



**NYERI WATER AND
SANITATION COMPANY LIMITED**

STRATEGIC PLAN

2021/22 TO 2026/27

(MID-TERM REVIEWED)



**KENYA
VISION 2030**

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EXECUTIVE SUMMARY

The Strategic Plan of the Nyeri Water and Sanitation Company Limited has been reviewed in cognizance of the Constitution of Kenya, Water Act 2016 and other related laws, the Kenya Vision 2030 in respect to the Fourth Medium Plan (IV) and the Bottom-Up Economic Transformation Agenda. Sustainable Development Goals (SDGs), Africa 2063, and the East Africa Community Vision 2050 other legal and policy documents. Further, the plan was aligned with the guidelines for the preparation of the Fifth Generation Strategic Plan issued by the State Department of Economic Planning. The implementation of this reviewed Strategic Plan is based on stakeholder participation, good governance, and a professional approach to doing business. The Company envisaged achieving *“A world class water and sanitation services provider”* under the mission of the Company is *“To Provide Reliable Quality Water, Sanitation and Allied Services at Environmentally and Economically Sustainable Levels through Application of Innovative Processes and Appropriate Technology to the Delight of Our Customers and Other Stakeholders.”*

Chapter One entails strategy as an imperative organizational success, the context of this strategic planning through the United Nations 2030 Agenda for Sustainable Development, African Union 2063, East African Community Vision 2050, the Constitution of Kenya 2010, the Kenya Vision 2030 MTP IV (Bottom -Up Economic Transformation Agenda) and sector policies and laws. It also gives the history of the Company and the methodology used in the mid- term review of the Strategic Plan.

Chapter Two delves into an analysis of the strategic direction of the Company by clarifying its mandate, Vision and Mission statements, the Strategic Goals and ends with providing a Quality Policy Statement.

Chapter Three presents strategic issues arising from the situational and stakeholder analyses given the mandate of NYEWASCO. The output of these analyses forms the basis for formulating the strategic goals and key result areas. The Company is expected to address these strategic issues in order to achieve the mission and realize the vision.

Chapter Four presents strategic issues arising from the situational and stakeholder analyses given the mandate of NYEWASCO. The output of these analyses forms the basis for formulating the strategic goals and key result areas. The Company is expected to address these strategic issues in order to achieve the mission and realize the vision.

Chapter Five highlights the strategic objectives and strategies that the Company will implement during the 2023 -2027 plan period. The outcome, outcome indicators of each strategic objective and annual projections are also indicated in each case.

FOREWORD

Nyeri Water and Sanitation Company Ltd is pleased to unveil the mid-term reviewed 5th Strategic Plan, for the years 2021/22 - 2026/27. The Strategic Plan is a roadmap towards growing the Company and the realization of its core mandate. It articulates our journey towards attaining 100% water coverage and 50% Sewered Sanitation coverage in our service area which has a total population of approximately 235,000 and land area of approx. 324km². This Strategic Plan has taken cognizance of the Constitution of Kenya 2010, Kenya's Vision 2030 (MTP IV), the Water Act 2016 and the County Integrated Development Plan (2023- 2027) and has been aligned to the Bottom-up Economic Transformation Agenda (BETA).

Implementation of the Strategic Plan is geared towards achievement of universal access to water and sanitation as defined in the Sustainable Development Goal No. 6. The document has been prepared through internal and external engagements of key stakeholders and focuses on seven Key Results Areas which include: Corporate Governance; Financial Sustainability; Service Delivery; Low Income Areas (LIA) residents; Human Resource Capacity; Environmental Awareness and Sustainability; and Partnerships & Collaborations.

I must acknowledge the role and dedication of the Management team in ensuring that our Company continually adds value to our customers and the stakeholders. For the last 26 years, we have seen the Company grow exponentially. We have secured a strategic position with our water service provision level earning high recognition and being ranked as the best managed Water Services Provider in Kenya for the last 15 years in a row. Additionally, we have managed to secure an eight-year operational license from the Regulator. Thus, in my opinion, the Company is stronger and has the momentum to grow now than at any other time in its history.

This reviewed Strategic Plan intends to provide a framework that would propel the Company to international levels in provision of water and sanitation services. During the two-and-half years of the implementation of the Strategic Plan 2021/22 - 2023/24, I must acknowledge that the Strategic Plan has been successfully implemented and has shaped the direction of the company forthwith. The foundation of this plan is our Vision and Mission Statements and it is the responsibility of every stakeholder to ensure the Company remains competitive through establishment of sustainable service systems.

I look forward to the next three years of its implementation and I am confident that we will make great strides together in enhancing the future of the Company.

CPA Gathogo Mwangi
Chairman - Board of Directors
Nyeri Water and Sanitation Company Limited.

PREFACE AND ACKNOWLEDGEMENT

It is my pleasure to present to you the Company's reviewed Strategic Plan 2021/22 – 2026/27. Our economy as a country is at a critical stage especially in the light of the effects of post COVID-19 Pandemic. The Company is expected to play a critical role in provision of clean, safe water and sanitation services to the residents of Nyeri town and its environs. In addition, the Company is committed to contributing towards the attainment of the United Nations Sustainable Development Goal No. 6, Social pillar under Vision 2030, Nyeri County Integrated Development Plan (2023 – 2027) and the Strategic Objectives which are paramount to the success of the Company. This creates the need for deliberate effort and focus on meeting and exceeding our customers' expectations, strengthening our systems to continually monitor and evaluate our service delivery mechanisms.

In the implementation of the Strategic Plan 2021/22-2026/27 the Company has made various strides: expanding water and sanitation services infrastructure including extension in LIA; reducing NRW to below 16%; maintained number one ranking in performance for 15 years in a row by WASREB; maintained ISO 9001:2015 Certification; maintained ISO/IEC 17025:2017 Accreditation for water quality and meter calibration services; earned global recognition as the best of the best performing water service providers in Eastern and Southern Africa by Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS); maintained revenue collection greater than 98% of the billing across the period and made significance progress in collection of the arrears; and implementation of the new tariffs. However, the Company experienced a number of challenges including: budgetary constraints; vandalism and illegal connections; constrained and aging water supply and sanitation infrastructure; a single water source in the Aberdare forest; increasing cost of water production (chemical and energy); and environmental degradation.

Despite these challenges, the Company is determined to propel its service provision to more competitive levels. The reviewed Strategic Plan provides a road map and a guide to address these challenges with the aim of achieving universal access to water and sanitation services within the company's area of service. Our Vision, Mission, Motto and Values are paramount to the achievement of the seven Key Results Areas spelt out in this plan. These will be achieved by embracing the principles of good governance, ensuring the company is financially sustainable, innovation and adoption of new technology for enhanced service delivery, and remaining customer focused.

The set of strategic objectives, strategies and activities spelt out in this reviewed Strategic Plan when implemented should enable the Company to meet and exceed our stakeholders' expectations. We salute the staff of the Company for all the past and current achievements and their commitment to the implementation of this reviewed Strategic Plan through embracing a fit-for-purpose culture that befits realization of the Company's strategic goals.

I therefore take this opportunity to thank the County Government of Nyeri, the Company Board of Directors, the Management Team, staff, our esteemed Customers, all stakeholders and partners for their support in reviewing this strategy. Special thanks goes to Kenya School of Government, Embu Campus for being the consultant and partner in reviewing this Strategic Plan.

Eng. Peter G. Kahuthu
Managing Director
Nyeri Water and Sanitation Company Limited.

VISION

To be a world class water and sanitation services provider.

