



Naivasha Water and Sanitation Company (NAIVAWASCO)

Strategic Plan 2025/26 – 2029/30



(Summary Version)

FOREWORD



It is with great pride and a profound sense of responsibility that I present NAIVAWASCO's Strategic Plan for 2025/26 – 2029/30, a comprehensive roadmap designed to propel our organization toward a future defined by excellence, resilience, and unwavering service to the Naivasha community. As Chair of the Board, I view this plan as a powerful expression of our commitment to addressing pressing challenges while seizing opportunities to enhance the lives of those we serve.

This moment marks a critical juncture for NAIVAWASCO. We face significant hurdles—infrastructure needs that demand expansion and modernization, financial constraints that test our resourcefulness and environmental pressures that require innovative solutions. Yet, these challenges are matched by our determination to succeed. Through the collective wisdom of our Board, the dedication of our management and staff, and the invaluable input of our stakeholders, we have crafted a strategy that is both ambitious and achievable. Our vision—to become *"A model of excellence in the provision of water and sanitation services that customers trust"*—is not merely an aspiration but a call to action that will guide every decision we make.

The plan rests on three strategic pillars: (1) *achieving robust financial sustainability with an O+M cost coverage exceeding 120%*, (2) *expanding access to quality water to 96% and sanitation services to 56%*, and (3) *enhancing our institutional capacity through improved workforce management and governance*. These priorities are carefully aligned with local and national objectives, such as Nakuru County CIDP, Kenya's Vision 2030, and global frameworks like the Sustainable Development Goals, ensuring that our efforts resonate locally while contributing to broader development agendas.

Our success will depend on more than internal resolve—it requires partnership.

I extend an invitation to our community, government partners, and private sector allies to join us in this transformative journey. The Board is steadfast in its belief that NAIVAWASCO can set a national benchmark for water and sanitation services, delivering reliability and quality that our customers can depend on. Our core values—walking the talk, working better together, getting it done, and offering excellent service—will be the foundation of this endeavour, reinforced by our pledge, *"With You Forever."*

As we embark on this five-year mission, I am filled with optimism. With the dedication of our team and the trust of our stakeholders, NAIVAWASCO will not only meet the needs of today but also build a sustainable legacy for tomorrow. Together, we will turn challenges into opportunities and aspirations into realities.



Rachel Mathenge

Board Chairperson and Director
Representing Commercial Consumers

PREFACE

It is my privilege as Managing Director of NAIWASCO to introduce our Strategic Plan for 2025/26 – 2029/30, a forward-looking blueprint that charts our course toward delivering sustainable, and quality water and sanitation services to the people of Naivasha. This document is more than a strategy—it is a solemn promise to our community, a commitment to fostering a healthier, more contented, and thriving future through reliable service delivery.

The creation of this plan has been a meticulous process, informed by lessons from past strategies, the voices of our stakeholders, and a clear understanding of the challenges we face: infrastructure needs that require urgent attention, financial limitations that demand ingenuity, and environmental shifts that call for adaptability. Yet, these obstacles only strengthen our resolve. *Our mission—“To provide sustainable water and sanitation services for a healthier, contented, and thriving community”*—is the heartbeat of this plan, driving every initiative we undertake over the next five years.

Our strategic priorities are bold yet grounded: *achieving financial sustainability by surpassing 120% O+M cost coverage, expanding water access to 96% and sanitation to 56% with enhanced quality and engagement, and building a stronger institution through workforce optimization and governance reforms. These goals are underpinned by our core values: we walk the talk with integrity, we are better together through collaboration, we get it done with focus, and we offer excellent service with pride. Our slogan, “With You Forever,”* embodies our dedication to being a citizen-centered organization, responsive to the evolving needs of Naivasha’s residents.

This plan is a call to action for every member of the NAIWASCO family—our staff,

whose expertise and passion fuel our operations; our partners, whose support amplifies our reach; and our community, whose trust inspires us daily. Together, we will address infrastructure gaps through targeted investments, bolster financial stability with innovative revenue strategies, and confront environmental challenges with sustainable practices. The road ahead will require effort and unity, but I am confident in our ability to succeed.

