

REPUBLIC OF KENYA



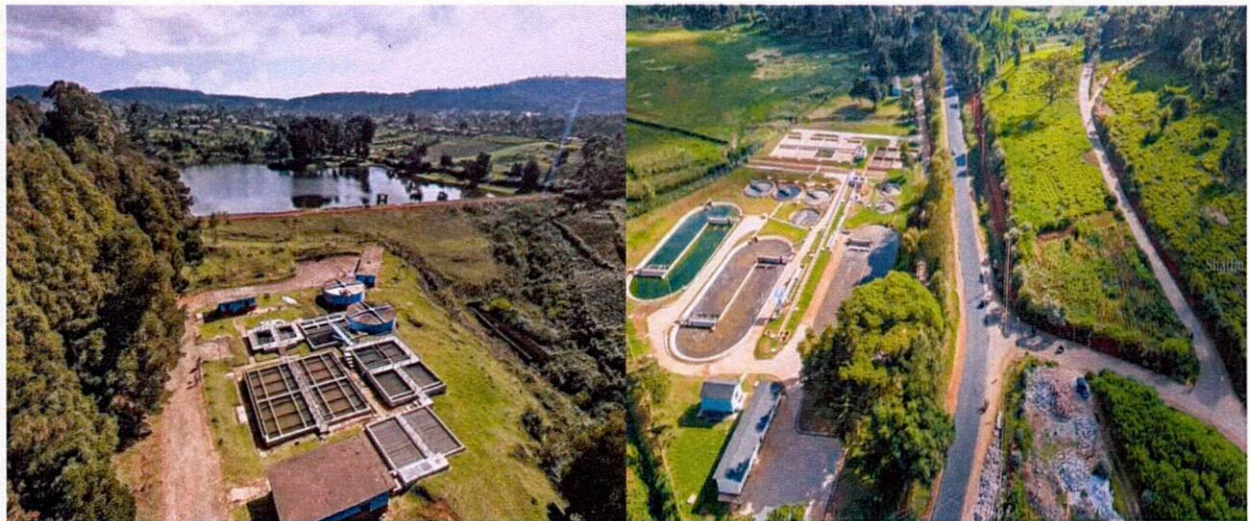
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STRATEGIC PLAN (YEAR 2025 – YEAR 2030)

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ABBREVIATIONS AND ACRONYMS

ACU	: Aids Control Unit
DMA	: District Metered Area
AGM	: Annual General Meeting
AWSB	: Athi Water Services Board
AWWDA	: Athi Water Works Development Agency
BoD	: Board of Directors
CGK	: County Government of Kiambu
CMT	: Corporate Management Team
CSR	: Corporate Social Responsibility
CWPs	: Community Water Projects
EA	: Environmental Audits
EIA	: Environmental Impact Assessment
GOK	: Government of Kenya
HR	: Human Resource
ICT	: Information, Communication, and Technology
IT	: Information Technology
KRA	: Kenya Revenue Authority
LWSC	: Limuru Water and Sewerage Company Limited
MSL	: Minimum Service Levels
MWI	: Ministry of Water and Irrigation
NCV	: Net Cost Value
NGO	: Non-Governmental Organizations
NWCPC	: National Water Conservation and Pipeline Corporation
PPP	: Public Private Partnerships
RC	: Replacement Cost
SDGs	: Sustainable Development Goals
SPA	: Service Provision Agreements
SWOT	: Strengths, Weaknesses, Opportunities and Threats

TAT	:	Turn-Around Time
ToR	:	Terms of Reference
WAB	:	Water Appeals Board
WASREB	:	Water Services Regulatory Board
WRA	:	Water Resources Authority
WSP	:	Water Services Providers
WSRS	:	Water Sector Reform Secretariat
WSTF	:	Water Sector Trust Fund

FOREWARD

Access to clean, safe, and affordable water and sanitation services is a fundamental right and a key driver of sustainable development. As Limuru Water and Sewerage Company Limited (LWSC), we recognize the critical role we play in ensuring that residents of Limuru and Lari sub-counties in Kiambu County have reliable and sustainable access to water and sanitation services. In light of increasing demand due to population growth, urbanization, climate change, and aging infrastructure, we are pleased to present the 2025 – 2030 Strategic Plan, a blueprint that will guide our efforts towards improved service delivery and operational efficiency over the next five years.

This Strategic Plan is anchored on six key goals aimed at enhancing water and sanitation service provision, attaining financial sustainability, strengthening corporate governance, improving customer and stakeholder satisfaction, optimizing operational efficiency, and mainstreaming cross-cutting issues such as environmental sustainability, gender equity, and climate resilience. Through a participatory and consultative approach, this plan has been developed with input from key stakeholders, including the County Government of Kiambu, regulatory authorities, development partners, and community representatives.

Over the next five years, LWSC aims to increase water coverage from 81% to 95%, expand sewer coverage from 4% to 10%, and reduce Non-Revenue Water (NRW) to below 25%. To achieve these targets, we will invest in infrastructure development, enhance our financial management strategies, and leverage technology to improve efficiency. Additionally, we will strengthen governance structures, ensuring transparency, accountability, and adherence to regulatory frameworks.

As we embark on this ambitious journey, we acknowledge that achieving our strategic objectives will require collaboration and sustained partnerships. We call upon all stakeholders, including the County Government, national agencies, donors, private sector players, and the community at large, to support our vision of making LWSC a center of excellence in the provision of water and sanitation services.

On behalf of the Board of Directors and Management of LWSC, I extend my sincere gratitude to all who contributed to the development of this Strategic Plan. Let us work together to ensure its successful implementation, as we remain committed to serving our communities with efficiency, sustainability, and integrity.

CHAPTER ONE

1.0 Introduction

Limuru Water & Sewerage Company Limited (LWSC) is a licensed Water Service Provider (WSP) regulated by the Water Services Regulatory Board (WASREB). It is mandated to supply clean, safe, and affordable water, as well as efficient sewerage services, to residents of Lari and Limuru sub-counties in Kiambu County, Kenya. The company operates within eight wards: Limuru Central, Limuru East, Tigon/Ngecha, Ndeiya, Bibirioni, Lari/Kirenga, Kijabe, and Kinale.

1.1 Company Background & Legal Framework

LWSC was established on March 13, 2006, under the Companies Act (Cap. 486) as a Private Limited Company. Following the promulgation of the Constitution of Kenya (2010), which transferred water and sanitation services to county governments, the company's shareholding was transferred to the County Government of Kiambu. LWSC operates as an independent entity under the Water Act 2016, which mandates county governments to oversee water service provision while ensuring adherence to national water policies and regulations.

1.2 Service Coverage & Infrastructure

The company provides water and sewerage services to households, institutions, businesses, and industries within its jurisdiction. LWSC draws water from surface and groundwater sources, including dams, boreholes, and springs, ensuring a continuous and reliable water supply. The company has invested in a modern distribution network, comprising pipelines, reservoirs, and pumping stations to serve the growing population effectively.

1.3 Corporate Offices & Customer Service Centers

LWSC's main office is strategically located along Hospital Road, Limuru Town, where customers can access various services, including billing inquiries, new water connections, and customer support. To enhance service delivery and community engagement, LWSC operates scheme offices in: Limuru, Kimende, Nyambari/Uplands and Thigio.

1.4 LWSC's Service Area

The Limuru Water and Sewerage Company (LWSC) operates within a jurisdiction spanning 474 square kilometers, encompassing Limuru Sub-County in its entirety and selected parts of Lari Sub-County. This service area plays a crucial role in providing access to clean and reliable water to local communities, which is essential for public health, economic development, and overall well-being.

According to the 2019 Kenya Population and Housing Census Report published by the Kenya National Bureau of Statistics (KNBS), the LWSC area of jurisdiction had an estimated population of 282,429 persons. Given the natural growth rate of the population over time, the demand for water services in the region has significantly increased. This demand is further influenced by factors such as urbanization, industrial growth, and climate variability, which put pressure on existing water supply infrastructure. As of 2024, the water coverage within the LWSC jurisdiction stands at 81%, meaning that a significant majority of residents have access to piped water services. However, gaps still exist in certain areas where the company has not yet established its full water distribution network.

To bridge this gap, 20 Community Water Projects are in place, supplementing the supply in underserved areas. These community-driven projects are critical in ensuring that households, institutions, and businesses in remote or unconnected regions still have access to water. The collaboration between LWSC and community-led water initiatives enhances resilience and supports equitable water distribution across the service area (Figure 1).

1.5 Water Sources and Production

Limuru Water and Sewerage Company (LWSC) relies on a combination of surface water sources (such as rivers and reservoirs) and groundwater sources (including boreholes) to meet the growing water demand within its service area. Despite significant efforts to enhance supply, the company faces a substantial water production deficit, which poses a major challenge to residents, businesses, and institutions within the jurisdiction. As of 2024, the total daily water production stands at 7,000 cubic meters per day (m^3/day). However, this is significantly lower than the total daily demand, which has reached 16,573 m^3/day . This translates to a deficit of 9,573 m^3/day , meaning that a considerable portion of the population experiences inadequate or intermittent water supply.

To mitigate this gap, 20 Community Water Projects are actively supplementing the supply by providing an additional 6,500 m^3/day to various parts of LWSC's service area. Despite their contribution, the

combined total production (13,500 m³/day) still falls 3,073 m³/day short of the current demand, exacerbating supply challenges. With an estimated annual population growth rate of 2%, water demand is expected to increase significantly over the next few years. By 2030, the projected daily demand will rise to 19,106 m³/day, further widening the supply gap unless urgent interventions are implemented.

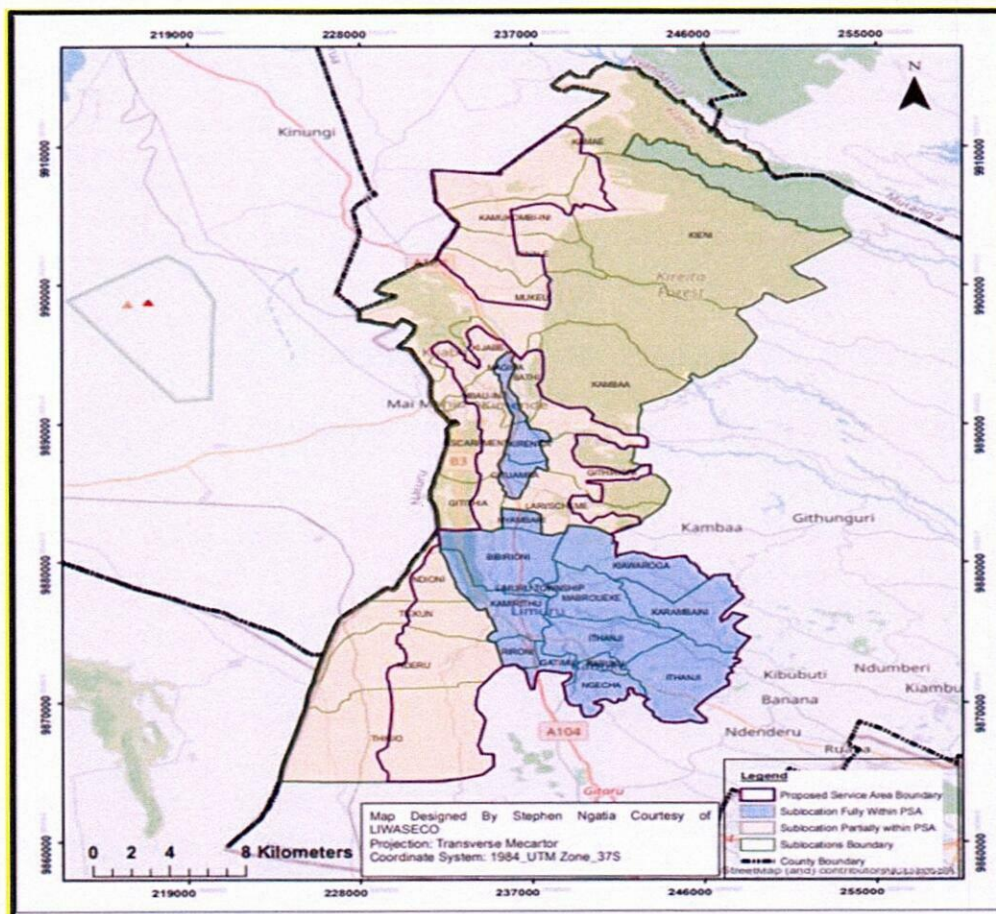


Figure 1 Limuru Water and Sewerage Company Service Area

1.6 Rationale for the Strategic Plan

With the full support of the County Government of Kiambu and Limuru Water and Sewerage Company Board, the Management set out to develop a Five-Year Strategic Plan following the lapse of the previous strategy. Development of the Plan involved analysis of the current company status, develop comprehensive strategies to propel the company forward, and is informed by the overall County Government's strategy on water and sanitation service provision. The strategic planning process set out to achieve the following aspects. The strategy was developed through a participatory process that enabled the articulation of objectives, strategies, and actions to be implemented in the next five years. During the deliberations, stakeholders redefined the Mission, Vision, and Core values of LWSC.