MISSION

*To Provide Quality Water, Sanitation and Allied Services
through Application of Innovative, Sustainable and
Customer Centric Processes.*

CORE VALUES

Customer Centric

Professionalism

Innovativeness

Teamwork

Integrity

Responsiveness

Result Oriented

CHAPTER ONE

INTRODUCTION

Overview

This chapter entails strategy as an imperative organizational success, the context of this strategic planning through the United Nations 2030 Agenda for Sustainable Development, African Union 2063, East African Community Vision 2050, the Constitution of Kenya 2010, the Kenya Vision 2030 MTP IV (Bottom -Up Economic Transformation Agenda) and sector policies and laws. It also gives the history of the Company and the methodology used in the mid- term review of the Strategic Plan.

1.1 Strategy as an Imperative for Organizational Success

Strategic planning can be defined as a way of formulating, implementing and evaluating cross- functional decisions that enable an organization to achieve its ultimate objectives (David, 2009). It is also a set of processes used by an organization to assess the strategic situation and develop a strategy for the future (Shafritz, 2005). In 2001, the Government of Kenya developed and launched a strategy for performance improvement in the public service, which sort to increase productivity and improve service delivery.

NYEWASCO hence developed a Strategic Plan for the period (2020/21 - 2026/27) and this strategic plan has shaped the vision of the Company for the last two-and-half years' period. However, the water and sanitation (WATSAN) sector's operating environment has had significant changes within the said period. These changes cut across the customer expectations, supplier's expectation, regulators' guidelines, stakeholders' expectations, and County Government of Nyeri expectations as per County Integrated Development Plans (CIDP). These factors, either internal and or external have high correlation and shape how NYEWASCO will carry out her business that will steer her to achieve the vision in a sustainable manner.

In addition, the review of the internal and external environment and NYEWASCO's aspiration for the next three years were instrumental in crafting the Key Result Areas and objectives for the Mid-term Review of this Plan. This reviewed Strategic Plan will serve a number of interests. Firstly, it will provide a clear strategic direction for NYEWASCO in her endeavor to improve service delivery, more effectively and efficiently while aligning the initiatives to the stakeholders amidst a dynamic operating environment.

1.2 The Context of Strategic Planning

This strategic plan is developed in consideration of International development frameworks, Regional priorities and national policies and guidelines.

1.3 History of the Organization

The Nyeri Water and Sanitation Company Limited (NYEWASCO) was incorporated on 23rd September, 1997 under the Companies Act, CAP 486. The Company is a wholly owned subsidiary of the Nyeri County Government. NYEWASCO operated as an agent of the defunct Municipal Council of Nyeri until 4th October 2005, when the Company signed a Service Provision Agreement (SPA) with Tana Water Services Board (Now Tana Water Works Development Agency) in line with the Water Act 2002. Upon the transfer of the devolved function for water and sanitation services to the County Governments, the County Government of Nyeri acquired full ownership of the Company through transmission of the shares previously held by defunct Municipal Council of Nyeri. It previously existed as Nyeri Water and Sewerage Company Ltd prior to a name change that was effected in May 2019. The Company's main mandate is to provide high quality water and sanitation services to the people of Nyeri central and its environs. To provide the water Services, NYEWASCO operates water treatment works located at Kamakwa trading center with a design capacity of 27,000 m³ per day. The vision statement paints clearly the desired future state of NYEWASCO while mission statement articulates the purpose, or what NYEWASCO aims to achieve.

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

- a. Carry on the business of water and sanitation within the area of jurisdiction of Nyeri Central Sub County and its environs. This business includes the abstraction, treatment, transmission and distribution of water and collection, transmission, treatment and disposal of sewerage to the acceptable quality standards.
- b. Exercise overall control over the source and supply of water in the service area
- c. Provide and distribute a constant supply of water for commercial, industrial and domestic purposes.
- d. To be responsible for the provision, control, and maintenance of sewerage system both for domestic and industrial purposes.

- e. To construct weirs and support any other water conservation and reticulation works for the provision of water for domestic and industrial purposes.
- f. To be responsible for the treatment and disposal of the waste water within the service area
- g. To obtain water for the purposes of distribution and supply from appropriate sources.
- h. To undertake laboratory analysis to ensure that acceptable water and effluent quality standards are maintained.
- i. To levy to the consumer charges in respect of the services which the company provides as per the approved tariffs.

1.4 Methodology of Developing Reviewed Strategic Plan

This strategic plan was a product of an elaborate process of consultations and reviews. The following four steps were adhered to:

Step One: Initiation of the midterm strategic planning process review

- i. The Top leadership of NYEWASCO provided a road map by determining the rationale and the scope of reviewed strategic plan.
- ii. The top leadership of NYEWASCO provided terms of reference (ToRs) and formed technical committee for review.
- i. The technical committee interpreted, reviewed and adopted the ToRs issued by NYEWASCO leadership.

Step Two: Mid-term Strategic Plan Review

- i. Based on the ToR the committee developed and costed road map for the reviewed strategic plan and was approved by top leadership.
- ii. The committee developed strategic frame work for the reviewed plan.

Step three: Validation of Reviewed Strategic Plan

- i. The draft reviewed strategic plan was shared with internal and external stakeholders for validation and feedback.
- ii. The validation of the strategic plan will be submitted to the state department of economic planning for review and feedback to inform finalization of the plan.

Step four: Finalization and dissemination of the reviewed strategic plan.

The reviewed strategic plan was publicized in readiness for implementation for the remaining period. This process entailed NYEWASCO management and leadership providing the road map in which the Strategic Planning Review Technical Committee (SPRTC) and secretariat held consultative meetings with staff members, the Board members and key stake holders. This was with the guidance of the consultant. The output of the consultation was a refined internal and external scan of NYEWASCO's operating environment. It is after the consultations that strategic issues were determined. This process also provided the needed firsthand experience required for the crafting of business level strategies through a Business Plan. This process supported the insights into the development of the reviewed plan and hence recommended ownership. Additional

documents that were used to contextualize the reviewed Strategic Plan include the Water Act 2016, The Constitution of Kenya 2010, Kenya Vision 2030 and the regional development frameworks.

CHAPTER TWO

STRATEGIC DIRECTION

Overview

The chapter delves into an analysis of the strategic direction of the Company by clarifying its mandate, Vision and Mission statements, the Strategic Goals and ends with providing a Quality Policy Statement.

2.1 Mandate

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

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

2.2 Vision Statement

To be a world class water and sanitation services provide

2.3 Mission Statement

To provide quality water, sanitation and allied services through application of innovative, sustainable and customer centric processes

2.4 Strategic Goals

This strategic plan has set out seven goals during the period. These goals are:

- a. A robust governance and management structure
- b. A financially sustainable Company
- c. An elaborate water and sanitation infrastructure network
- d. An inclusive provision of water and sanitation services
- e. Company staff and employees with the fit-for-purpose culture
- f. Sustainable provision of water services
- g. Symbiotic partnerships and collaborations established for service delivery

2.5 Core Values

Table 2. 1: Core Values and Context

Core Value	Conceptual Meaning	Strategic Implication
Customer Centric	Putting customer first and at the core of the business	Customers will feel appreciated and paves way for greater business
Professionalism	Reliability, Competence, Dependability and Respect	Effectiveness and efficiency in service delivery
Innovativeness	Ability to challenge industry norms and provide solutions	An innovative environment full of creativity leading to superior processes and products
Teamwork	Harnessing contribution of every partner	Employees will appreciate each other's significant role in the overall success of the company
Integrity	Guided by sound moral and ethical principles	This will lead to customer trust and pave way for greater engagement and increased business

Core Value	Conceptual Meaning	Strategic Implication
Responsiveness	Providing value within acceptable time	This will lead to effectiveness and efficiency in service delivery
Result Oriented	Focus on outcomes	It will lead to greater productivity and attention to detail hence enhancing quality.