As we launch this journey, I am energized by the possibilities before us. This Strategic Plan is our pledge to transform NAIWASCO into a trusted leader in water and sanitation services, meeting today’s demands while securing a prosperous future for generations to come. I look forward to leading this effort and witnessing the tangible impact we will achieve as a united team.



Eng. Nahashon Wahome
Managing Director



ACKNOWLEDGEMENTS

The creation of NAIWASCO's Strategic Plan for 2025/26 – 2029/30 is a shared achievement, and as Managing Director, I am privileged to recognize the many who made it possible. My heartfelt thanks go to our Board of Directors for their strategic guidance, crafting a plan that balances ambition with feasibility. Our staff's dedication and expertise have been essential, grounding this vision in the realities of service delivery.

I am thankful to our customers and the Naivasha community for voicing their needs, ensuring this plan reflects their priorities. Special gratitude is owed to Water & Sanitation for the Urban Poor (WSUP), whose support was instrumental in developing this strategy, alongside the team at Center for Strategy and Management (CSM) Limited who provided the strategy development services.

We also appreciate the Water Services Regulatory Board (WASREB) for their regulatory stewardship, the Ministry of Water and Sanitation for aligning with national goals, and the County Government of Nakuru for their collaborative partnership. These contributions have strengthened our approach and broadened our impact.

Finally, I salute the strategic planning team for their diligent work in shaping a clear, actionable roadmap. This plan thrives on the unity of all involved, and its success will hinge on our continued teamwork. Thank you for driving NAIWASCO forward.



Eng. Nahashon Wahome
Managing Director



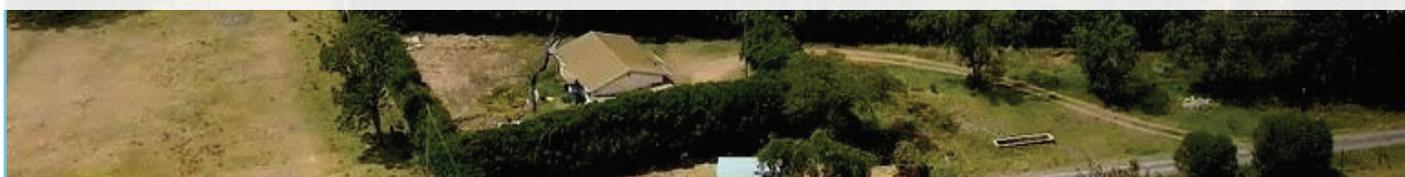
The Strategy Center



Water & Sanitation
for the Urban Poor



WASREB
Water Services Regulatory Board



EXECUTIVE SUMMARY

NAIVAWASCO's Strategic Plan for 2025/26 – 2029/30 charts a transformative five-year path to position the company as a model of excellence in water and sanitation services. Developed through extensive stakeholder consultation, analysis of past strategies, and alignment with Kenya's Vision 2030 and the Sustainable Development Goals, this plan tackles critical challenges while leveraging opportunities to serve Naivasha effectively.

Vision and Mission: We aspire to be "A model of excellence in the provision of water and sanitation services that customers trust," guided by our mission "To provide sustainable water and sanitation services for a healthier, contented, and thriving community." Our core values—walking the talk, working better together, getting it done, and offering excellent service—alongside our slogan "With You Forever," reflect our commitment to integrity, collaboration, and citizen-centered delivery.

Strategic Priorities:

01 Financial Sustainability:

Achieve an O+M cost coverage above 120% by 2030 through revenue collection efficiency exceeding 97%, reducing non-revenue water to 18%, enhancing energy efficiency, and diversifying funding via partnerships and grants.