Set clear strategic direction for LWSC in view of the Water and Sanitation challenges being faced in the service provision area

Assess and adjust LWSC's direction in response to the changing internal and external environments

Enable LWSC to operate in a more efficient and effective business manner and strengthen its capacities to deliver on its mission and vision

Align LWSC's activities to the Kiambu County Integrated Development Plan and water strategy, and to the aspirations of stakeholders.

1.7 General Approach Towards Strategic Planning

The strategic planning process sought to answer the following questions:

Vision, Strategic Direction

Where is LWSC moving to in the long-term?

Situational Analysis

What external and internal environmental factors affect LWSC's ability to operate efficiently and effectively?

Stakeholder Analysis

What are the values and expectations of those who influence LWSC internally and externally?

Competitive Advantage

How can LWSC have an edge over other water providers?

Scope - Geographical, Activities and Projects

Which areas should LWSC operate in and what kind of activities should the company engage in?

Resources/Budgets

What resources (skills, assets, finance/budgets and relationships) are required to operate effectively and achieve LWSC's objectives?

Monitoring and Evaluation

How will LWSC determine and measure that she has achieved her desired objectives?

The 2025 – 2030 Strategic Plan for Limuru Water and Sewerage Company (LWSC) was developed through a highly consultative and participatory process to ensure that it aligns with the company's operational realities, stakeholder expectations, and sector priorities. This strategic planning exercise was undertaken with the full support of the LWSC Board of Directors, the Corporate Management Team, staff, and key external stakeholders, all of whom played a crucial role in shaping the company's future direction.

A comprehensive approach was adopted in developing the strategy, beginning with data collection from LWSC's internal departments and relevant external sources. This enabled an in-depth analysis of the company's current status, identifying key operational strengths, weaknesses, opportunities, and threats. The information gathered was further refined during a strategic planning workshop, where stakeholders deliberated on critical challenges facing the water and sanitation sector and formulated strategies to address them.

Following the workshop, a draft of the 2025 – 2030 Strategic Plan was prepared and subjected to a rigorous review process. Various stakeholders, including representatives from the County Government of Kiambu, regulatory authorities, community water projects, and sector experts, provided feedback to refine and strengthen the document. After integrating the necessary revisions, the plan was finalized to serve as a guiding framework for LWSC's operations over the next five years.

1.8 Structure of the Strategic Plan

The 2025 – 2030 Strategic Plan is structured into seven key chapters, each addressing fundamental aspects of LWSC's service delivery, infrastructure development, financial sustainability, and governance.

The first chapter provides an introduction and background, offering insights into LWSC's mandate, service jurisdiction, and operational framework. It outlines the rationale for developing the strategic plan and highlights the anticipated impact of its implementation.

The second chapter presents a situational analysis, assessing the company's current service coverage, infrastructure status, financial position, and operational challenges. It also includes a SWOT analysis to identify internal strengths and weaknesses while exploring external opportunities and potential threats. Additionally, this section reviews relevant policies, legal frameworks, and regulatory requirements that shape LWSC's service provision.

The third chapter sets the strategic direction for LWSC, redefining the vision, mission, and core values that will guide the company's future operations. It articulates key strategic objectives aimed at

enhancing water supply, improving sanitation services, promoting financial sustainability, and strengthening institutional capacity.

The fourth chapter details the strategic interventions that will be implemented over the five-year period. These include expanding water infrastructure to increase production capacity and distribution coverage, upgrading wastewater and sanitation facilities, leveraging technology to enhance service delivery, and fostering stakeholder collaborations to improve efficiency. This chapter outlines the company's commitment to environmental sustainability, climate resilience, and equitable access to water services.

The fifth chapter outlines the implementation framework, specifying the roles and responsibilities of LWSC departments, county and national government agencies, development partners, and community-based organizations. It also provides a phased approach for executing key projects, ensuring that priorities are systematically addressed within the plan's timeframe.

The final chapter focuses on financial projections and sustainability, outlining the estimated budget for implementing strategic interventions. It highlights revenue generation strategies such as tariff adjustments, cost-efficiency measures, and potential funding sources, including government allocations, grants, and public-private partnerships (PPPs). The Company's Organization Structure, Investment Plan and the M & E framework are provided in **Annexure**.

CHAPTER TWO

2.0 Strategic Planning Context

Limuru Water and Sewerage Company's Strategic Plan is informed and guided by Global, National, and County Water and Sanitation Goals, as detailed in the subsequent sections of this Chapter:

2.1 Sustainable Development Goals (SDGs)

Unanimously adopted by 193 Countries in 2015, the SDGs form a critical guiding approach in the LWSC Strategic Plan. Sustainable Development Goal Number Six (6), which is dedicated to water, outlines the ambition for water and sanitation for all. Further to this, targets 6.1 to 6.6 embedded under this goal focus on achieving the following by 2030:

- i. Equitable access to safe and affordable drinking water for all.
- ii. Adequate and equitable sanitation and hygiene for all
- iii. Good water quality with respect to World Health Organization
- iv. Water use efficiency focusing on reduction of Non-Revenue Water (NRW)
- v. Integrated water resources management promoting co-operation and conservation
- vi. Rehabilitation of water ecosystems.

While water is intrinsic to human life on earth, achievement of this goal has a huge impact on the realization of the other sixteen (16) Sustainable Development Goals (SDGs).

2.2 Africa Union Agenda 2063

Embedded on Seven (7) aspirations connected to several set goals and marked priority areas to be achieved within the first ten years (2013 to 2025), the Agenda 2063 recognizes water as the driving force behind Africa's development and its aspiration for a prosperous Africa towards inclusive growth and sustainable development. Water security is a key priority area for the first ten years. Specifically, it is targeted that nine (9) out of ten (10) people have access to safe drinking water and sanitation, with improved sanitation being supported by recycling at least 50% of waste generated in cities by 2023.

2.3 Kenya's Vision 2030

Kenya's Vision 2030 seeks to transform the country into a medium economy with superior standards of life for all its citizens by the year 2030. The vision, which is embedded in economic, social, and political pillars, reiterates the ideology behind Agenda 2063, which recognizes water as an important driving force towards sustainable development cemented by SDG Six (6), which calls for water and sanitation for all. The vision adopts four (4) main strategies, i.e.

- i. Elevation of the country's water standards, resource management, storage, and harvesting capacity
- ii. Rehabilitation of the hydro-meteorological data gathering network
- iii. Construction of multi-purpose dams
- iv. Construction of water and sanitation facilities to support industries and a growing urban population.

LWSC strategy will directly contribute to the advancement of the following approaches identified in the blueprint under the water and sanitation framework.

- i. Increasing water availability and establishment of a water monitoring program.
- ii. Improve water storage and harvesting capacity.
- iii. Upgrade and expand water supply systems in urban and rural areas, respectively.
- iv. Expand sewerage coverage and sanitation

2.4 Constitution of Kenya (COK) 2010

The Constitution of Kenya, 2010 introduces the National and County Governments that play very distinct roles in water management. The National Government is responsible for the protection of the environment and natural resources, while the implementation of policies on water, provision of water and sanitation is the County Government's responsibility through Water Service Providers. The constitution further echoes the ideals behind the SDGs, Agenda 2063, and Vision 2030 by recognizing water and sanitation as a basic human right. Further to this, article 21 requires the government to take initiative in the realization of fundamental rights and freedoms. In addition, provision is given under section 22 for individuals to institute legal proceedings in the event rights are violated.

2.5 Water Act 2016

In a call to align with the Constitution of Kenya, 2010, and Global Strategies, the Water Act 2016, which came into force on 21st April 2017, defines the roles and responsibilities of different actors in the provision of water and sanitation services. In this regard, nine (9) organizations were established to handle matters on policy formulation and coordination, regulation, resource mobilization, management and development of water resources, water storage, flood control, training, and research. Specifically, the County Government, as stipulated in the Act under section 77(1), establishes Water Service Providers (WSPs) and recognizes them in section 77(3) as licensed operators under the Companies Act 2015.

Section 78 (1) of the Act further empowers WSPs to carry out water provision within the area specified in the license as well as work with the County Government in the development of county assets for water service provision.

2.6 Water (Amendment) Act, 2024

The Water (Amendment) Act, 2024, enacted on December 24, 2024, introduces significant reforms to Kenya's water management framework. The amendments primarily aim to enhance Public-Private Partnerships (PPPs) in the water sector, improve bulk water service provision, and strengthen the regulatory framework.

The Act empowers national government entities, including Water Works Development Agencies (WWDAs) and the National Water Storage Authority (NWSA), to enter into bulk water purchase agreements under the Public-Private Partnerships Act. These agreements, subject to consultation with the Water Services Regulatory Board (WASREB), are intended to attract private sector investment, addressing financial gaps and boosting infrastructure development.

Furthermore, the Act authorizes WWDAs to operate national public water works and provide bulk water services. This includes supplying water in bulk to water service providers (WSPs) and operating as bulk water service providers until such a time that operations can be transferred to county governments or WSPs. However, national public water works remain non-transferable to county governments.

Additionally, the Act mandates that bulk water service providers be licensed by WASREB, introduces bulk water tariff regulations, and establishes clearer guidelines for PPP projects in the water sector. These provisions are designed to improve water service delivery, optimize resource allocation, and ensure consumer protection in pricing and service quality.

2.7 Kiambu County Integrated Development Plan (2023-2027)

The Kiambu County Integrated Development Plan (CIDP) 2023-2027 outlines an ambitious strategy to enhance water service provision across the county. The county government aims to increase water accessibility, improve sanitation services, promote sustainable water resource management, and encourage private sector participation while ensuring community engagement in water-related projects.

A key focus of the plan is expanding water supply infrastructure to ensure that more residents have access to clean and safe water. The county has set a target to increase water coverage from the current 60% to 80% by 2027. To achieve this, the county plans to drill and equip 60 boreholes, construct 10 medium-sized dams, and lay 500 kilometers of new water pipelines. These initiatives will prioritize underserved areas and rapidly growing urban centers, ensuring that more households and businesses receive reliable water supply. In addition to expanding water access, the county is committed to rehabilitating aging water infrastructure to reduce water losses and improve efficiency. Currently, non-revenue water—caused by leaks, theft, and inefficient systems—accounts for 45% of the total water supply. The county aims to reduce this to 30% by repairing existing pipelines, upgrading water storage facilities, and improving metering systems.

Sanitation services are also a major component of the CIDP's water provision agenda. The county seeks to increase access to improved sanitation facilities from 70% to 90% by 2027. To achieve this, the plan includes the construction of 100 public sanitation facilities in markets and urban centers, as well as the expansion of the sewer network by 200 kilometers. These measures will help reduce the spread of waterborne diseases, improve hygiene, and support urban development. Recognizing the importance of sustainable water resource management, the county will implement integrated watershed management programs across all sub-counties. This includes the protection and rehabilitation of 15,000 hectares of degraded catchment areas to ensure a steady and sustainable supply of water. In addition, the county plans to strengthen 50 Water Resource User Associations (WRUAs) to manage and protect local water resources effectively.

To address funding challenges and ensure the successful implementation of these projects, the county government aims to mobilize Kshs. 5 billion in private sector investments through Public-Private Partnerships (PPPs). These partnerships will help finance key water infrastructure projects, such as dam

construction and piped water distribution, while ensuring that services remain affordable and accessible to the public.