2.6 Quality Policy Statement

Nyeri Water and Sanitation Company provides reliable quality water, sanitation and allied services at environmentally and economically sustainable levels through application of innovative processes and appropriate technology to the delight of its customers and other stakeholders. Furtherance to this, it is our policy to provide services that always meet and where possible, exceed our business objectives and customer requirements.

In order to achieve the above, NYEWASCO operates a Quality Management System (QMS) in accordance with the requirements of ISO 9001:2015. The QMS is an integral part of our process management and the Organization is dedicated to its continual improvement through;

a) Top Management who are committed to:

- Satisfying applicable requirements by ensuring that customer and applicable statutory and regulatory requirements are determined, understood and consistently met.
- Continual improvement of the QMS by ensuring the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed and the focus on enhancing customer satisfaction is maintained.

b) Top Management who shall:

- Take accountability for the effectiveness of the QMS.
- Ensure the quality policy and quality objectives are established for the QMS and are compatible with the context and strategic direction of the Company. Quality objectives have been set and are maintained as part of the QMS internal auditing, monitoring and management review processes, in order to enhance customer satisfaction.
- Promote the use of a process approach and risk-based thinking.
- Ensure that the resources needed for the QMS are available; including training, leadership, support and encouragement.

- Communicate the importance of effective quality management and of conforming to the QMS requirements.
- Ensuring that the QMS achieves its intended results.
- Engage, direct and support persons to contribute to the effectiveness of the QMS.
- Promote improvement.
- Support other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.
- Establish partnerships with suppliers and interested parties to provide an improved service.

CHAPTER THREE

SITUATIONAL AND STAKEHOLDER ANALYSIS

Overview

This chapter provides a review of the mid-term implementation of NYEWASCO's SP (2021/22 – 2026/27) by assessing the levels of achievements, challenges faced and lessons learnt. Further, it reviews changes in NYEWASCO's environment both internal and external making reference to SWOT, PESTEL and stake holder analysis.

3.1 Situational Analysis

3.1.1 External Environment

This is the immediate environment in which the Company operates. It constitutes all the factors and players within the external environment and the strategic influence they have over the Company's operations. The analysis of the external environment is done under macro-environment, micro-environment, the industry environment and market analysis.

3.1.1.1. Macro Environment (PESTEL)

The macro environment or external analysis focused on the local and global Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) environment and the implication to NYEWASCO's operations and service delivery. A careful assessment of the Company's strategic response or mitigation was done and a summary of the analysis is presented in Table 10.

Table 3. 1: Summary of the PESTEL Analysis for NYEWASCO

EXTERNAL ANALYSIS

Factors	Implication Political Dimension	Strategic Response/ Mitigation
1. Political support	Good working relationship and non-interference	Leverage on the good Relationship.
2. Political interference	Instability / Loss of revenue	Build a strong institutional framework to withstand political risks

EXTERNAL ANALYSIS

Factors	Implication	Strategic Response/ Mitigation
3. Unethical Practices/pressure from leaders	Loss of revenue and reputational loss	i. Build robust control systems and automation. ii. Minimize transactional contacts with stakeholders
4. Changes in the Global Leadership	Changes the global agenda	Scan, position and Leverage on the new global agenda
Economic Dimension		
1. Changes in interest rates- affect cost of borrowing	Increased cost of borrowing	Regular monitoring and negotiation with Financial Institutions
2. Fluctuations in the exchange rates	Affects cost of supply for goods and services	Create adequate provisions for price level changes tariff
3. Changes in inflation rate	Affects the cost of financing projects	Create adequate provisions for price level changes
4. Increasing Demand for Services	Inadequate Supply	Plan for expansion of production facilities
5. Multiple taxes and levies	High cost of business compliance	Engage the WASPA Implement the revised RTA
6. Customer financial stability	Reduced purchasing power / reduced revenue i. High unemployment rate. ii. High cost of living eroding the ability to pay	i. Prudent management of finances and creation of cash reserves. ii. Customer Capacity building
7. Access to external funding.	Increased service coverage	Leverage on the relationship with funding agents
8. Government restrictions on	Reduction funding allocation	Prioritize Lobbying

EXTERNAL ANALYSIS

Factors	Implication	Strategic Response/ Mitigation
budgetary allocations		
Social Dimension		
1. Demographic changes	Increase demand and customer reach	Plan for service coverage expansion
2. Negative Cultural Perception on Water Commercialization	Reduced collection and increased bad debts	Customer engagement, education and enforcement
3. Uncontrolled expansion of informal settlements	Increased demand, customer reach and possible vandalism	Customer engagement, education and enforcement
4. Increased activism	Enhanced engagement	Enhanced PR and legal engagement
5. Vandalism	i. Loss of resources/resources ii. Increased cost of management	i. Technology ii. Public sensitization
Technological Dimension		
1. Rapid technological changes	i. Possibility of enhancing operational efficiency ii. Utilization of IT systems to improve operations	i. Automation of key business processes (e.g. customer relations, meter reading) ii. Equipping staff with appropriate technology
2. Cyber security	i. Reputational risk ii. Possibility of non-compliance with data protection regulations	i. Capacity building of ICT staff ii. Enhancement of ICT software iii. Compliance with existing Government regulation on data protection

EXTERNAL ANALYSIS

Factors	Implication	Strategic Response/ Mitigation
		iv. Develop a robust data security policy v. Continuous monitoring vi. Investing in backups
3. Low uptake of technology by customers	i. Slow rate of business improvements ii. Lagged efficiency iii. Reduces impact of investment in technology	i. Customer education ii. Extend ICT platforms to be usable by more customers
4. Increased use of social media platforms	i. Customers are more informed ii. Better feedback turnaround time iii. Increased online presence	i. Monitoring of media platforms ii. Strengthening of communications office
5. High cost of ICT infrastructure	Increased operational costs	Budget allocation
Environmental Dimension		
1. One Supply of raw water	Guarantees steady supply of water & sanitation services.	Construction of water reservoir upstream
2. Environmental degradation at the catchment area	i. Increased water turbidity hence more chemicals ii. Possibility of failure to guarantee a 24-hour water supply as enshrined in our customer service charter.	i. Partnering with Water resource associations ii. Sensitization with the community to protect the catchment by iii. Planting trees

EXTERNAL ANALYSIS

Factors	Implication	Strategic Response/ Mitigation	
3. Climatic change	<ul style="list-style-type: none"> i. Reduction of water levels at the intake ii. Water contamination iii. Disruption of water service supply 	<ul style="list-style-type: none"> i. Community sensitization. ii. Continuous tree planting 	
4. Pollution of water resources due to human activities	<ul style="list-style-type: none"> i. Infiltration compromises water quality ii. Increased operational cost in treatment processes iii. Interrupted water supply 	<ul style="list-style-type: none"> i. Customer education ii. Compliance with regulations iii. Undertake regular environmental audits 	
5. Unprecedented natural calamities e.g. land slide, earthquakes etc.	Business interruption	<ul style="list-style-type: none"> i. Enhanced capacity of response teams ii. Investment in research iii. Enhanced risk assessment iv. Enhanced business continuity planning 	

