officer	Grade III
Naxas Macharia	Zonal Officer	Grade III
Patrick Mwaura	Zonal Officer	Plumbing and water supply

Patrick Ntungu	Zonal Officer	KCSE
Paul Gitundu	Zonal Officer	Diploma in Water Technology
Peter Kamande	Zonal Officer	KCSE
Peter Mwai	Zonal Officer	Grade III
Peter Ng'ang'a	Zonal Officer	Diploma in Environmental Technology
Peter Ngugi	Zonal Officer	Grade II
Peter Thuku	Zonal Officer	KCSE
Peterson Murimi	Zonal Officer	Grade III
Phillip Mugo	Zonal Officer	Craft science Laboratory Technology
Risper Wacera	Zonal Officer	Grade III
Robert Mwaura	Zonal Officer	Higher Diploma in Human Resource Management
Samuel Gichuhi	Zonal Officer	Certificate in Plumbing & pipe fitting
Samuel Kinyua	Zonal Officer	Grade III
Samuel Muigai	Zonal Officer	Grade II
Samuel Ntungu	Zonal Officer	Certificate in community Management
Susan Gathoni	Zonal Officer	Diploma in Water Resource Management
Susan Muthoni	Zonal Officer	Diploma in Chemical Engineering



Tabitha Wangu	Zonal Officer	Diploma in Project Management.
Timothy Kaige	Zonal Officer	Grade III
Wilson Ngarunyi	Zonal Officer	Grade III
Peter Gitau	Zonal Officer	Grade III

### CUSTOMER CARE QUALIFICATIONS AND DESCRIPTION

S/NO	NAME	DESIGNATION	QUALIFICATION	REMARK
1.	Alexander Kimemia	Customer Care Ass.	Craft Plumbing	recommend her to go back to school and further her studies to improve on his skills.
2.	Charity Faith Nyambura	Customer Care Ass.	KCSE	recommend her to go back to school and further her studies to improve on his skills.
3.	Funice Nyaruai	Customer Care Ass.	Diploma in Technical Education Programme	recommend her to go back to school and further her studies to improve on her skills.
4.	Jacinta Njoki	Customer Care Ass.	KCSE	recommend her to go back to school and further her studies to improve on her skills.
5.	James Karihe	Customer Care Ass.	Certificate in Plumbing	recommend her to go back to school and further her studies to improve on his skills.
6.	Leah Wanjiku	CCA	Diploma in Purchasing & supplies management	
7.	Monicah Wanjiru	Customer Care Ass.	Certificate in water Supply Operations	
8.	Peninah Waruguru	Customer Care Ass.	Diploma in Water Service	
9.	Rose Nyambura	Customer Care Ass.	Diploma in Management-purchasing & supplies option	

10.	Rahab Muthoni Thiong'o	Customer Care Ass.	Diploma in business technical education programme
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**ASSISTANT SCHEME LIASON OFFICER QUALIFICATIONS AND DESCRIPTION**

S/NO	NAME	DESIGNATION	QUALIFICATION	REMARK
1.	Mark Giita	Ass.Slo	Diploma in computer servicing & maintenance	
2.	Agnes Muthoni	Ass.Slo	K.C.S.E	
3.	Alex M uchoki	Ass.Slo	Diploma in Water Engineering	
4.	Catherine Wangari	Ass.Slo	KSCE	
5.	Faith Wambui	Ass.Slo	Diploma in Tours & Travel	
6.	Jemimah Njuguni	Ass.Slo	KCSE	
7.	Jeniffer Nyambura	Ass.Slo	KCSE	
8.	Magdaline Wanjiku	Ass.Slo	Diploma in Water Engineering	
9.	Rahab Muthoni	Ass.Slo	KCSE	
10.	Rose Njeri	Ass.Slo	Diploma in Purchasing & supplies management	
11.	Rosemary Wambui	Ass.Slo	Diploma in Business Management	
12.	Ruth Nduta	Ass.Slo	K.C.S.E	