Community engagement is also at the heart of the CIDP's approach to water service provision. The county will establish water management committees in all 60 wards, ensuring that local communities play an active role in the planning, implementation, and monitoring of water projects. By involving residents in decision-making, the county aims to promote accountability, sustainability, and efficient service delivery.

CHAPTER THREE

3.0 STRATEGIC MODEL

Limuru Water and Sewerage Company's strategic model was developed through a consultative, in-depth analysis of the company's internal and external operating environments while taking cognizance of County, National, and international agendas. The strategic model entails Vision, Mission, Core Values, Key Strategic Issues, and Priorities.

3.1 LWSC's Core Mandate

The mandate of Limuru Water and Sewerage Company (LWSC) is defined in the Water Act 2016 section 78(1), Kiambu Water and Sanitation Services Act 2015 and enshrined in the Memorandum and Articles of Association. The principal objective of the company is to carry out the business of water and sanitation provision services within the area under its jurisdiction. It exercises overall control over the sources and supply of water to conserve, redistribute, and augment those water resources.

In executing their core mandate, section 68 (d)[1] of the Act calls for support by Water Works Development Agencies to WSPs in the provision of technical services and capacity building as may be required. This calls for LWSC to proactively engage Athi Water Works Development Agency (AWWDA) to facilitate the delivery of water and sanitation services in their service area.

3.2 What Guides Us

3.2.1 Our Vision

A center of excellence in the provision of water and sanitation services.

3.2.2 Our Mission

To provide efficient, sustainable, customer-focused water, sanitation and related services driven by innovation.

3.2.3 Our Slogan

Water is Life. Every Drop Counts!

3.3 Core Values (SERVE)

3.3.1 Sustainability

Sustainability is at the core of LWSC's commitment to responsible water resource management. This means adopting environmentally friendly practices to ensure the long-term availability of clean water for future generations. LWSC prioritizes water conservation, climate resilience, and eco-friendly wastewater management by:

- Promoting efficient water use to minimize wastage.
- Protecting natural water sources such as rivers, wetlands, and groundwater reserves.
- Investing in renewable energy solutions (e.g., solar-powered water pumping) to reduce the environmental impact of operations.
- Implementing climate adaptation strategies to safeguard water infrastructure from climate change effects like droughts and floods.

3.3.2 Engagement

Engagement refers to LWSC's dedication to meaningful collaboration with communities, stakeholders, and regulatory bodies to improve water and sanitation services. As a socially responsible organization, LWSC is committed to:

- Actively involving communities in water projects through participatory decision-making.
- Supporting community-led water initiatives to ensure equitable distribution of services.
- Promoting public education on water conservation and hygiene to enhance public health.
- Strengthening partnerships with the County Government of Kiambu, NGOs, and other water sector stakeholders to drive sustainable development.

3.3.3 Reliability

Reliability is the foundation of trust between LWSC and its customers. It signifies the company's commitment to providing a consistent, uninterrupted, and high-quality supply of water and sanitation services. This value is demonstrated through:

- Ensuring minimal service disruptions through proactive maintenance and infrastructure upgrades.
- Implementing modern technologies to monitor and optimize water distribution.
- Developing emergency response mechanisms to address supply challenges, especially in times of drought or infrastructure failure.
- Providing timely and transparent communication with customers regarding service interruptions, billing, and improvements.

3.3.4 Value for Customers

Customers are at the heart of LWSC's mission. Value for Customers means ensuring that every customer receives efficient, affordable, and high-quality services. LWSC demonstrates customer focus by:

- Improving service delivery through prompt responses to customer inquiries and complaints.
- Ensuring affordability and fairness in pricing to make water services accessible to all.
- Enhancing convenience through digitized billing, mobile payments, and online service requests.
- Gathering customer feedback to continuously refine service delivery and meet evolving needs.

3.3.5 Ethics (Integrity)

Integrity is the foundation of accountability, transparency, and fairness in all aspects of LWSC's operations. Upholding high ethical standards ensures that resources are managed responsibly, and services are provided equitably. Ethical conduct at LWSC is reflected through:

- Zero tolerance for corruption and malpractice in water resource management.
- Adherence to legal and regulatory frameworks governing the water and sanitation sector.
- Transparency in financial and operational decision-making.
- Commitment to professionalism, honesty, and fairness in interactions with customers, employees, and stakeholders.

CHAPTER FOUR

4.0 LWSC's PAST PERFORMANCE

4.1 LWSC's Performance According to WASREB Benchmarks

The Water Service Regulatory Board (WASREB) carries out assessment of the performance of various Water Service Providers in Kenya annually. The Assessment is majorly based in Nine Key Performance Indicators. The Performance Indicators are detailed in **Table 1** below. The annual assessment is published in an Impact Report which present the status of Kenya's Water Sector and the performance of WSPs to encourage improvements in service provision.

Water coverage	•Number of people served expressed as a percentage of the total population within a WSPs service area.
Drinking water quality (DWQ)	•Assess if drinking water supplied by WSPs is safe.
Hours of supply	•Number of hours water services are provided daily.
Personnel expenditure as % of O&M costs	•Percentage of total personnel expenditure against the total operation and maintenance costs
Operation and maintenance (O+M) cost coverage	•Degree to which funds generated by a WSP cover its running cost.
Revenue collection efficiency	•Total amount of revenue collected by a WSP indicated as a percentage of the total billed amount over a given period.
Non-revenue water (NRW)	•Difference between the amount of water produced for distribution and water billed to customers.
Staff productivity	•Number of staff employed for every 1000 connections (total registered water and, where applicable, sewer connections). Efficiency of staff utilization by a WSP is assessed.
Metering ratio	•Number of connections with functional meters expressed as a percentage of the total number of active water connections.

Figure 2 Key Performance Indicators in Water Services Provision

A summary of LWSC's past performance as reported by the Water Service Regulatory Board's (WASREB) Impact Reports No. 15 and 16 for Financial Years 2021/22 and 2022/23 is given in **Table 2** below. The Impact Reports No. 15 and 16 gave LWSC an overall ranking in the country of 27 out of 88 WSPs and 27 out of 88 WSPs, respectively. WASREB also ranks WSPs by their size category. LWSC is categorized in the large WSP category and was ranked 12 out of 31 and 12 out of 33, respectively.

Below is LWSC's performance against the sector benchmarks, which are ranked as either good, acceptable or not acceptable.

Table 1 LWSC Past Performance as Published by WASREB

WASREB Key Performance Indicators			Good	Acceptable	Not Acceptable	LWSC	
						Impact Report 15	Impact Report 16
1.	Water coverage		>90%	80 – 90%	< 80%	78	81
2.	Drinking Water Quality		>95%	90 – 95%	< 90%	93	93
3.	Hours of Supply	Population > 100,000	21 – 24	16 – 20	< 16	14	14
4.	Personnel Expenditure as % of O&M Costs	Large WSPs	< 20%	20 – 30%	> 30%	36	38
5.	O&M Cost Recovery		≥ 150%	100-149%	≤ 99%	83	84
6.	Revenue Collection Efficiency		> 95%	85-95%	<85%	100	102
7.	Non-Revenue Water		< 20%	20– 25%	>25%	34	31
8.	Staff Productivity – Staff per 1,000 connections	Large WSPs	< 5	5 – 8	> 8	6	7
9.	Metering ratio		100%	95 – 99%	< 95%	100	100

In general, LWSC operates at acceptable levels in four out of 9 Key Performance Indicators. LWSC performance based on the WASREB data is further elaborated below:

- 1. Water Coverage** – LWSC's Water Coverage was at 78% in the Financial 2021/22 and improved to 81% during the Financial Year 2022/2023 largely due to recharged water sources e.g. Bathi Dam and additional water pipeline extensions serving areas that were previously unserved.
- 2. Drinking Water Quality** – Water Quality remained at 93% during the two reporting periods. Currently LWSC's water quality is at acceptable levels and the Company aims at improving this further to 100%.

3. **Hours of Supply** – The reported hours of supply remained at 14 hours over the reporting period. The set acceptable supply hours is 16 hours per day. The Company intends to increase the hours of supply in the future by developing new water sources and rehabilitating the existing water supply infrastructure.
4. **Personnel Expenditure as a Percentage of O&M Costs** – LWSC realized a very slight improvement in maintaining their personnel expenditure at the recommended WASREB standard.
5. **O&M Cost Coverage** – The index in relation to the recovery of O & M Cost is low as compared to the set index. The Company intends to increase the recovery by revising the Water Tariff and reducing on the O&M Costs.
6. **Revenue Collection Efficiency** – The Revenue Collection efficiency stood at 102% as at the year 2023. The Company has put up measures to ensure that the collection efficiency does not go down.
7. **Staff Productivity**: Staff productivity is within the acceptable limit. The Company will strive to ensure that this parameter remains at acceptable standards.
8. **Non-Revenue Water** – The NRW is still high within the Company's Area of Service. The Company is carrying various measures aimed at reducing the Non-Revenue Water to acceptable levels.
9. **Metering Ratio** – The Metering Ratio remains at 100%. Every new customer is issued a water meter.

4.2 Governance

The Governance and Leadership of the company is entrusted to the Board of Directors. Two Directors represent the County Government of Kiambu while the others are independent directors representing various stakeholders nominated as per the WASREB guidelines and specified in the Memorandum and Articles of Association.

4.3 Summary of Key Challenges

The Major Challenges faced by the Company in its course of duty is summarized below:

- i. **Cost of Production** – The Company largely depends on groundwater as the water source. This has led to a very high cost of pumping water to consumers. Even for the existing surface

water sources such as Bathi Dam and Tigoni Dam, the company is forced to pump both raw and treated water due to the nature of topography within the surface area.

- ii. **Operation and Maintenance Cost** – Most of the installations within LWSC are mechanized including Pump Stations, Sewage Treatment Plant, etc. This has led to very high Operation and Maintenance cost.
- iii. **Inflation** – The high inflation has led to a significant increase in the cost of materials such as pipes and fittings. This has led to increased cost of carrying out water supply extensions. The Company is at times forced to scale down on the extensions due to inadequate funds.
- iv. **Climate Change** – Effects of Climate Change has led to diminishing of the major water sources such as Bathi Dam, Tigoni Dam and Kijabe Springs. Water levels in the boreholes has also been declining over time especially during the dry seasons. Reduction in the capacity of water sources may lead to a reduction in the proportion of water coverage and hours of supply.

CHAPTER FIVE

5.0 STRATEGIC ANALYSIS

5.1 Internal Environment Analysis

An Internal Environment Analysis was undertaken through the **8s Model**. The model aims to look at LWSC inwardly focusing on Strategy Issues, Structure Issues, System Issues, Staffing Issues, Style – Leadership Issues, Shillings / Resources Issues, Skills Issues and Shared Values / Culture Issues. At every point each of the 8S seeks up to understand the implications and mitigation / enhancement / exploitation approaches. For an organization to perform well all 8 elements in the model must be aligned and mutually reinforced. **Table 2** below details the Internal Environmental Analysis carried out for LWSC.