Legal Dimension

1. Constantly changing legal and regulatory regimes	Enabling business environment – favorable regulations driving profits	Training
2. Multiplicity and overlapping laws and regulations	Dispute resolution	Lobbying for favorable legislation

Factors		
1. Political support	Good working relationship and non-interference	Leverage on the good relationship.
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EXTERNAL ANALYSIS

Factors	Implication	Strategic Response/ Mitigation
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Technological Dimension		
1. Rapid technological changes	i. Possibility of enhancing operational efficiency ii. Utilization of IT	i. Automation of key business processes (e.g. customer relations, meter reading) ii. Equipping staff with

	systems to improve operations	appropriate technology
2. Cyber security	i. Reputational risk ii. Possibility of non-compliance with data protection regulations	i. Capacity building of ICT staff ii. Enhancement of ICT software iii. Compliance with existing Government regulation on data protection

EXTERNAL ANALYSIS

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catchment area	<ul style="list-style-type: none"> ii. Possibility of failure to guarantee a 24-hour water supply as enshrined in our customer service charter. 	<ul style="list-style-type: none"> community to protect the catchment by iii. Planting trees
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EXTERNAL ANALYSIS

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Legal Dimension

1. Constantly changing legal and regulatory regimes	Enabling business environment – favorable regulations driving profits	Training
2. Multiplicity and overlapping laws and regulations	Dispute resolution	Lobbying for favorable legislation

3.1.1.2. Micro Environment

Micro environment refers to the environment which is in direct contact with company and affects the routine activities of business straight away. It is a collection of forces or factors that are close to the organization and can influence the performance as well as the day to day activities of the firm. Six components of micro environment are: Company, Suppliers, Business Intermediaries, Competitors, General Public and the Customers.



Figure 3. 1: NYEWASCO's Micro Environment

The most important actors in NYEWASCO's micro-environment are its customers. The whole of value delivery network aims to engage the target customers and create strong relationships with them. The customer characteristics and location were considered key in various strategies as adopted in the reviewed plan.

3.1.1.3. Industry Environment

The industry environment of the Company includes factors such as competitive structure, competitive position, dynamics, and success factors for NYEWASCO. The Company is considered a market leader in the provision of water and sanitation services and has won several national and international accolades. Despite this, there are several other water service providers in the region offering competitive services. Private water developers within Nyeri and its environs also pose a threat since they eat into NYEWASCO's market share. The supply region is also a fairly populous area of over with an estimated population of 112,000 that portends a larger market for water and sanitation services.

Some of the key success factors behind the success of the Company include the sound corporate governance practices in place, a committed staff with high technical capability, a fairly sound resource base, political goodwill from the County Government of Nyeri and a responsive and supportive market environment.

3.1.1.4. Market Analysis

This analysis is best discussed through Michael Porter’s Five Forces Model. Porter (1980:4-34) describes the five competitive forces as Industry competitors (rivalry among current competitors), potential entrants (threat by entrants), bargaining power of buyers, bargaining power of suppliers, and the possible substitutes in the industry. This is as shown in Fig. 3.2. This model may be used to analyze the competitiveness of NYEWASCO in the industry.

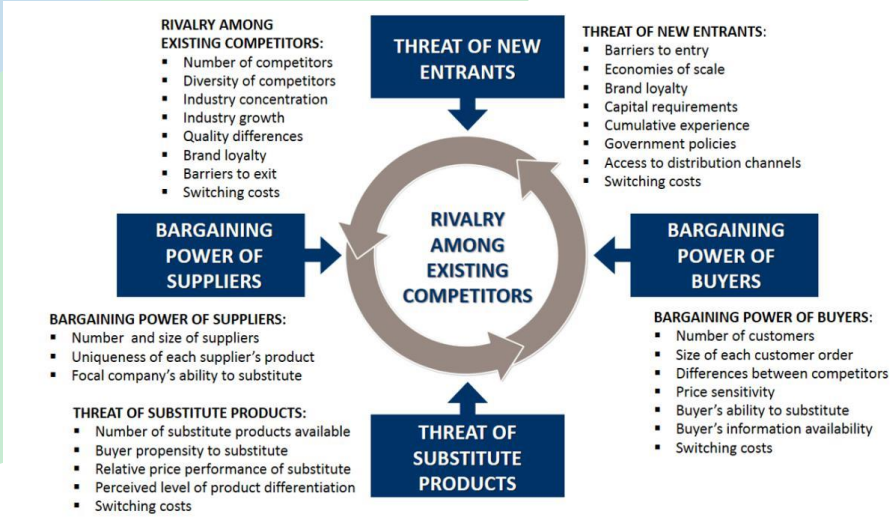


Figure 3. 2: Porter’s Five Forces Model

3.1.2 Summary of Opportunities and Threats

The opportunities are the external factors that are favorable to NYEWASCO and it can tap from in the development of its strategic focus. Threats are external unfavorable factors that can create obstacles to the organizational progress and are likely to affect NYEWASCO’s operations. Against each analysis is a summary table as shown in Table 3.2 and Table 3.3.

Table 3. 2: Analysis of NYEWASCO's Opportunities

SWOT ANALYSIS- OPPORTUNITIES

	Opportunity	Impact	Strategic Response
1	Rapid technological advancement	Possibility of enhancing operational efficiency Utilization of IT systems to improve operations	Leveraging on emerging technologies; i. CRM automation

SWOT ANALYSIS- OPPORTUNITIES

	Opportunity	Impact	Strategic Response
			ii. Invest in e-learning technology and knowledge management iii. Automation of audit process iv. Automation of procurement process v. Upgrade ICT infrastructure vi. Automation of meter reading (smart meter) vii. Automation of water level monitoring viii. Automation and monitoring of water treatment process ix. Automation of leak detection
2	Growing demand for water services	Opportunity to increase connections/revenue	Increased extension and connections Expansion to unconnected areas
3	Growing demand for sewer services	Opportunity for extension and more connections	Increased extension and connections
4	Goodwill from financiers (donors, creditors)	i. Possibility of tapping into enhanced financing streams ii. Availability of relatively affordable sources of finance for capital projects iii. Possibility to negotiate better	Fundraising from possible partners Negotiate favorable terms from creditors

		terms	
5	Abstraction capacity not exhausted	i. Sufficient water supply to	Invest in expansion of water supply

SWOT ANALYSIS- OPPORTUNITIES

	Opportunity	Impact	Strategic Response
		<ul style="list-style-type: none"> meet growing demand Sustainable cost of supplying water 	
6	Favorable Government support	<ul style="list-style-type: none"> Opportunities for lobbying for grants and subsidies Opportunity for enhanced corporate governance Guarantee schemes 	<ul style="list-style-type: none"> Lobbying for favorable terms Monitor compliance of government regulations
7	Customers goodwill/loyalty	<ul style="list-style-type: none"> Sustainable revenue streams Opportunity to negotiate with customers Dependable customer feedback leads to reduced cost of doing business 	<ul style="list-style-type: none"> Enhanced customer service Enhanced ways to capture customer feedback Implementation of customer loyalty program
8	Availability of alternative power sources	Possibility of reduced operational costs	Exploring in green energy sources (hydro, biogas and solar)
9	Value addition (briquettes, fish farming)	<ul style="list-style-type: none"> Possibility of expanding revenue streams Tapping into more business lines 	<ul style="list-style-type: none"> Enhancing existing fish farming Exploring briquette production
10	Demand for bench markings and trainings	Expansion of revenue streams through commercialization of services	<ul style="list-style-type: none"> Increasing scope of charged lab services Marketing of lab services and bench markings