02 Service Expansion:

Increase access to safely managed drinking water to 96%, safely managed sanitation to 56%, and improve satisfaction and stakeholder engagement by addressing infrastructure needs, improving water quality (e.g., defluoridation units), and promoting pro-poor initiatives with robust stakeholder engagement.

03 Institutional Capacity:

Strengthen workforce management and governance through optimized staffing, comprehensive training, performance management via the Balanced Scorecard, and enhanced board practices.

Key Challenges: Infrastructure needs, including expansion and geographical constraints, demand significant investment. Financial limitations, such as limited resources and debt collection issues, require innovative solutions. Community expectations for reliable, high-quality service and environmental pressures, like water scarcity, necessitate adaptive strategies. These gaps will be bridged through targeted liquidity management, efficiency improvement initiatives such as automation, and sustainable practices.

Financial Projections: NAIVAWASCO's financial outlook for 2025/26 – 2029/30 shows year-on-year (YoY) revenue growth, rising from KES 470.92 million to KES 525.26 million, driven by steady increases in billing revenue and modest gains in investment income, though donor funding peaks in 2026/27 then declines. Costs grow from KES 466.57 million in 2025/26 to a high of KES 558.78 million in 2027/28, reflecting strategic investments, before easing to KES 491.42 million by 2029/30 as initiatives stabilize. Net results vary—a surplus in 2025/26 and 2027/28 shifts to deficits in 2027/28 and 2028/29 due to peak spending, rebounding to a strong surplus in 2029/30—supporting our long-term sustainability goals.

This Strategic Plan is a rallying cry for NAIVAWASCO's leadership, staff, and partners to deliver on our promise—reliable, sustainable water and sanitation services that uplift Naivasha. By executing these priorities with focus and unity, we will build a legacy of excellence and trust for generations to come.

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In striving to address the challenges and seize the opportunities identified in the previous strategy review exercise, NAIWASCO is committed to aligning its strategic priorities with both national and international development objectives.

1.1 Vision Statement

NAIVAWASCO envisions becoming **“A model of excellence in the provision of water and sanitation services that customers trust.”**

The company looks to set the benchmark for excellence in water and sanitation service delivery across the country. This vision reflects our commitment to surpassing expectations and becoming the trusted choice for reliable and high-quality services.

1.2 Mission Statement

Our mission is **“To provide sustainable water and sanitation services for a healthier, contented, and thriving community.”**

NAIVAWASCO is dedicated to being a proactive and citizen-centred organization that is committed to delivering sufficient and sustainable water and sanitation solutions that enhance the quality of life for the residents of Naivasha, ensuring their daily needs are met with reliability and care.

1.3 Core Value

The following core values are central to the company’s Vision and Mission, guiding its people’s actions and interactions:

We Walk the Talk;

We are committed to translating our promises into actions and delivering on our commitments with integrity and consistency.

We Are Better Together

We believe in the power of collaboration and teamwork, recognizing that our collective efforts lead to greater success and innovation.

We Get It Done

We focus on results and are dedicated to achieving our goals with efficiency and determination.

We Offer Excellent Service

We strive for excellence in every aspect of our service delivery, ensuring that our customers receive the highest quality experience.

1.4 Slogan

To encapsulate NAIWASCO’s long-term vision and mission to express the essence of our organization, our strategic mantra is **“With You Forever.”**

2 THE MISSING LINK



In the strategic planning process, NAIWASCO has meticulously assessed various factors that influence its operational landscape and future direction. Addressing these factors is essential for creating strategies that are realistic and aligned with NAIWASCO's mission and vision, ensuring that the organization is well positioned to overcome obstacles and achieve its strategic objectives. They include:



1. Infrastructure Deficiencies

(a) Aging Infrastructure: Many water and sanitation systems are outdated and require significant upgrades or replacements. This results in inefficiencies, increased maintenance costs, and frequent service disruptions.

(b) Expansion Needs: Rapid urbanization and population growth have outpaced the existing infrastructure, necessitating immediate expansion and modernization efforts to meet increasing demand.