Table 2 LWSC Internal Environment Analysis

Strategy issues	Implication	Mitigate/ Enhance/ Exploit
Lack of implementation of the strategic plan in place	<ul style="list-style-type: none"> • Lack of strategic approach 	<ul style="list-style-type: none"> • Develop and implement strategic plan
No shared vision in place	<ul style="list-style-type: none"> • Inability to plan and take strategic action 	<ul style="list-style-type: none"> • Stakeholders to formulate Vision, Mission, Core Values and Constitution
Limited resources available for operations and infrastructure development	<ul style="list-style-type: none"> • Spend more time on crisis management than on customer satisfaction • Concentrate on resolving emergencies instead of delivering value. 	<ul style="list-style-type: none"> • Develop resource mobilization strategy clearly mapping out sources of revenue to support ongoing efforts and pave way for new initiatives.
Presence of numerous community water projects in our service area.	<ul style="list-style-type: none"> • Increased burden of oversight. 	<ul style="list-style-type: none"> • Sign third party service provision agreements with all community water projects to enhance oversight
Structure Issues	Implication	Mitigate/ Enhance/ Exploit
Organizational Structure – No clear inter-functional coordination	<ul style="list-style-type: none"> • Inadequate coordination amongst Departments 	<ul style="list-style-type: none"> • Develop an organizational structure aligned to the strategic plan • Create inter-functional coordination structures
Systems Issues	Implication	Mitigate/ Enhance/ Exploit

Strategy issues	Implication	Mitigate/ Enhance/ Exploit
Dilapidated Water Supply and Storage System	<ul style="list-style-type: none"> • Increase in NRW • Inefficient Service Delivery 	<ul style="list-style-type: none"> • Rehabilitate Water Supply and Storage Systems
Lack of Extensive Sewer Network	<ul style="list-style-type: none"> • Inefficient Sanitation Service delivery • Contamination of groundwater culminating to public health issues • Environmental pollution 	<ul style="list-style-type: none"> • Extension of sewer networks to the unserved potential areas.
<p>Lack of adequate office space</p> <p>Lack of sufficient office equipment (Computers, Furniture and tools for staff)</p>	<ul style="list-style-type: none"> • Poor working environment and inadequate performance 	<ul style="list-style-type: none"> • Develop proposals/ source for funds to expand office block in Limuru Town and purchase office equipment (Computers and appropriate tools for technicians) • Network / Identify partners who can support office development like County Government among others
Staffing Issues	Implication	Mitigate/ Enhance/ Exploit
High number of Staff	<ul style="list-style-type: none"> • Staff not working at full productive capacity as they are designated 	<ul style="list-style-type: none"> • Increase number of connections to match WASREB benchmark per 1,000 connections
Lack of commensurate wage remuneration aligned to staff qualifications.	<ul style="list-style-type: none"> • High staff turn-over • Loss of Staff Loyalty • Demotivated staff hence compromise in quality of work done. 	<ul style="list-style-type: none"> • Develop a promotion and reward system where promotions are done on merit • Training of supervisors on motivation and mentorship • Increase water production and improve on revenue collection to ensure steady cash flows • Diversify sources of revenue by engaging in new income generating activities relevant to the LWSC's mandate • Pro-active in project development through proposal writing and forming relevant partnerships
Undesirable dominant culture, employee attitude and resistance to change	<ul style="list-style-type: none"> • Low levels of employee motivation resulting to low staff productivity 	<ul style="list-style-type: none"> • Develop an integrated culture change programme

Strategy issues	Implication	Mitigate/ Enhance/ Exploit
		<ul style="list-style-type: none"> Undertake Organizational Culture Change Assessment.
Style – Leadership Issues	Implication	Mitigate/ Enhance/ Exploit
Management Style Committed / Dedicated Board of Directors Effective people management and aspirational leadership	<ul style="list-style-type: none"> Employee Performance Affects Ineffective policy guideline and oversighting May affect shared vision 	<ul style="list-style-type: none"> Train the Supervisors on leadership and management skills Continue enhancing Board Capacity
Shillings / Resources Issues	Implication	Mitigate /Enhance/ Exploit
Inadequate resources for infrastructural development Dependence on external financiers High Taxation Inflation Rising level of unemployment	<ul style="list-style-type: none"> Delayed project implementation Poor Service Delivery Key input used in production of quality water continue to attract taxes from National Government Cost of living keeps rising despite the projected economic growth thus putting pressure on the company's operational cost The rising level of unemployment creates a rise in vandalism, illegal connections and destruction of key installations 	<ul style="list-style-type: none"> Develop resource mobilization plans to diversify income sources Lobbying for zero rating on tax for water products and exemption of operational tax from KRA. Creation of deliberate strategies in technology and other innovations Continuous stakeholder engagement and public awareness campaigns.
High Operating Costs	<ul style="list-style-type: none"> The company risks being not commercially viable Liquidity issues (inability to service obligations like salaries, creditors) 	<ul style="list-style-type: none"> Put in place good strategies to monitor and remedy costs Explore green energy power (Solar or wind energy)
Skills Issues	Implication	Mitigate/ Enhance/Exploit
Lack of key staff in place (Managing Director, Human Resource Manager)	<ul style="list-style-type: none"> Overwork of Existing Staff Poor results delivered and inadequate work performance 	<ul style="list-style-type: none"> Recruit / Promote qualified and experienced personnel to fill key positions Evaluate staff capacities and train staff on respective position with confidence and deliver as expected Carry out job evaluation
Shared Values / Culture issues	Implication	Mitigate/ Enhance/ Exploit
Attitude / Culture change	<ul style="list-style-type: none"> Resistance to change Low productivity Poor Service Delivery 	<ul style="list-style-type: none"> Capacity building and benchmarking

Strategy issues	Implication	Mitigate/ Enhance/ Exploit
Absenteeism from work	<ul style="list-style-type: none"> Overworking of other staff which may cause open conflicts due to resentment 	<ul style="list-style-type: none"> Inculcate core values into organization operations
Drunkenness on duty	<ul style="list-style-type: none"> Interruption of intra and inter departmental services Compromise company's corporate image 	<ul style="list-style-type: none"> All employees to sign code of conduct and adhere to it, failure to which disciplinary measures as indicated in HR policy come into force

5.2 External Environment Analysis

Analysis of an organization's external environment aids in locating outside variables that are out of its control and could have a favorable (opportunities) or negative impact on its performance (threats). The Political, Economic, Social, Technological, Legal, and Environmental (PESTLE) framework was used to conduct this analysis. The External Environment Analysis for LWSC is detailed in **Table 3**.

Table 3 External Environment Analysis

Political Factors		
Factor	Implication to LWSC	Mitigate / Enhance / Exploit
Political Interference	<ul style="list-style-type: none"> The company is fully owned by the County Government of Kiambu hence relying on leadership and guidelines. 	<ul style="list-style-type: none"> Foster good working relationships and adherence to laid down procedures and guidelines. Operate LWSC based on sound business principles at all levels.
Support by County Government	<ul style="list-style-type: none"> Slowed down infrastructural development in case of inadequate support from County Government. 	<ul style="list-style-type: none"> Share LWSC's strategic plan and priorities with the County Government Actively engage and lobby County Government to integrate LWSC's priority areas into CIDP
Economic Factors		
Factor	Implication to LWSC	Mitigate / Enhance / Exploit
High cost of Living	<ul style="list-style-type: none"> Inability of people to pay for water Mushrooming illegal connections hence NRW Increased cost of water production (O&M costs) 	<ul style="list-style-type: none"> Create awareness to help consumers understand the need to pay for services if LWSC is to provide quality water Advise on payment in installments so as not to lock out clientele at different levels.

High cost of materials	<ul style="list-style-type: none"> • Interruption in the delivery of services due to unaffordability of required materials from suppliers 	<ul style="list-style-type: none"> • Identification and use of quality alternative materials
Increased cost of power due to inflation	<ul style="list-style-type: none"> • Increase of overhead costs 	<ul style="list-style-type: none"> • Introduce alternative sources of power for pumping water (solar power and/ or wind power)
Socio-Cultural Factors		
Factor	Implication to LWSC	Mitigate / Enhance / Exploit
Ideology on compensation by land owners where infrastructure traverses through private land	<ul style="list-style-type: none"> • Progress in the implementation of development projects is hampered 	<ul style="list-style-type: none"> • Consultations with stakeholders affected by the development projects should be commenced well in advance before any implementation.
Ideology of free water for all.	<ul style="list-style-type: none"> • Unwillingness of communities to pay for water services • Vandalism of water supply facilities • Rise of illegal connections hence increasing NRW 	<ul style="list-style-type: none"> • Create awareness on implications of free water and reasons on what charges entail and why • Patrol of areas where distribution network is and act on cases of vandalism and illegal connections
Ideology amongst communities that water is expensive	<ul style="list-style-type: none"> • Unwillingness of communities to pay for water services • Unwillingness of communities to seek for water connections to their households • Realization of losses 	<ul style="list-style-type: none"> • Create awareness on tariff development process to enhance understanding of elements costed in final price given for services provided and the importance.
Community perception on project ownership	<ul style="list-style-type: none"> • Limited support of development project • Vandalism of infrastructure and increase in NRW 	<ul style="list-style-type: none"> • Sensitization and engagement of communities at every stage of the proposed project from planning to implementation to instill a sense of ownership amongst communities
Technological Factors		
Factor	Implication to LWSC	Mitigate / Enhance / Exploit
Availability of developing water technologies	<ul style="list-style-type: none"> • Management of NRW through leak detectors • Accurate and improved meter-reading records • Efficiency in collection of data 	<ul style="list-style-type: none"> • Identify and invest in appropriate water management technologies (Technologies to be used in water harvesting, metering - use of mobile phone system of GPS, and distribution)

Availability of payment options	<ul style="list-style-type: none"> Collection of revenue will be enhanced Clientele easily pay bills at their convenience without having to visit offices 	<ul style="list-style-type: none"> Embrace e-payment option
ICT integration in all LWSC's operations	<ul style="list-style-type: none"> Enhanced efficiency and improvement in delivery service Improved Turnaround Time (TAT) hence loyal clientele 	<ul style="list-style-type: none"> Identify and put in place an integrated planning and management system.
Legal Factors		
Factor	Implication to LWSC	Mitigate/enhance / exploit
Lack of legal procedures to prosecute water defaulters	<ul style="list-style-type: none"> Loss of Revenue 	<ul style="list-style-type: none"> Coordinate with County Government of Kiambu to provide legal officers to guide on actions to be taken.
Environmental Factors		
Factor	Implication to LWSC	Mitigate / Enhance / Exploit
Climate change and environmental degradation	<ul style="list-style-type: none"> Reduced water levels in Dams and Boreholes Decline in water quality and quantity produced 	<ul style="list-style-type: none"> LWSC to be proactive in initiating and collaborating with relevant agencies in environmental conservation activities
Drying of water sources	<ul style="list-style-type: none"> Decline in efficient water and sanitation service provision Loss of clientele base Increase in losses Loss of confidence by clientele in LWSC 	<ul style="list-style-type: none"> Lobby NEMA, communities through WRUAs and WRA to actively engage in conservation of water sources and their related ecosystems
Green Energy (solar and wind)	<ul style="list-style-type: none"> Constant and replenished supply of energy therefore increased hours of supply 	<ul style="list-style-type: none"> Exploit Green Energy

5.3 SWOT Analysis

The development of this Strategic Plan called for the assessment of LWSC's Strengths, Weaknesses, Opportunities and Threats (SWOT) to determine plans and activities in a bid to achieve set objectives. The SWOT analysis is founded on the notion that effective plans stem from critical evaluation of an

organization's internal (strengths and weaknesses) and external (opportunities and threats) environments. **Table 4** outlines LWSC SWOT analysis.