SWOT ANALYSIS- OPPORTUNITIES

	Opportunity	Impact	Strategic Response
11	High capacity for lab services	Expansion of revenue streams	Expansion of the scope of testing Marketing of lab services
12	Existing healthy bilateral partnerships	i. Possibility of exploiting bilateral partnerships ii. International brand growth ii. Capacity building v. Access to information v. Keeping abreast of latest trends	Enhanced and expanded bilateral relationships
13	Favorable topography	Reduced operational costs in supply of water and sewer	Leverage on good topography to extend water and sanitation services
14	Continued political support from County leadership	i. Reduce cost of doing business ii. Provides favorable business environment iii. Quick approvals (regulatory, social services, business) expand the existing market iv. Financing	Sustain healthy relationship with County government ii. Invest in tapping into new markets
15	Increased opportunities from change of name from sewerage to	Increases attractiveness of company to potential partners	Tap into expanded partnership opportunities

	sanitation		
SWOT ANALYSIS- OPPORTUNITIES			
	Opportunity	Impact	Strategic Response
16	Unserved and underserved Low Income Areas	Possibility to increase revenue streams from sewer and water	Tap into potential markets
17	International recognition (global award)	i. Ease of negotiating grants ii. Reduced cost of doing business	i. Investing in maintaining global recognition- focus on NRW ii. Writing grants iii. Negotiating iv. Invest in gaining additional regional and international awards
18	Demand for new water export by bottling	i. Utilization of excess capacity ii. Reputation leads to increased market	Increased revenue streams
19	Possibilities of favorable reorganization of water sector	Strategic positioning coz of performance, size and reputation	Use the opportunities in reorganization to neutralize threats in competition
20	Large unutilized parcel of land	Possibility of encroachment	Lobby for resource support to introduce new development installations to support mandate

Table 3. 3: Analysis of NYEWASCO's Threats

SWOT ANALYSIS- THREATS			
	Threats	Impact	Strategic Response
1	Pandemics	i. Increased cost of doing business ii. Possibility of reduced/increased demand	i. Review of business continuity plans ii. Business risk assessment

SWOT ANALYSIS- THREATS

	Threats	Impact	Strategic Response
		<ul style="list-style-type: none"> iii. Reduced customer's ability to pay iv. Disruption in business continuity 	
2	Political interference	<ul style="list-style-type: none"> iii. Introduces reputational risk iv. Eroding customer goodwill v. Constrained service delivery vi. Negative effect on corporate governance vii. Sub-optimal decisions 	<ul style="list-style-type: none"> i. Strong policies ii. Enhance capacity of the directorate (e.g. in public relations)
3	Customers hostility	<ul style="list-style-type: none"> i. Increased cost of doing business ii. Incomplete billing iii. Vandalism 	<ul style="list-style-type: none"> i. Continually review customer satisfaction levels ii. Build capacity of customer service personnel iii. Customer sensitization iv. Stakeholder analysis
4	Global Warming/environmental degradation	<ul style="list-style-type: none"> i. Degrade water catchment ii. Increased cost of water treatment (increased turbidity) 	<ul style="list-style-type: none"> i. Investment in environmental conservation activities ii. Customer education iii. Lobbying government for construction of

SWOT ANALYSIS- THREATS

	Threats	Impact	Strategic Response
		<ul style="list-style-type: none"> iii. Less water available for abstraction iv. Erratic volumes of supply v. Damage to infrastructure vi. Increased business risk 	<ul style="list-style-type: none"> strategic water reservoir iv. Lobbying government for increased environmental conservation v. Partnering with relevant stakeholders
5	Vandalism/infrastructural damage (e.g. meters)	<ul style="list-style-type: none"> i. Interrupted supply causes damage to company brand ii. Increase in non-revenue cost iii. Increased operational costs iv. Increased litigation costs 	<ul style="list-style-type: none"> i. Customer sensitization on care of infrastructure ii. Law enforcement iii. Enhanced customer communication platforms
6	Encroachment in water catchment areas	<ul style="list-style-type: none"> i. Reduced water levels ii. Increased turbidity iii. Increased costs of water treatment 	<ul style="list-style-type: none"> i. Lobby for protection of catchment areas ii. Sensitization of the public iii. Partnership with relevant bodies such as River Users Association
7	Disputes from interested parties/ Trade disputes	<ul style="list-style-type: none"> i. Increased operational costs ii. Reputational risk/erosion of public confidence 	<ul style="list-style-type: none"> i. Exploring alternative dispute resolution mechanisms ii. Enhancing legal department iii. Enhance capacity in customer relations

SWOT ANALYSIS- THREATS

Threats	Impact	Strategic Response
		<ul style="list-style-type: none"> iv. Adopting best business practices v. Customer sensitization
8 Topography (supply to higher areas)	Increased operational costs due to pumping	<ul style="list-style-type: none"> i. Planned preventive maintenance of pumps ii. Investing in alternative sources of energy iii. Designing of efficient systems
9 Dependence on one water source (Chania river)	Threat to business continuity	<ul style="list-style-type: none"> i. Lobby for construction of water reservoir ii. Explore alternative water sources
10 Input cost fluctuations	Increased cost of production	Increase reorder levels
11 Changes in regulation framework i.e. taxation, WASREB At national and county level	Increased cost of production	<ul style="list-style-type: none"> i. Lobby government ii. Cultivate positive political support
12 Illegal discharge of sewer	<ul style="list-style-type: none"> i. Compromises waste water treatment processes ii. Threatens protection of the environment 	<ul style="list-style-type: none"> i. Monitoring of trade dischargers ii. Establishment of enforcement unit iii. Enforcement of applicable law
	<ul style="list-style-type: none"> iii. Reputational risk iv. Increases cost of water treatment 	

SWOT ANALYSIS- THREATS

	Threats	Impact	Strategic Response
13	Rising cyber security threats	<ul style="list-style-type: none"> i. Reputational risk ii. Risk of data loss iii. Risk of hacking iv. Possibility of non-compliance with data protection regulations 	<ul style="list-style-type: none"> i. Capacity building of ICT staff ii. Enhancement of ICT software iii. Compliance with existing Government regulation on data protection iv. Develop a robust data security policy v. Continuous monitoring vi. Investing in backups
14	Natural calamities (earthquakes/landslides, long seasons of drought, heavy rains)	Business interruption	<ul style="list-style-type: none"> i. Enhanced capacity of response teams ii. Investment in research iii. Enhanced risk assessment and mitigation eg conservation iv. Enhanced business continuity planning
15	Occupational health hazards	<ul style="list-style-type: none"> i. Increased operational costs ii. Reduced productivity iii. Possible litigation 	<ul style="list-style-type: none"> i. Automation of high risk processes ii. Investment in PPEs iii. Risk transfer through insurance iv. Occupational health and safety policy
16	Negative publicity (social & mainstream media)	<ul style="list-style-type: none"> i. Reputational damage 	Monitoring and management of media relations

SWOT ANALYSIS- THREATS

	Threats	Impact	Strategic Response
		ii. Erosion of customer confidence	
17	Incomplete documentation of Company installations and infrastructure	Increased litigation	Information management and security
18	Competition- Lab, abstraction, boreholes	Possibility of shrinking revenue	<p>Sustain high quality standards and customer loyalty</p> <p>Sustain good partnership with Water Resources Authority</p>
19	72% of company's coverage area is classified as LIA	<p>i. High number of customers with inability to pay</p> <p>ii. Higher collection costs</p> <p>iii. Higher cost of doing business</p> <p>iv. Possibility of illegal connections that increase NRW</p> <p>v. Constrained revenue stream</p>	Lobby for grants from development partners
20	Government directives (e.g. free water)	<p>i. Reduced revenue</p> <p>ii. Increases non-revenue water</p> <p>iii. Increases cost of doing business</p>	Budget allocation for emergency fund/reserve

21	One very large customer	Customer has high bargaining power	Build capacity in customer relations
SWOT ANALYSIS- THREATS			
	Threats	Impact	Strategic Response
			ii. Invest in key customer management

3.1.3 Internal Environment

3.1.3.1 Governance and Administrative Structure

Governance Structure

The Company is governed by a Board of Directors comprising various stakeholders representing the County Government, the National Government, the business community, consumers and women and pro poor initiatives. The number of board members is nine (9). The Managing Director is responsible for the day to day running of the Company. The Board has two roles; supervisory and advisory roles to the Management of NYEWASCO. The Board role and mandate is entrenched in Section 79 of the Water Act 2016 which states that “A water services provider shall have a board of directors and in the case of a Company, the members of its board of directors shall be constituted in accordance with the Companies Act, 2015 or any other written law and the directors shall be nominated to serve on the board in accordance with the Company’s Memorandum and Articles of Association. (2) All members nominated to the water services provider’s board of directors shall possess qualifications which meet the standards set by the Regulatory Board.”

Administrative Structure

Directorates/ Departments/ Divisions/Units

Office of the Managing Director: The Managing Director is responsible for the day to day running of the Company providing overall leadership in the development, implementation and evaluation of strategies to effectively address emerging issues, risks and opportunities. The office is supported by three (3) departments, namely: Legal Services; Supply Chain Management; and Audit, Risk & Compliance.

Technical Services Directorate: The Directorate is responsible for the abstraction, treatment and distribution of water. To achieve this role, the Directorate is supported by five (5) divisions, namely: Production & Climate Change; Laboratory & Quality Assurance; Operations & Maintenance; Non-Revenue Water and Planning, Design & Construction.

Commercial Services Directorate: The Directorate is responsible for ensuring revenue collection, business growth and better customer experience. To achieve this role, the Directorate is supported by five (5) divisions, namely: Billing & Debt Collection; Customer Experience; Pro-Poor Services; Business Development, Research & Marketing; and Corporate Communications & Public Relations.

Finance and Corporate Services Directorate: The Directorate is responsible for ensuring proper financial reporting, prudence utilization of resources, coordination and management of human resources and administrative services. To achieve this role, the Directorate is supported by five (5) divisions, namely: Finance & Accounts; Corporate Planning & Strategy;

Security & Investigations; Information Communication Technology (ICT); and Human Resources & Administration.

Table 3. 1: Directorates, Departments and Divisions

	Directorates	Departments/Divisions
1.	Technical Services	Production & Climate Change
		Planning, Design & Construction
		Laboratory & Quality Assurance
		Operations & Maintenance
		Non-Revenue Water
2.	Commercial Services Directorate	Billing & Debt Collection
		Customer Experience
		Pro-Poor Services
		Business Development, Research & Marketing
		Corporate Communication & Public Relations
3.	Finance & Corporate Services Directorate	Finance & Accounts
		Corporate Planning & Strategy
		Security & Investigations
		Information Communication Technology (ICT)
		Human Resources and Administration
4.	Office of the Managing Director	Legal Services
		Supply Chain
		Audit, Risk & Compliance

Sections/Units are contained within the directorates, departments and divisions.

3.1.3.2. Internal Business Processes

The NYEWASCO business processes include Water Intake for abstraction of raw water which is conveyed through three raw water mainlines to water treatment plant, Water Supply which is the provision of water by public utilities, commercial organizations, community endeavors or by individuals, usually via a system of pumps and pipes and Sewer Treatment. The strengths and weaknesses of each of these business are highlighted in various parts of this revised strategy and summarized in Tables 3.6 and 3.7.

3.1.4 Analysis of Past Performance

3.1.4.1. Mid-Term Key Achievements

The Strategic Plan 2021/22 – 2026/27 had mapped out seven (7) Key Result Areas previously referred as Strategic Themes, following which relevant strategic objectives and strategies were developed with the ultimate objective of achieving the desired results. The developed key Strategic objectives were then used in the preparation of detailed annual work-plans and budgets. During the review of the Strategic Plan 2021/22 – 2026/27 in 2024, various activities

were noted to have been undertaken with considerable achievements. Mid-term review of this planning period has established key achievements in each of the seven Key Result Areas as summarized in Table 5.

Table 3. 2: Mid-Term Achievements under each Key Result Areas

KEY RESULT AREA	MID-TERM ACHIEVEMENTS
KRA 1: Corporate Governance	<ul style="list-style-type: none"> i. Induction of new members ii. Competitively advertised for board positions iii. Constituted relevant board Committees iv. Reinvigorated the Internal Audit Function v. Developed and implemented a resilience strategy vi. Developed and implemented a Business Continuity Plan vii. Reviewed and implemented a Disaster Recovery Plan viii. Lobbied for appropriate legislation and regulation to cover disease and calamities ix. Lobbied for funds development project from development partners x. Updated internal provisions of relevant Laws and regulations xi. Regularly reviewed instruments of Governance to align to provisions xii. Maintained healthy relationships among stakeholders xiii. Reviewed and approved implementation policies and procedures
KRA 2: Financial Sustainability	<ul style="list-style-type: none"> i. Engagement of customers for regular payments ii. Implemented approved tariff and corresponding indexations iii. Enhanced marketing laboratory and other services iv. Engaged for resolution of outstanding debts v. Explored the viability of Automation of zonal meters vi. Acquired modern reliable NRW monitoring equipment vii. Acquired 1 UFM in rehabilitated plant at Kamakwa viii. Developed over ten (10) funding proposals. ix. Developed and operationalized budgeting policy and reporting tools x. Reviewed service charter for the functional divisions xi. Strengthened revenue collections > 97% xii. Replaced over 15KM of pipeline.

KEY RESULT AREA	MID-TERM ACHIEVEMENTS
	<ul style="list-style-type: none"> xiii. Expanded investment in 5 viable projects xiv. Built capacity in supply chain management xv. Carried out compliance audit for each funded project.
KRA 3: Service Delivery	<ul style="list-style-type: none"> i. Kiganjo-Kirichu Water transmission main Upgraded Ihwa intake works ii. Acquired an excavator iii. Monitored water quality across the distribution network regularly iv. Monitored waste water quality v. Improved turnaround time for customer requests vi. Acquired a pickup for mobility vii. Carried out two (2) customer relationship management training once per year viii. Implemented the ERP system ix. Developed and operationalized customer relationship management policy x. Participated in two (2) ASK Shows
KRA 4: Low Income Area Residents	<ul style="list-style-type: none"> i. Carried out a survey on customer experience for LIAs ii. Identified staff and built their capacity to serve these customers through WASPA iii. Developed programs for sensitization for individual connection in LIAs iv. Carried out Corporate social responsibility initiatives in LIAs v. Implemented WASREB Guidelines on regulation of private exhaustor services
KRA 5: Human Capital Capacity	<ul style="list-style-type: none"> i. Developed and implemented COVID 19 and other pandemic policy guidelines ii. Mounted relevant trainings iii. Carried out Team building and Sports Activities iv. Implemented CBA v. Carried out Employee satisfaction survey vi. Implemented the use of Performance Management Systems
KRA 6: Environmental Awareness and	<ul style="list-style-type: none"> i. Maintained an accredited and NEMA designated water testing laboratory

KEY RESULT AREA	MID-TERM ACHIEVEMENTS
Sustainability among stakeholders	<ul style="list-style-type: none"> ii. Reviewed and updated the maintenance schedule for the treatment plant iii. Invested in corporate social responsibility initiatives targeted to engendering environmental awareness iv. Participated in catchment protection and re-Afforestation program by planting and nurturing 147,000 trees. v. Developed communication tools to enhance environmental consciousness vi. Developed and implemented a stakeholder strategy vii. Ensured compliance to stakeholder requirements viii. Ensured statutory compliances ix. Increased scope of healthy partnerships
KRA 7: Partnerships and collaborations	<ul style="list-style-type: none"> i. Conducted stakeholder mapping for partnerships and collaborations ii. Conducted an audit of the level of statutory compliance by stakeholders and partners iii. Developed a register of stakeholders in compliance with statutory provisions iv. Developed and implemented a stakeholder engagement strategy v. Increased scope of healthy partnerships vi. Carried out two (2) stakeholder analysis.