Table 4 LWSC SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Governance			
<ul style="list-style-type: none"> - We have a competent Board of Directors to provide the desired leadership and good governance - The Board has crafted its Mission and Vision and agreed on the strategic direction - Diverse board composition with mixed skills - Good relationship between Board and management and the stakeholders - The County Government of Kiambu has provided representation in the Board according to the Articles and Memorandum of Association - There is the existence of relevant legal documents i.e. articles, Memorandum of Understanding, Tariff, Policies 	<ul style="list-style-type: none"> - The directors may not always represent shareholder interests, but those of the various stakeholders. The interests of the stakeholders and shareholders may not always coincide. 	<ul style="list-style-type: none"> - The basic governance structures are in place and are strengthened to support the improved performance of LWSC - Board responsibility for leadership and governance of the company - Accountability of Board to shareholders and other stakeholders - Independent Board responsible for leadership and governance of the company - Board performance assessment can be measured. - Code of Conduct for Board and Management. - Induction and Training of Board and Management. - Accountability of LWSC with the relevant regulatory agencies - Accountability of LWSC Management to the Board 	<ul style="list-style-type: none"> - The biggest threat is the question of sustainability of the company due to high production cost. - Numerous changes to the sector through legislation
Institutional Structures and Human Resources			
<ul style="list-style-type: none"> - Willing and Devoted Staff. - An organizational structure to guide the company and a harmonized grading structure is in existence. 	<ul style="list-style-type: none"> - Overregulation in the company (WASREB, WRA, CGK, County Assembly, Senate, EACC) 	<ul style="list-style-type: none"> - There is an opportunity to develop a human resource strategy in line with the business strategy during the business period. - Peer-to-peer skills transfer within the staff. 	<ul style="list-style-type: none"> - Different institutional cultures and attitude changes by staff may affect the smooth running of the company.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - There is a comprehensive human resources policy manual in place - Skilled manpower in all levels - Scheme of service for staff mobility and promotions 	<ul style="list-style-type: none"> - Mismatch in staff qualifications on job allocation 	<ul style="list-style-type: none"> - There is an opportunity to implement the human resource strategy within 5 years. - There is an opportunity to implement a business strategy during the 5 years - Utilization of staff skills. 	<ul style="list-style-type: none"> - Resistance to new technology changes
Water, Sanitation Systems and Infrastructure			
<ul style="list-style-type: none"> - Expansion of LWSC Sewerage Works has been carried out which has led to increased sewer coverage. - Rehabilitation of the old sewerage system - Development of New Water Sources. - Use of high-quality pipes (HDPE) reducing water losses - Use of High-Quality Meters reducing commercial NRW losses - Existence of a cost recovery tariff 	<ul style="list-style-type: none"> - The critical challenge is high operational cost to water pumping. - Inadequate funds for infrastructural development - The company inherited old water supply infrastructure resorting to high NRW. - There is over-exploitation and over-reliance on groundwater resources 	<ul style="list-style-type: none"> - The supply area is semi urban therefore makes it conducive for business. - Due to the road networks, there is minimal operation and maintenance of water and sewerage networks. - Informed clientele makes it receptive to LWSC operations and services. - There is a market for the Company services. - There is room to offer competitive and affordable water and sewerage rates as the current rates by other service providers are comparatively high. - Existing Development Partner Goodwill - Availability of Adequate Water Resource - Existing Regulatory Framework - Opportunity to Increase Area of Coverage - Provision of sanitation services to underserved areas. - There is a big opportunity in shared services e.g. borehole drilling, exhauster services and sewer flushing. 	<ul style="list-style-type: none"> - High NRW due to old infrastructure. - Clientele expectation is very high, and this raises the stake with regard to company performance. - There are several Community Water Projects within the service area. - Social pressures e.g. consumers consider water as a Social commodity that should be provided for free. - General Insecurity that occasionally led to vandalization of infrastructure. - Destruction of water and sewerage infrastructure by road works.
Finance			

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Prudent use of Financial Resources - The Company performance is good with an enabling environment. - Support from CGK and other finance development partners i.e.. AWWDA, WSTF - Sound Financial Controls, Systems and Procedures - 100% Metering to all customers. - 95% Collection Efficiency - Water Demand outstrips supply. - Additional models for financing i.e. PPP. 	<ul style="list-style-type: none"> - Inadequate funds for expansion and rehabilitation of water supply and sanitation infrastructure - High cost of production i.e. Levies and taxes - Poor linkages between planning and execution. 	<ul style="list-style-type: none"> - Willingness and ability of Customers to pay for quality water and sanitation services - Support from the County Government of Kiambu, Athi Water Works Development Agency and GoK - Potential to increase revenue by expanding supply since demand is high. 	<ul style="list-style-type: none"> - High overhead Costs of production vs-controlled tariffs - High inflation and interest rates - Many Water Charge and Levies - Non-payment by national and county government institutions. - Destruction of pipelines due to ongoing roadworks leading to decreased billings and increased maintenance costs.
ICT			
<ul style="list-style-type: none"> - Availability of ICT infrastructure - Techno-savvy staff - A computerized billing system is in place - Highly skilled ICT personnel - Enhanced communication through different platforms to our clients (USSD, Website, Social Media platforms) - Ease of access on data by staff from the billing system (Meter reading, bursts and leaks, New connections) through mobile phones 	<ul style="list-style-type: none"> - Limited or no adequate funds to cater for dynamic ICT needs. - Lack of system integration in the company 	<ul style="list-style-type: none"> - Sensitization of ICT Policy. - Advancements in ICT through trainings and improved access to information. 	<ul style="list-style-type: none"> - High cost of ICT infrastructure may delay the benefits of IT - Security and integrity of data may be compromised as a result of the shared services - Resistance to technological advancement - Vast speed in the change of Technology resulting to need in hardware and software change which is costly.

5.4 Stakeholder Analysis

Stakeholder analysis is a process of identifying actors who influence the success of a company through their diverse interests. Stakeholder interests should be taken into consideration in the formulation of a Strategic Plan. As such, LWSC's stakeholders were identified and analyzed to establish their interests, expectations and formulate appropriate strategies that will garner support or mitigate negative effects from stakeholders. **Table 5** below elaborates the Stakeholders Analysis carried out.

Table 5 LWSC Stakeholder Analysis

Stakeholder	Stakeholder Interests in LWSC - what they expect from us?	What do we Expect the stakeholder to provide?	Potential Strategies for obtaining support or reducing obstacles
Consumers/ Communities	<ul style="list-style-type: none"> - Continuous supply of quality water and sanitation services that are affordable - Effective and efficient customer care (Improved turnaround time, get value for money, prompt communication on any interruption of service provision and payment of bills) 	<ul style="list-style-type: none"> - Prompt reporting of breakdown, vandalism and illegal connections - Prompt payment of water bills - Refrain from interfering with water supply sources - Feedback on water and sanitation services provided to improve and meet client needs 	<ul style="list-style-type: none"> - Advertise a 24-hour free hotline for customers/communities - Ensure quality service delivery (clean and adequate water supply) - Improve on Turn Around Time - Sensitize customers/communities on legal water use and their role in water management - Implement a social connection policy to support service provision in poor areas - Carry out frequent public sensitization forums.
Employees	<ul style="list-style-type: none"> - Good and prompt remuneration - Good working conditions/ environment with provision of equipment needed to execute tasks - Implementation of open-door policy to facilitate ease in intra and inter departmental coordination to facilitate teamwork - Adherence to LWSC's Core Values in service delivery 	<ul style="list-style-type: none"> - Adherence to LWSC's core values in service delivery - Discipline and excellent performance by employees - Team work amongst employees at all levels - Continuous upgrading of knowledge and skills to add value to LWSC's objectives in service delivery 	<ul style="list-style-type: none"> - Hold regular staff meetings to share on work progress and discuss LWSC's internal issues - Put in place and implement appropriate policies to guide diverse human resources matters (Prompt remuneration, insurance cover, annual leave, performance contracts, discipline cases, among others) - Relevant training and capacity building for staff at different levels
Board of Directors	<ul style="list-style-type: none"> - Adherence to LWSC's Core Values amongst CMT - Excellent service delivery in water and sanitation 	<ul style="list-style-type: none"> - Adherence to LWSC's core values amongst Board Members 	<ul style="list-style-type: none"> - Ensure Board Charter guides board operations (signing code of ethics, gender representation, formation of committees, meeting

	<ul style="list-style-type: none"> - Compliance with board decisions - Good and timely implementation of Strategic Plan 	<ul style="list-style-type: none"> - Provision of strategic direction to LWSC - Engage actively in resource mobilization - Advocate for support from development partners/ financiers and the County Government to enhance service delivery 	<p>schedules, board meetings, annual general meetings, appraisals, etc.)</p> <ul style="list-style-type: none"> - Engage appropriate stakeholders in high level forums to enhance the achievement of LWSC's objectives
Financiers	<ul style="list-style-type: none"> - Transparency and accountability - Maintenance of proper financial records - Adherence to financial agreements/ obligations 	<ul style="list-style-type: none"> - Support enhanced partnerships (access to loans, track calls for proposals) - Support through corporate social responsibility (CSR) 	<ul style="list-style-type: none"> - Put in place appropriate integrated enterprise resource planning system for enhanced and effective financial management - Legalize property and infrastructure ownership by obtaining documentation (Title Deeds)
Development Partners	<ul style="list-style-type: none"> - Excellence in service provision - Transparency and accountability 	<ul style="list-style-type: none"> - Technical and Financial support - Capacity building 	<ul style="list-style-type: none"> - Competent management and governance systems in place - Timely and accurate reporting
County Government	<ul style="list-style-type: none"> - Increased coverage in delivery of Water and Sanitation Services - Provision of efficient and effective services for all - Monitoring and evaluation report with respect to service provision in coverage area - Sustainability in LWSC's operations 	<ul style="list-style-type: none"> - Technical and Financial support - Strengthened collaboration and partnership in implementation of LWSC's priority strategic areas - Political goodwill - Formulate legislation to support service delivery 	<ul style="list-style-type: none"> - Increase and reactivate water connections and implement other strategies to increase revenue - Develop and expand sanitation services - Share LWSC's strategic plan with county staff and emphasize priority areas
National Government	<ul style="list-style-type: none"> - Excellent services to all citizens - Sustainability in WSP operations 	<ul style="list-style-type: none"> - Protection and coordination of upstream and downstream ecosystems along Athi River - Formulate policies and coordinate implementation at different levels - Administrative goodwill to the County government which will trickle down to LWSC 	<ul style="list-style-type: none"> - LWSC to be proactive in lobbying and advocating for priority to be given on key relevant development projects for their service areas (Water harvesting and storage)

Suppliers	<ul style="list-style-type: none"> - Transparent procurement process - Timely payment of goods and services delivered 	<ul style="list-style-type: none"> - Compliance with public procurement laws - Timely delivery of quality goods and services 	<ul style="list-style-type: none"> - Create awareness on LWSC's procurement processes - Timely payment to suppliers to curb delays in delivery of materials
Water Vendors	<ul style="list-style-type: none"> - Provision of sufficient water 	<ul style="list-style-type: none"> - Provide water to households that are yet to be connected to LWSC System - Promote LWSC services 	<ul style="list-style-type: none"> - Create amicable atmosphere to complement service provision where LWSC's services are limited - Provide sufficient good quality water
Political Leaders	<ul style="list-style-type: none"> - Efficient and effective service delivery 	<ul style="list-style-type: none"> - Non-interference in LWSC operations - Lobby on behalf of LWSC for budgetary allocations for development activities. 	<ul style="list-style-type: none"> - Involve appropriate political leaders in development meetings - Share Strategic Plan and Vision with political leaders who will fast-track LWSC priorities.

5.5 Risk Analysis and Risk Management

Risks remain inherent in the provision of Water and Sanitation Services. From water production to provision, and from waste collection to treatment, all these processes have infrastructure, installation, systems and people all of whom have risks. As such, it is important to always maintain an updated risk register that documents well thought out mitigation measures. In the implementation of the Strategic Plan, LWSC in its review of the internal and external environments document the broad risk categories. This do not substitute a comprehensive risk register. The key risks are detailed in the subsequent sections.

5.5.1 Political Interference

Politics has a huge influence on the proper running of water utilities. As a wholly owned County Institution, political transition requires proper management to ensure a positive company outlook.

5.5.2 Staff Turnover

Staff turnover is also crucial since it will affect the operations of the company directly. The operations of the company in all areas depend on the human resources, i.e. staff. This means that the operations of the company may be at risk due to staff turnover.

5.5.3 Flow of Information

Lack of effective flow of information may result in delay in decision making which results in delay in the implementation of the plan. The information may be from any party to the other party and any delay will affect the plan.

5.5.4 Responsiveness and Co-operation of Stakeholders

Timely and positive cooperation of stakeholders such as the County Government, Ministry, Agencies responsible for water and sewerage services and regulators and other players is crucial to the implementation of some of the strategies and activities of this plan.

5.5.5 Clustering of the Company with other Companies

Clustering of the company with other companies means that some of the activities may not be achieved since there might be another Strategic Plan that may be adopted thus affecting implementation of this plan.

5.5.6 Community Water Projects and Private Boreholes

Existing and emerging Water Community Projects and private borehole owners and entities may affect the implementation of the plan. This is so, especially an increase in customer base and connections which may affect the revenues of the company. This may lead to delays in the implementation of some of the important activities due to lack of funds.

5.5.7 Climate Change Impacts on Water Resource Availability

Resources are essential for the implementation of this plan since inadequate financial, human and other resources may negatively impact the implementation of the planned activities. Inadequate resources may also lead to delayed project implementation or postponements of some crucial activities. Climate change is affecting the water sources due to extended drought and mitigation measures need to be put in place to ensure continuity in water supply.