Other Key Achievements;

- a. Maintained the Number 1 Ranking in Performance for the 15th Year running
- b. Maintained strategic alliance with development partners including TWWDA, World Bank, KFW, KSG, WSTF, KPWF and USAID for extension of water and sewerage network.
- c. Maintained strategic alliances with Government institutions operating in the service area including Universities, Polytechnics, County Government Departments, the Kenya Police and KEFRI/KFS among others.
- d. Identified areas with old infrastructure in water and sewerage network and continued with gradual replacement of the same using internally generated funds.
- e. The Company maintained the ISO 9001:2015 certification.
- f. Got the ISO/IEC 17025:2017 reaccreditation for water quality and meter calibration laboratory after external audit;

- g. Earned a global recognition as the best of the best-performing water service provider in Eastern and Southern Africa by ESAWAS IN 2024
- h. Maintained revenue collection to >98% of the billing across the period and made significant progress in collection of the arrears.
- i. Reduced and achieved a NRW of below 16%.
- j. Implementation of a cost recovery tariff in April 2021.
- k. The Company has serviced her KfW and OBA loans without delay or default.
- l. Maintained a metering ratio of 100%.
- m. Optimization on the use of water treatment chemicals through accuracy in water analysis and administering of chemical solutions.
- n. Implemented an ERP System in 2021
- o. Reviewed and implemented 47 policies.
- p. Developed 5 new policies.
- q. Successfully implemented the Upgrading Basic Sanitation for the Urban Poor (UBSUB I & II) project funded by WSTF involving construction of over 500 Safisan Toilets at Witemere and other low income Areas
- r. Earned Eight Year License from WASREB

3.1.4.2. Challenges

During the implementation of 2021/22 – 2026/27 strategic plan, NYEWASCO faced various challenges that constrained full achievement of all the planned activities. In particular, some of the challenges were:

- a. Fluctuations in the exchange rates
- b. Changes in inflation rate
- c. Increasing Demand for Services
- d. Multiple taxes and levies
- e. Customer financial stability
- f. Access to external funding.
- g. Government restrictions on budgetary allocations
- h. Low corporate brand visibility.
- i. Vandalism and Illegal connections and reconnections
- j. Customer perceptions that water is free.

3.1.4.3. Lessons learnt

The following lessons have been learnt during the first half implementation of the strategic plan:

- a. There is need to enhance resource mobilization activities;
- b. Need to enhance aggressive marketing;
- c. There is need to automate meters;
- d. Need to maintain and enhance culture change of employees;
- e. Provision of good working tools and equipment;

- f. Need to embrace Performance Management Systems;
- g. Sensitize the public on the need to protect and preserve Company's facilities and infrastructure;
- h. Need to have an enforcement unit to manage debt collection and infrastructure;
- i. Need to enhance implementation of the approved policies;
- j. Need to develop and implement a succession plan; and
- k. There is need for continuous staff capacity building.

Emerging Issues

- a. The government policy changes may have significant effect on the company operations, its market and stakeholders within the region and beyond;
- b. The proliferation of informal settlement in some of the LIA regions potent increased NRW losses, increased customer complaints over supply and connectivity;
- c. The emergence of private water suppliers and sinking of private boreholes could eat into the NYEWASCO revenue;
- d. Increased customer awareness of their rights portend higher demand for quality services, competition from other players and at competitive pricing; and
- e. The sanitation services component of the company requires attention because of demand and low performance within the revenue streams contribution.

CHAPTER FOUR:

STRATEGIC ISSUES, GOALS AND KEY RESULTS AREAS

Overview

This chapter presents strategic issues arising from the situational and stakeholder analyses given the mandate of NYEWASCO. The output of these analyses forms the basis for formulating the strategic goals and key result areas. The Company is expected to address these strategic issues in order to achieve the mission and realize the vision.

4.1 Strategic Issues

Strategic issues for the Company are as follows:

- a. Compliance to government and regulatory bodies policies and requirements
- b. Inadequate financial resources
- c. Infrastructure development to meet high customer demand and expectations
- d. Provision of water and sanitation services to low income areas
- e. Institutional capacity to offer water, sanitation and allied services
- f. Climate change hindering sustainable water sources.
- g. Resource mobilization for effective and efficient Service delivery.

4.2 Strategic Goals

This strategic plan has set out seven goals during the period. These goals are:

- j. A robust governance and management structure
- k. A financially sustainable Company
- l. An elaborate water and sanitation infrastructure network
- m. An inclusive provision of water and sanitation services
- n. Company staff and employees with the fit-for-purpose culture
- o. Sustainable provision of water services
- p. Symbiotic partnerships and collaborations established for service delivery

4.3 Key Result Areas

The Company has identified seven key result areas. These are:

- a. Corporate Governance
- b. Financial Sustainability
- c. Service Delivery
- d. Low Income Areas (LIA) Residents
- e. Human Resource Capacity
- f. Environmental Awareness and Sustainability
- g. Partnerships and Collaborations

4.4 Summary of Strategic Issues, Goals and Key Result Areas

The interrelationships among Strategic Issues, Goals and Key Result Areas are outlined in Table 4.1

Table 4.1 Strategic Issues, Goals and Key Result Areas

Strategic Issues	Strategic Goals	Key Result Areas
1. Compliance to government and regulatory bodies and policies and requirements	A robust governance and management structure	Corporate Governance
2. Institutional capacity to offer water, sanitation and allied services	Company staff and employees with the fit-for-purpose culture	Human Resource Capacity
3. Inadequate financial resources	A financially sustainable Company	Financial Sustainability
4. Infrastructure development to meet high customer demand and expectations	An elaborate water and sanitation infrastructure network	Service Delivery
5. Provision of water and sanitation services to low income areas	An inclusive provision of water and sanitation services	Low Income Areas (LIA) Residents
6. Climate change hindering sustainability of water sources.	Sustainable provision of water services	Environmental Awareness and Sustainability
7. Resource mobilization for effective and efficient Service delivery	Symbiotic partnerships and collaborations established for service delivery	Partnerships and Collaborations