5.6 Risk Management Matrix

The Risk Management Matrix is given in **Table 6**.

Table 6 Risk Management Matrix

No.	Risk Factor	Level of Risk	Mitigation Measures
1.	Political Interference	Medium	Lobby for political goodwill and support of various stakeholders and participating in forums addressing our stakeholders
2	Staff Turnover	Medium	Fair remuneration with attractive benefits Staff recognition and reward system
3.	Flow of Information	Medium	Develop a communication strategy that must be effectively implemented to ensure efficient & effective information flow
4.	Responsiveness & Co-operation of key Stakeholders	High	Holding stakeholders' participation in consultative Meeting. Good feedback strategy.
5.	Clustering of Companies	Medium	Preparing a transition plan in case clustering is successful
6.	Community Water Projects & Private Borehole Entities	High	Holding consultative meetings with other community water projects and private entities so that they understand our roles clearly. To offer better services to customers Carry out water pipeline extensions to areas currently served by community water projects.
7.	Climate Change impact on water resource availability	High	Carry out environmental conservation measures such as tree planting. Promote use of clean energy such as solarization

CHAPTER SIX

6.0 GOALS, OBJECTIVES, STRATEGIES AND ACTIVITIES

Our work and focus for the next five years will be structured around Six Goals. These goals will form the basis on which we organize and plan our work to leverage opportunities and respond to the key barriers facing LWSC as detailed in **Table 7** below.

Table 7 Goals, Objectives and Strategies

Goal	Objective	Strategy
1. Increased and Improved service coverage	Objective 1.1: Increase Water Coverage from 81% to 95%	<ul style="list-style-type: none"> • Optimization of existing water treatment facilities • Development of new water sources • Laying of new water transmission infrastructure • Laying of new distribution networks and rehabilitation of old pipe networks
	Objective 1.2: Improve water service provision from 17hrs/day to 20 hrs/day	
	Objective 1.3: Increase Sewer Coverage from 4% to 10%	<ul style="list-style-type: none"> • Extension of trunk and reticulation sewer pipelines • Increase the number of sewer connections
2. Attain Financial Sustainability	Objective 2.1: Increase monthly revenue from 16.1 million to 32 million	<ul style="list-style-type: none"> • Meter status monitoring • Activation of dormant connections • Increase metering reading efficiency • Diversification of Revenue sources • Increase Customer Base and coverage for both Water and Sewer Connections.
	Objective 2.2: Increase monthly collection efficiency from 90% to 95%.	<ul style="list-style-type: none"> • Creation of structures and innovations that enhance monthly collection efficiency.
	Objective 2.3: Reduced Non-Revenue Water to >25%	<ul style="list-style-type: none"> • Reduction of Commercial Losses • Reduction of physical losses
	Objective 2.4: Improved Cost Efficiency	<ul style="list-style-type: none"> • Efficient management supply chain process • Management of energy system and inputs
3. Operation Efficiency and Institutional Strengthening	Objective 3.1: Improving Staff Productivity and a positive working environment.	<ul style="list-style-type: none"> • Training and capacity building • Mentorship and Coaching • Staff performance management system • Employee satisfaction.
	Objective 3.2: Strengthened operational systems and procedures	<ul style="list-style-type: none"> • Define Standard Operating Procedures(SOPs)

Goal	Objective	Strategy
		<ul style="list-style-type: none"> Strengthen organizational systems that optimize performance and measurement
	Objective 3.3: Enhanced communication and brand image	<ul style="list-style-type: none"> An updated communication and branding policy
4. Customer and Stakeholders Satisfaction	Objective 4.1: Enhance customer relations and engagement	<ul style="list-style-type: none"> Strengthening customer relation management Customer satisfaction Low Income Area initiatives.
	Objective 4.2: Enhance stakeholder relations and engagement	<ul style="list-style-type: none"> Develop CSR policy Stakeholder, customer outreach and education
5. Corporate Governance	Objective 5.1: Increase Stakeholder Confidence	<ul style="list-style-type: none"> Reporting to stakeholders Performance contracting with shareholder Compliance review and update.
	Objective 5.2: Risk Mitigation	<ul style="list-style-type: none"> Identification of Potential Risks Problem Solving Skills Performance Monitoring Clearly defined Succession Plan

6.1 LWSC Strategic Framework – Objective, Strategies and Activities

LWSC will endeavor to undertake the activities listed in **Table 8** below to achieve strategic objectives identified during the Plan Period.

Table 8 Objectives, Strategies and Activities

Goal 1: Water and Wastewater Infrastructure Development.	
Objective 1.1 Increase water coverage from 81% to 95%	
Objective 1.2 : Improve water service provision from 17hrs/day to 20 hrs/day	
Strategies	Activities
Optimization of Existing Water Treatment Facilities	<ul style="list-style-type: none"> Overall rehabilitation of Bathi Treatment Plant Increasing storage capacity of Bathi Water Supply Scheme to accommodate the 4,000m³/day production capacity. Additional 500m³ capacity Tank Increase Production hours at Tigoni Treatment Plant from 8 hours to 15 hours

Development / Rehabilitation of water sources to increase production.	<ul style="list-style-type: none"> • Drilling and Equipping of 3 No. Boreholes in Sulmac Primary School, Kirasha Chief's Office and Mugiko Primary (Yield=15m³/hr.) • Drilling and equipping a borehole at Githirioni (Yield=20m³/hr) • Drilling and equipping of 2 No. Boreholes in Loromo Well-Field (Yield=60m³/hr each) • Drilling, equipping and solarization of a borehole at Ndiuni (Yield=9m³/hr) • Drilling, equipping and solarization of a borehole at King'atua (Yield=9m³/hr) • Drilling, equipping and solarization of a borehole at Tutu (Yield=30m³/hr) • Drilling, equipping and solarization of a borehole at Kabuku (Yield=9m³/hr) • Desilt Tigoni Dam to accommodate the 2000m³/day design capacity for Tigoni Treatment. Works
Laying of New Water Transmission Infrastructure	<ul style="list-style-type: none"> • Construction of 3km DN 630mm Transmission Main to Bibirioni High-Capacity Water Storage Tank • Lay 15km OD 110 pipeline from Mirangine Borehole to Maingi Town (King'atua) • Lay 7km OD 90 pipeline transmission main from Mirangine Borehole to Soko Mjinga Elevated Tank • Laying a 6km OD 160 pipeline from Mathore in Uplands to Limuru Storage Tanks • Laying 3.2km, OD 160mm pipeline from Kamandura to Rironi.
Development of Water Treatment Facilities	<ul style="list-style-type: none"> • Construction of composite treatment tank at Karambaini to treat water from Mabroukie Dam • Installation of aeration system for Lari DCC, Ngecha Dispensary and Lari Police Borehole
Laying of new distribution networks and rehabilitation of old water networks	<ul style="list-style-type: none"> • Lay 6km assorted pipeline for Gikabu na Buti Villages • Lay 4km OD 63 distribution network to serve Kinale and Kwa Edward Shopping Centres • Lay 6km OD 50 distribution network from Kirasha to Thiririka areas • Construction of 9.5km assorted diameter pipes from Murengeti to Kihingo • Construction of 5km assorted diameter pipes from Ndiuni Borehole • Construction of 250m³ capacity elevated steel tank at Kamandura • Construction of 5.2km DN 400mm pipe from Kamandura to Kabuku junction • Construction of 3No elevated steel tanks of 48m³ for Sulmac Primary, Kirasha Chief's Office and Mugiko Primary. • Rehabilitate 108m³ elevated steel tank in Kijabe. • Extension of Takinya Distribution Network by 6.5km to Hilton area • Lay 4km distribution of assorted pipes for Githuya Village. • Lay 5km distribution network of assorted pipes for Kambaa Water Supply

	<ul style="list-style-type: none"> • Lay 3km OD 63 distribution network in Redhill • Lay 4km OD 110 distribution network from Kabuku to Redhill (Mathanja Borehole) • Lay 5.8km assorted diameter distribution network in Kabuku and Majiri • Lay 8.6km assorted diameter pipeline within Ngecha • Lay 15km assorted diameter pipeline in Kentmere village • Lay 4km assorted diameter pipeline to serve Githirioni area • Lay a 9km DN 315 pipeline from Bibirioni tank to Kamandura tank • Construction of 8,000m³ High-Capacity storage tank in Bibirioni • Construction of 48m³ elevated steel tank at Githirioni • Construction of 225m³ ground tank at Loromo well-field • Lay 6km assorted pipeline network for Mithuri • Construction of 1,500m³ Reinforced Concrete Tank at Kinyogori • Construction of 6,000m³ High-Capacity Storage tank at Kamandura • Lay 8.3km assorted pipeline in Kamandura • Lay 7km assorted pipeline for Nyakurira Village • Lay 8.6km assorted pipe diameter reticulation Network for Gatono Village
Objective 1.3: Increase Sewer Coverage from 4% to 10%	
Rehabilitation of existing sewer system	<ul style="list-style-type: none"> • Replace old dilapidated sewer lines that are prone to blockages • Reconstruct manholes that have been damage and those that require raising to prevent ingress of storm water
Extension of trunk and reticulation sewer pipelines	<ul style="list-style-type: none"> • Lay 10km OD 300-250 uPVC and DWC sewer reticulation network
Increase access to sanitation in unserved areas	<ul style="list-style-type: none"> • Construction of 3 No Ablution Blocks in Limuru (Jua Kali), Thigio (Ndeiya) and Kabuku (Tigoni) • Procure 1 No. Exhauster Truck • Procure 1 No. Flushing Unit
Goal 2: Attain Financial Sustainability	
Objective 2.1: Increase monthly revenue from 16.1 million to 32 million	
Meter status monitoring	<ul style="list-style-type: none"> • Undertake a randomized monthly meter monitoring in all scheme, report status and take action
Activation of dormant connections	<ul style="list-style-type: none"> • Map out all the dormant connection • Develop and implement a plan for the reactivation of dormant and Inactive connections.

Increase metering reading efficiency	<ul style="list-style-type: none"> Monthly Meter reading is undertaken for all the company connection – Active and dormant
Diversification of Revenue sources	<ul style="list-style-type: none"> Procurement of a Water Bowser to supply water to areas that are currently unserved. Procurement of Company Exhauster Selling the dried sludge from the Sewage Treatment Plant Commercialize meter calibration from the recently installed Meter Calibration Bench
Increase Customer Base and coverage for both Water and Sewer Connections.	<ul style="list-style-type: none"> Implement the outlined expansion and improvements. Increase the frequency of communication on available service to the public. Fully takeover the Community Water Projects that are not functional
Objective 2.2: Increase monthly collection efficiency from 90% to 95%.	
Creation of structures and innovations that enhance monthly collection efficiency.	<ul style="list-style-type: none"> Develop Automated Payment Reminders Provide incentivized debt collection target in different zones Sensitize Staff on the ways of ensuring that customers clear their debts Set target and incentivized debt collection in all the different zones Develop Flexible payment plans to customers facing financial challenges
Objective 2.3: Reduced Non-Revenue Water to >25%	
Reduction of Commercial Losses	<ul style="list-style-type: none"> Continuous and consistent meter service and testing Continuous Replacement of underperforming meters Accelerated Meter relocation
Reduction of physical losses	<ul style="list-style-type: none"> Strategic DMA Creation in all schemes Undertake active leak detection Quality and speed repair of leaks and bursts in all infrastructure Continuous Pressure Management Rehabilitation of Dilapidated Networks
Objective 2.4: Improved Cost Efficiency	
Efficient supply chain management process	<ul style="list-style-type: none"> Efficient use of stocked items Procure goods in bulk to enjoy the economies of scale. Enhanced inventory management and monitoring
Management of energy system and inputs	<ul style="list-style-type: none"> Solarization of boreholes Efficient energy management Optimize chemical usage

Goal 3: Operational Efficiency and Institutional Strengthening	
Objective 3.1: Improving Staff Productivity and a positive working environment.	
Training and capacity building	<ul style="list-style-type: none"> • Training employees on emerging technologies related to water services provision • Carry out leadership mentorship for Departmental and Sectional Heads • Cross Training and Development – Zonal Officers to be trained on cross-departmental skills e.g. Meter reading, O&M, Water and wastewater Treatment processes etc. • Creation and implementation of individual employee development plans
Mentorship and Coaching	<ul style="list-style-type: none"> • Carry out leadership mentorship for Departmental and Sectional Heads • Cross Training and Development – Zonal Officers to be trained on cross-departmental skills e.g. Meter reading, O&M, Water and wastewater Treatment processes etc. • Senior Management to practice delegation of duties to other junior staff to encourage and develop their skills
Staff performance management system Employee satisfaction.	<ul style="list-style-type: none"> • Develop a performance management plan for all staff. • Implementation of the performance appraisal system
Employee satisfaction.	<ul style="list-style-type: none"> • Undertaken bi-annual employee satisfaction surveys • Develop and implement employee motivational programs • Develop a strong employee feedback platform and culture
Objective 3.2: Strengthened operational systems and procedures	
Define Standard Operating Procedures(SOPs)	<ul style="list-style-type: none"> • Develop and disseminate department SOPs • Conduct staff assessment to establish their level of understanding of existing policies and procedures • Conduct staff sensitization and training as per the needs established from the assessment
Strengthen organizational systems that optimize performance and measurement	<ul style="list-style-type: none"> • Continuously map out and implement cost effective technologies that strengthen the organizational system and optimize performance and measurement. • Undertake a culture audit • Implement the recommendations of the culture audit. • Map and implement data management to ensure privacy and protection
Objective 3.3: Enhanced communication and brand image	
Update communication and branding policy	<ul style="list-style-type: none"> • Review, update and disseminate the company communication and branding policy. • Implement the communication and branding policy.