Table 5. 2 Strategic Objectives and Strategies

Key Result Area	Strategic Objective	Strategies
1. Corporate Governance	a. Maintain sound Governance	<ul style="list-style-type: none"> i. Support Board Capacity Building Initiatives ii. Strengthen Corporate Governance iii. Strengthen Tools for Corporate Governance
	b. Enhance business continuity and performance at NYEWASCO	<ul style="list-style-type: none"> i. Institutionalize a Pandemic/Disaster Management Framework ii. Engage in corporate Resource Mobilization iii. Align NYEWASCO policies and procedures to Relevant Laws and Regulations iv. Oversight the implementation of Strategic Plan
2. Financial Sustainability	a. To enhance revenue generation	<ul style="list-style-type: none"> i. Enhance Revenue Streams ii. Increase customer base for water and sanitation
	b. To increase collection of revenue	<ul style="list-style-type: none"> i. Enhance Billing infrastructure and process ii. Enhance accuracy and timely meter reading iii. Compliance with debt management policy and procedures iv. Enhance debt collection
	c. To improve capital based financing	<ul style="list-style-type: none"> i. Invest on financially viable projects ii. Enhance resource mobilization
	d. To ensure prudent utilization of resources	<ul style="list-style-type: none"> i. Develop work plans ii. Increase efficiency in operations and maintenance of water distribution iii. Reduce NRW to less than 15% iv. Cost leadership management v. Reduce cost of water production vi. Adopt best budgeting practices vii. Ensure sound accounting and reporting practices

Key Result Area	Strategic Objective	Strategies
		viii. Adhere to timely regulatory and statutory obligations
3. Service Delivery	a. Enhance water Distribution and Sanitation Network/infrastructure	i. Expand water distribution network ii. Expand sewer Networks iii. Monitor and implement quality of water and waste water standards
	b. Raise Customer satisfaction to at least 80% in service delivery	i. Improve customer satisfaction ii. Adopt a customer centric culture among all employees iii. Increase corporate visibility
	c. Adopt appropriate Technology in service delivery.	i. Automation of water treatment operations ii. iii. Adopt state of the art technology in operations along the water connections and distribution network
4. Low Income Area (LIA) Residents	a. Enhance provision of water and sanitation service delivery among LIA residents and other consumers	i. Develop an operational strategy for pro-poor potential areas ii. Improve service availability in LIA iii. Increase visibility for LIA iv. Explore avenues of active and mutually beneficial collaborations
5. Human Resource Capacity's	a. To increase staff productivity	i. Realign human capital to business operations ii. Enhance the work environment iii. Institutionalize performance management iv. Inculcate positive institutional culture
	b. To improve human capital development	i. Attract and retain competent staff ii. Enhance competence of staff iii. Determine staff establishment iv. Enhance learning and growth of staff

Key Result Area	Strategic Objective	Strategies
6. Environmental Awareness and Sustainability	a. Engender Environmental awareness Initiatives among stakeholders	<ul style="list-style-type: none"> i. Conserve the catchment area ii. Efficient operation and maintenance of sewage treatment works iii. Sustain quality Laboratory Operations iv. Carry out sensitization initiatives among stakeholders
	b. Engage in environmental sustainability initiatives with stakeholders	<ul style="list-style-type: none"> i. Support Environmental Conservation
7. Partnerships and Collaborations	a. Build and strengthen partnerships and Collaborations with Key stakeholders	<ul style="list-style-type: none"> i. Map out stakeholders and the potential engagement strategy for each ii. Ensure compliance to stakeholder requirements for potential partners iii. Expand the scope of effective partnerships among stakeholders
	b. Harness opportunities with stakeholders through partnerships and collaborations	<ul style="list-style-type: none"> i. Develop a strategy on harnessing new and existing opportunities with partners ii. Implement Memoranda of Understanding (MOUs) with stakeholders (partners)

VISION

To be a world class water and sanitation services provider

MISSION

*To Provide Quality Water, Sanitation and Allied Services
through Application of Innovative, Sustainable and
Customer Centric Processes*

CORE VALUES

Customer Centric

Professionalism

Innovativeness

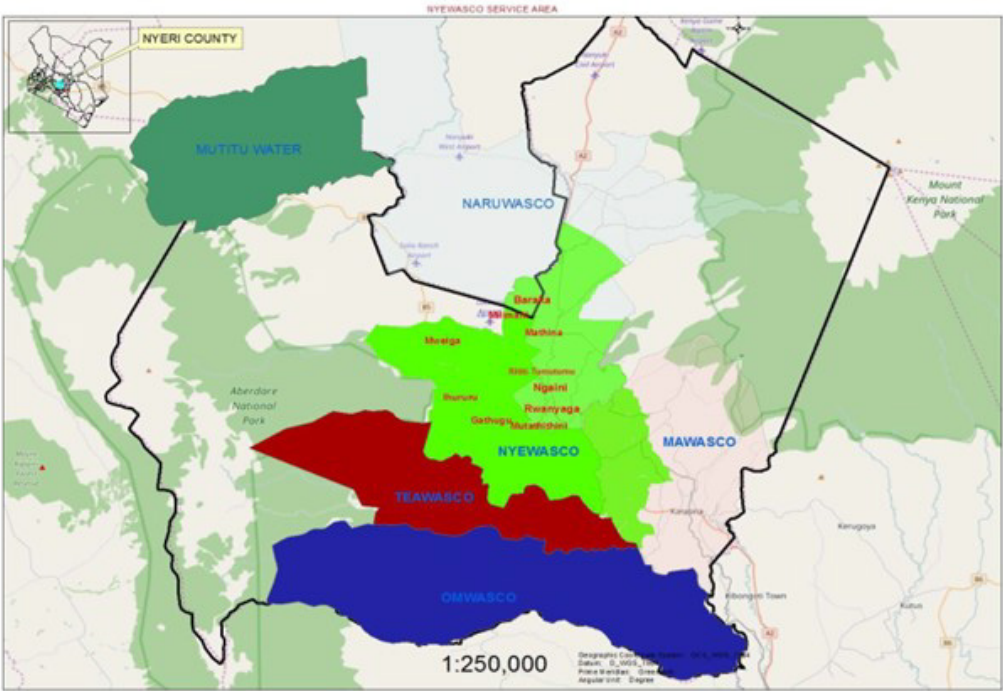
Teamwork

Integrity

Responsiveness

Result Oriented

NYEWASCO Area Under Coverage



Key: The Arrow points to the light green area which is NYEWASCO’s area of coverage.

Board of Directors



CPA. Gathogo Mwangi
Chairman- Board of Directors.



Patrick K. Munuhe
Director representing farmers'



Mary W. Mutonyi
Director representing the
Business Community



Charles M. Kariuki
Director representing
Resident Associations



Catherine W. Nzioki
Director representing the Cabinet
Secretary, National Treasury.



Paul M. Wambugu
Director representing the
Office of the Governor of
the County Government of Nyeri.



Eng. Hannah Kamau
Director representing Institutional
Consumers



Bernard K. Kariuki
Director representing the
County Government of Nyeri.



Esther N. Ndirangu
Director representing
Special Interest Groups,
Minorities and Youth



Eng. Peter Kahuthu
Managing Director / CEO

Senior Management Team



Eng. Peter Kahuthu
Managing Director / CEO



James Nganjui
Chief Manager, Technical Services



CPA Francis Kiara
Chief Manager, Commercial Services



CPA Rose Gitahi
Chief Manager, Finance &
Corporate Services



Keriah Nyambura
Manager, Legal Services



📍 Nyeri Water and Sanitation Company
Limited (NYEWASCO) off Kenyatta Road,
Behind Nyeri County Fire Offices,

📠 P.O. Box 1520-10100 Nyeri, Kenya.

☎ Toll Free Number: 0800721095

📞 Cell Phone: 0714430000 | 0722461359
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**NYERI WATER AND
SANITATION COMPANY LIMITED**



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