Goal 4: Improved Customer and Stakeholders Satisfaction**Objective 4.1: Enhance customer relations and engagement**

Strengthening customer relation management	<ul style="list-style-type: none"> Strengthen the current customer feedback and response system. Develop and implement a community outreach and education strategy Continuous monitoring and reporting of customers' perceptions on the degree of services Create a monthly physical platform for customer engagement in all the schemes Revise and review the customer service charter after every two years
Customer satisfaction	<ul style="list-style-type: none"> Undertake a customer satisfaction survey as per regulator's guidelines. Implement actionable customer recommendation Undertaking low-income area /household initiatives in water provision Providing an online platform where the customer can view their bill or send complaints / compliments.

Objective 4.2: Enhance stakeholder relations and engagement

Develop CSR policy.	<ul style="list-style-type: none"> Implement the CSR policy Poll customers to assess their needs Carrying out CSR to schools and low-income areas within our jurisdiction
Stakeholder outreach and education	<ul style="list-style-type: none"> Develop and implement a stakeholder outreach and education program.

Goal 5: Strengthened Corporate Governance**Objective 5.1 : Increase Stakeholder Confidence**

Reporting to stakeholders	<ul style="list-style-type: none"> Undertake a stakeholder's analysis and mapping exercise Hold Annual Stakeholders' meeting Hold timely Annual General Meeting(AGMs) Ensure 100% compliance with external body/ regulations requirements
Compliance review and update.	<ul style="list-style-type: none"> Undertaken quarterly compliance reviews Implement finding aimed at 100% compliance regulations requirements
Monitor adherence to set Strategies and Goals	<ul style="list-style-type: none"> Mid-term review of the strategic plan Prepare for the development of the strategic plan 2031-2035

Objective 5.2: Enterprise Risk Management

Mapping, Identification and Management of Risks	<ul style="list-style-type: none"> Development and present a risk matrix every quarter Establish and implement a risk management framework
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	<ul style="list-style-type: none"> • Adopt the 4Ps of problem solving (People, Problem, Plan, Process)
Objective 5.3: Overall Strategic direction	
Quarterly monitoring of the strategic plan implementation	<ul style="list-style-type: none"> • Undertaken quarterly reporting of the strategic plan
Succession Planning	<ul style="list-style-type: none"> • Develop clear succession plan initiative across all leadership levels

6.2 Mainstreaming Cross-Cutting Issues

Gender Equity - The Company will target specific activities to ensure that gender equity becomes an integral part of its activities. Training needs assessments will identify gaps in the recruitment of all genders as well as gender training for staff. Gender equity will be considered for training in Technical and Managerial skills.

HIV/Aids - The devastating effect of HIV/AIDS is one of the most alarming aspects of life in Kenya. Statistics from Kenya Aids Control Council, the rate of infection in the country is increasing tremendously and therefore a systematic response to the need for prevention, protection, treatment and social security is urgently needed. The company recognizes the need to establish an AIDS Control Unit (ACU), to act as a focal point for the National AIDS Control Council. The company will work to support the activities of AIDS coordinators in messages about HIV/AIDS prevention and treatment at workshops and training sessions during the implementation of its programs and will form linkages with local health workers to ensure that there are relevant sources for advice, information materials about HIV/AIDS.

Environmental Sustainability - The Company will spearhead the conservation of catchment areas in the area of jurisdiction which include measures to ensure that activities it supports are not detrimental to the environment. Plans for all projects will be prepared in accordance with the requirements of the relevant environmental laws and regulations incorporating Environmental Impact Assessments (EIAs) and Environmental Audits (EAs) to ensure that environmental risks are adequately addressed.

Mental Wellness - The company will raise awareness about mental health to reduce the stigma associated with mental wellness. This will be done by promoting help-seeking behaviors and emotional well-being practices and preventing suicide through individual or group sensitization

Formulate and Develop Work Safety Occupational and Health Policy - The Company will develop and Implement a Workplace Occupation Health and Safety Policy aimed at creating a safe environment for

all employees, reducing the risks of workplace incidents and ensuring compliance with Legal, Health and Safety Regulations.

CHAPTER SEVEN

7.0 INVESTMENT PLAN

7.1 Introduction

LWSC has developed a 5-year Investment Plan consistent with the developed Strategic Plan. The Investment Plan provides for the extension of services coverage to meet the growing water and sanitation demand in all areas of the company through rehabilitation and expansion of existing infrastructure.

In addition, the Investment Plan is geared towards achieving WASREB requirements on Minimum Service Levels (MSL) in terms of water quality, metering ratio, and Non-Revenue Water (NRW), among other indicators.

Strategies	Activities	2025	2026	2027	2028	2029	ESTIMATED COST (KES 'Million')
Objective 1.1 Increase water coverage from 81% to 95%							
Objective 1.2 : Improve water service provision from 17hrs/ day to 20 hrs/day							
Strategies	Activities						
Optimization of Existing Water Treatment Facilities	• Overall rehabilitation of Bathi Treatment Plant				✓		400
	• Increasing storage capacity of Bathi Water Supply Scheme to accommodate the 4,000m ³ /day production capacity. Additional 500m ³ capacity Tank	✓	✓	✓	✓	✓	30
	• Increase Production hours at Tigoni Treatment Plant from 8 hours to 15 hours	✓	✓	✓	✓	✓	36
Development / Rehabilitation of water sources to increase production.	• Drilling and Equipping of 3 No. Boreholes in Sulmac Primary School, Kirasha Chief's Office and Mugiko Primary (Yield=15m ³ /hr.)	✓	✓	✓	✓	✓	25
	• Drilling and equipping a borehole at Githirioni (Yield=20m ³ /hr)				✓		15
	• Drilling and equipping of 2 No. Boreholes in Loromo Well-Field (Yield=60m ³ /hr each)					✓	60
	• Drilling, equipping and solarization of a borehole at Ndiuni (Yield=9m ³ /hr)	✓					12
	• Drilling, equipping and solarization of a borehole at King'atua (Yield=9m ³ /hr)		✓				12
	• Drilling, equipping and solarization of a borehole at Tutu (Yield=30m ³ /hr)			✓			15
	• Drilling, equipping and solarization of a borehole at Kabuku (Yield=9m ³ /hr)	✓					12

Strategies	Activities	2025	2026	2027	2028	2029	ESTIMATED COST (KES 'Million')
	• Desilt Tigon Dam to accommodate the 2000m ³ /day design capacity for Tigon Treatment. Works	✓	✓	✓			150
Laying of New Water Transmission Infrastructure	• Construction of 3km DN 630mm Transmission Main to Bibirioni High-Capacity Water Storage Tank					✓	45
	• Lay 15km OD 110 pipeline from Mirangine Borehole to Maingi Town (King'atua)		✓				14
	• Lay 7km OD 90 pipeline transmission main from Mirangine Borehole to Soko Mjinga Elevated Tank		✓				8
	• Laying a 6km OD 160 pipeline from Mathore in Uplands to Limuru Storage Tanks					✓	17
	• Laying 3.2km, OD 160mm pipeline from Kamandura to Rironi.	✓					18
Development of Water Treatment Facilities	• Construction of composite treatment tank at Karambaini to treat water from Mabroukie Dam					✓	15
	• Installation of aeration system for Lari DCC, Ngecha Dispensary and Lari Police Borehole			✓	✓	✓	12
Laying of new distribution networks and rehabilitation of old water networks	• Lay 6km assorted pipeline for Gikabu na Buti Villages				✓		4
	• Lay 4km OD 63 distribution network to serve Kinale and Kwa Edward Shopping Centres					✓	4
	• Lay 6km OD 50 distribution network from Kirasha to Thiririka areas					✓	4.5
	• Construction of 9.5km assorted diameter pipes from Murengeti to Kihingo		✓				20
	• Construction of 5km assorted diameter pipes from Ndiuni Borehole	✓					5
	• Construction of 250m ³ capacity elevated steel tank at Kamandura		✓				15
	• Construction of 5.2km DN 400mm pipe from Kamandura to Kabuku junction				✓		90
	• Construction of 3No elevated steel tanks of 48m ³ for Sulmac Primary, Kirasha Chief's Office and Mugiko Primary.			✓	✓	✓	15
	• Rehabilitate 108m ³ elevated steel tank in Kijabe.					✓	10
	• Extension of Takinya Distribution Network by 6.5km to Hilton area				✓		6
	• Lay 4km distribution of assorted pipes for Githuya Village.						3
	• Lay 5km distribution network of assorted pipes for Kambaa Water Supply				✓		4
	• Lay 3km OD 63 distribution network in Redhill	✓					3

Strategies	Activities	2025	2026	2027	2028	2029	ESTIMATED COST (KES 'Million')
	• Lay 4km OD 110 distribution network from Kabuku to Redhill (Mathanja) Borehole	✓					11
	• Lay 5.8km assorted diameter distribution network in Kabuku and Majiri		✓				4
	• Lay 8.6km assorted diameter pipeline within Ngecha		✓				6
	• Lay 15km assorted diameter pipeline in Kentmere village				✓		18
	• Lay 4km assorted diameter pipeline to serve Githirioni area			✓	✓		4
	• Lay a 9km DN 315 pipeline from Bibirioni tank to Kamandura tank					✓	110
	• Construction of 8,000m ³ High-Capacity storage tank in Bibirioni					✓	140
	• Construction of 48m ³ elevated steel tank at Githirioni				✓		5
	• Construction of 225m ³ ground tank at Loromo well-field					✓	4
	• Lay 6km assorted pipeline network for Mithuri			✓			5
	• Construction of 1,500m ³ Reinforced Concrete Tank at Kinyogori		✓				30
	• Construction of 6,000m ³ High-Capacity Storage tank at Kamandura				✓		125
	• Lay 8.3km assorted pipeline in Kamandura	✓	✓	✓			10
	• Lay 7km assorted pipeline for Nyakurira Village					✓	4
	• Lay 8.6km assorted pipe diameter reticulation Network for Gatono Village	✓					5
Objective 1.3: Increase Sewer Coverage from 4% to 10%							
Rehabilitation of existing sewer system	• Replace old dilapidated sewer lines that are prone to blockages	✓	✓	✓	✓	✓	25
	• Reconstruct manholes that have been damaged and those that require raising to prevent ingress of storm water	✓	✓	✓	✓	✓	5
Extension of trunk and reticulation sewer pipelines	• Lay 10km OD 300-250 uPVC and DWC sewer reticulation network	✓	✓	✓	✓	✓	20
Increase access to sanitation in unserved areas	• Construction of 3 No Ablution Blocks in Limuru (Jua Kali), Thigio (Ndeiya) and Kabuku (Tigoni)			✓	✓	✓	18
	• Procure 1 No. Exhauster Truck					✓	15
	• Procure 1 No. Flushing Unit			✓			20
Goal 2: Attain Financial Sustainability							
Objective 2.1: Increase monthly revenue from 16.1 million to 32 million							
Meter status monitoring	• Undertake a randomized monthly meter monitoring in all schemes, report status and take action	✓	✓	✓	✓	✓	0
	• Map out all the dormant connections	✓	✓	✓	✓	✓	1.5

Strategies	Activities	2025	2026	2027	2028	2029	ESTIMATED COST (KES 'Million')
Activation of dormant connections	• Develop and implement a plan for the reactivation of dormant and inactive connections.	✓	✓	✓	✓	✓	15
Increase metering reading efficiency	• Monthly Meter reading is undertaken for all the company connection – Active and dormant	✓	✓	✓	✓	✓	0
Diversification of Revenue sources	• Procurement of a Water Bowser to supply water to areas that are currently unserved.				✓		10
	• Procurement of Company Exhauster					✓	0
	• Selling the dried sludge from the Sewage Treatment Plant	✓	✓	✓	✓	✓	0
	• Commercialize meter calibration from the recently installed Meter Calibration Bench	✓	✓	✓	✓	✓	2.5
Increase Customer Base and coverage for both Water and Sewer Connections.	• Implement the outlined expansion and improvements.	✓	✓	✓	✓	✓	0
	• Increase the frequency of communication on available service to the public.	✓	✓	✓	✓	✓	5
	• Fully takeover the Community Water Projects that are not functional	✓	✓	✓	✓	✓	15
Objective 2.2: Increase monthly collection efficiency from 90% to 95%.							
Creation of structures and innovations that enhance monthly collection efficiency.	• Develop Automated Payment Reminders	✓	✓	✓	✓	✓	4
	• Provide incentivized debt collection target in different zones	✓	✓	✓	✓	✓	2.5
	• Sensitize Staff on the ways of ensuring that customers clear their debts	✓	✓	✓	✓	✓	3
	• Set target and incentivized debt collection in all the different zones	✓	✓	✓	✓	✓	0
	• Develop Flexible payment plans to customers facing financial challenges	✓	✓	✓	✓	✓	0
Objective 2.3: Reduced Non-Revenue Water to >25%							
Reduction of Commercial Losses	• Continuous and consistent meter service and testing	✓	✓	✓	✓	✓	0
	• Continuous Replacement of underperforming meters	✓	✓	✓	✓	✓	20
	• Accelerated Meter relocation	✓	✓	✓	✓	✓	18
Reduction of physical losses	• Strategic DMA Creation in all schemes	✓	✓	✓	✓	✓	10
	• Undertake active leak detection	✓	✓	✓	✓	✓	3
	• Quality and speed repair of leaks and bursts in all infrastructure	✓	✓	✓	✓	✓	7
	• Continuous Pressure Management	✓	✓	✓	✓	✓	1
	• Rehabilitation of Dilapidated Networks	✓	✓	✓	✓	✓	33
Objective 2.4: Improved Cost Efficiency							
Efficient supply chain management process	• Efficient use of stocked items	✓					1.5
	• Procure goods in bulk to enjoy the economies of scale.	✓	✓	✓	✓	✓	0
	• Enhanced inventory management and monitoring	✓	✓	✓	✓	✓	0
	• Solarization of boreholes and STP	✓	✓	✓	✓	✓	102

Strategies	Activities	2025	2026	2027	2028	2029	ESTIMATED COST (KES 'Million')
Management of energy system and inputs	• Efficient energy management	✓		✓		✓	6
	• Optimize chemical usage		✓		✓		2
Goal 3: Operational Efficiency and Institutional Strengthening							
Objective 3.1: Improving Staff Productivity and a positive working environment.							
Training and capacity building	• Training employees on emerging technologies related to water services provision	✓	✓	✓	✓	✓	38
	• Carry out leadership mentorship for Departmental and Sectional Heads	✓	✓	✓	✓	✓	0
	• Cross Training and Development – Zonal Officers to be trained on cross-departmental skills e.g. Meter reading, O&M, Water and wastewater Treatment processes etc.	✓	✓	✓	✓	✓	0
	• Creation and implementation of individual employee development plans	✓	✓	✓	✓	✓	0
Mentorship and Coaching	• Carry out leadership mentorship for Departmental and Sectional Heads	✓	✓	✓	✓	✓	0
	• Cross Training and Development – Zonal Officers to be trained on cross-departmental skills e.g. Meter reading, O&M, Water and wastewater Treatment processes etc.	✓	✓	✓	✓	✓	0
	• Senior Management to practice delegation of duties to other junior staff to encourage and develop their skills	✓	✓	✓	✓	✓	0
Staff performance management system	• Develop a performance management plan for all staff.	✓		✓		✓	3
Employee satisfaction.	• Implementation of the performance appraisal system	✓	✓	✓	✓	✓	0
Employee satisfaction.	• Undertaken bi-annual employee satisfaction surveys	✓		✓		✓	1.5
	• Develop and implement employee motivational programs	✓	✓	✓	✓	✓	2.5
	• Develop a strong employee feedback platform and culture	✓	✓	✓	✓	✓	1.5
Objective 3.2: Strengthened operational systems and procedures							
Define Standard Operating Procedures (SOPs)	• Develop and disseminate department SOPs	✓			✓		6
	• Conduct staff assessment to establish their level of understanding of existing policies and procedures	✓	✓	✓	✓	✓	1
	• Conduct staff sensitization and training as per the needs established from the assessment	✓	✓	✓	✓	✓	1.5
Strengthen organizational systems that optimize performance and measurement	• Continuously map out and implement cost effective technologies that strengthen the organizational system and optimize performance and measurement.	✓	✓	✓	✓	✓	3
	• Undertake a culture audit	✓		✓		✓	1
	• Implement the recommendations of the culture audit.	✓	✓	✓	✓	✓	2.5
	• Map and implement data management to ensure privacy and protection	✓	✓	✓	✓	✓	2.5

Strategies	Activities	2025	2026	2027	2028	2029	ESTIMATED COST (KES 'Million')
Objective 3.3: Enhanced communication and brand image							
Update communication and branding policy	• Review, update and disseminate the company communication and branding policy.	✓				✓	0
	• Implement the communication and branding policy.	✓	✓	✓	✓	✓	1
Goal 4: Improved Customer and Stakeholders Satisfaction							
Objective 4.1: Enhance customer relations and engagement							
Strengthening customer relation management	• Strengthen the current customer feedback and response system.	✓	✓	✓	✓	✓	0.5
	• Develop and implement a community outreach and education strategy	✓					0
	• Continuous monitoring and reporting of customers' perceptions on the degree of services	✓	✓	✓	✓	✓	0
	• Create a monthly physical platform for customer engagement in all the schemes	✓	✓	✓	✓	✓	6
	• Revise and review the customer service charter after every two years	✓		✓		✓	1.5
Customer satisfaction	• Undertake a customer satisfaction survey as per regulator's guidelines.	✓		✓		✓	1.5
	• Implement actionable customer recommendation	✓	✓	✓	✓	✓	0
	• Undertaking low-income area /household initiatives in water provision	✓	✓	✓	✓	✓	0.5
	• Providing an online platform where the customer can view their bill or send complaints / compliments.	✓					1.5
Objective 4.2: Enhance stakeholder relations and engagement							
Develop CSR policy.	• Implement the CSR policy	✓	✓	✓	✓	✓	1.6
	• Poll customers to assess their needs	✓		✓		✓	0
	• Carrying out CSR to schools and low-income areas within our jurisdiction	✓	✓	✓	✓	✓	0.5
Stakeholder outreach and education	• Develop and implement a stakeholder outreach and education program.	✓	✓	✓	✓	✓	2
Goal 5: Strengthened Corporate Governance							
Objective 5.1: Increase Stakeholder Confidence							
Reporting to stakeholders	• Undertake a stakeholder's analysis and mapping exercise	✓	✓	✓	✓	✓	0
	• Hold Annual Stakeholders' meeting	✓	✓	✓	✓	✓	2
	• Hold timely Annual General Meeting (AGMs)	✓	✓	✓	✓	✓	0.8
	• Ensure 100% compliance with external body/ regulations requirements	✓	✓	✓	✓	✓	0
Compliance review and update.	• Undertaken quarterly compliance reviews	✓	✓	✓	✓	✓	2.5
	• Implement finding aimed at 100% compliance regulations requirements	✓	✓	✓		✓	0

Strategies	Activities	2025	2026	2027	2028	2029	ESTIMATED COST (KES 'Million')
Monitor adherence to set Strategies and Goals	• Mid-term review of the strategic plan			✓			5
	• Prepare for the development of the strategic plan 2030-2034					✓	5
Objective 5.2: Enterprise Risk Management							
Mapping, Identification and Management of Risks	• Develop and present a risk matrix every quarter	✓	✓	✓	✓	✓	2.5
	• Establish and implement a risk management framework	✓	✓	✓	✓	✓	2.5
	• Adopt the 4Ps of problem solving (People, Problem, Plan, Process)	✓	✓	✓	✓	✓	0
Objective 5.3: Overall Strategic direction							
Quarterly monitoring of the strategic plan implementation	• Undertaken quarterly reporting of the strategic plan	✓	✓	✓	✓	✓	0
Succession Planning	• Develop clear succession plan initiative across all leadership levels	✓	✓	✓	✓	✓	0
TOTAL ESTIMATED COST							2,036.4

7.2 Financing Plan and Resource Mobilization

Successful implementation of a strategic plan requires that strategies and activities be linked and supported with financial and non-financial resources. In order to deliver this strategy, LWSC, in addition to the limited internal funds, will require external funding from various sources. The various external sources of funding the company can consider include:

- **The County Government of Kiambu** – As a principal shareholder, it is expected that the County Government of Kiambu will provide LWSC with short and long-term funding for infrastructure development. LWSC and the County Government of Kiambu will jointly undertake some of the proposed developments in this strategy.
- **Development Partners** – This Strategic Plan envisions the development of water and sewerage infrastructure, which may demand substantial financial investments. LWSC will explore partnership opportunities with various development partners who share the same interests, e.g., AWWDA, WSTF, Ministry of Water, Sanitation and Irrigation, etc.
- **Commercial Financing / Public - Private Partnership** – To qualify for commercial financing, LWSC will work towards improving its credit rating in order to attract commercial lending by banks and other financial institutions. The Commercial funding will address medium to long-term infrastructure development needs. Such lending facilities will be provided at an agreed or market rate.

7.3 Monitoring And Evaluation

7.3.1. Approach

The implementation of the Strategic Plan will be closely monitored to ensure progress in the set-out milestones. The monitoring process will help determine whether the implementation is on course to establish the need for any amendments in light of the ever-changing water sector and political environment. Monitoring, follow-up, and control systems will be established at all levels. These will include progress reports, review meetings and reports, budgets and budgeting control systems, and reports from LWSC committees/ task forces.

Quarterly review meetings will be held between the Senior Management Staff and the Board of Directors. During these meetings, the Board will receive and review progress reports from the

Managing Director indicating overall progress made on key strategic objectives. The nature and scope of reporting will include:

- i. Progress made against the plan
- ii. Causes of deviation from plan
- iii. Areas of difficulties and alternative solutions to problems that may adversely affect implementation

The input of these Quarterly Board Meetings will be the output from the monthly management meetings.

7.3.2. Management Level

In carrying out the Management Control function, the following measures will be considered:

- i. Performance standards and targets
- ii. Performance measurements or indicators
- iii. Performance evaluation (staff, midterm internal and external)

The strategic control mechanism will include action plans and a monitoring framework that will indicate the goals, objectives, indicators, baseline information, and targets. Tracking LWSC activities associated with the implementation of the plan will be on a regular basis, at least quarterly, so that adjustments can be made quickly if necessary.

STRATEGIC PLAN APPROVED BY THE BOARD ON 13TH FEBRUARY 2025

SIGNED.......... DATE 13/02/2025.....

PETER MBUGUA KIMANI – CHAIRPERSON BOARD OF DIRECTORS