(c) Geographical Challenges: The service area is characterized by a vast, flat terrain that impedes natural gravity flow, necessitating the extensive use of boreholes. These boreholes require energy-intensive pumping both to extract water and to distribute it across the area. This reliance on pumping contributes significantly to operational costs and emphasizes the need for investment in energy-efficient technologies and infrastructure improvements.

2. Financial Constraints

(a) Limited Financial Resources: The organization faces significant limitations in financial resources, which restrict its capacity to invest in new projects and adequately maintain existing systems. Inconsistent revenue streams further exacerbate these financial constraints.

(b) Debt Collection Challenges: Difficulties in collecting outstanding debts and managing billing processes severely affect cash flow and overall financial stability. This undermines the organization's ability to sustain operations and fund necessary improvements.

3. Community and Customer Expectations

(a) Service Quality and Reliability: Meeting and exceeding customer expectations for high quality and reliable water and sanitation services is a significant challenge, particularly under difficult operating conditions. Ensuring consistent service delivery in the face of operational constraints requires dedicated effort and resources.

(b) Public Perception Management: Effectively managing public perception and maintaining a positive organizational image are critical, especially during service disruptions or controversies. Maintaining transparent communication and addressing issues promptly are essential to sustaining community trust and support.

4. Environmental and Sustainability Concerns

(a) Environmental Factors: Changing weather patterns and increasing water scarcity affect the availability and quality of water supplies. These environmental factors pose challenges to ensuring a consistent and safe water source.

(b) Sustainability Practices: Implementing and maintaining sustainable practices requires additional resources and expertise. Adopting effective environmental strategies is essential but may strain existing capabilities and budgets.

3 STRATEGIC PRIORITIES



- 01 Achieve Robust Financial Sustainability of O+M Cost Coverage of Above 120%.
- 02 Increase Access to Safely Managed Drinking Water to 96%, and Safely Managed Sanitation to 56%, and Improve Satisfaction and Stakeholder Engagement.
- 03 Enhance Institutional Capacity - Workforce Management and Governance.

These priorities are expounded in the following section, which also provides key milestones for each priority over the five years of this strategy.

3.1 Achieve Robust Financial Sustainability and O+M Cost Coverage of Above 120%

To secure long-term operational stability and financial resilience, NAIWASCO will aggressively pursue enhanced financial sustainability. Key performance Indicators will include:

3.1.1 Revenues Maximization and Cost Optimization

KPI	Baseline	2025/26	2026/27	2027/28	2028/29	2029/30
Revenues (Billing) KES	215,398,769	337,329,303	347,162,682	378,533,025	405,217,054	430,112,601
Revenue Collection Efficiency	97%	95%	95.5%	96%	96.5%	97%
Receivables - (KES Millions)	177.8	157.8	140	125	115	105
Old debt collected - (KES Millions)	9	20	17.8	15	10	10
Metering Ratio	100%	100%	100%	100%	100%	100%
Non-Revenue Water (NRW)	26%	25%	24%	23%	22%	21%
O+M Cost Coverage	92%	118%	109%	113%	114%	116%
Donor Funds Raised KES	50,000,000	80,280,725	114,755,359	107,790,707	85,269,612	65,681,984

Table 1 Revenues Maximization and Cost Optimization KPIs

3.1.2 Digital Transformation to Improve Operational Efficiency

Additionally, NAIWASCO will prioritize digitalization to optimize its operations and improve efficiency. KPIs will be as below:

KPI - Digital Transformation	Baseline	2025/26	2026/27	2027/28	2028/29	2029/30
Number of Bulk Meters Installed	NA	TBA	TBA	TBA	TBA	TBA
Roll-out of downstream smart metre pilot	NA	NA	NA	NA	50%	100%
Automation Level (%)	X%	1.1X%	1.2X%	1.3X%	1.4X%	1.5X%
% IT Support Requests Completed within TATs	X%	1.05X%	1.10X%	1.15X%	1.20X%	1.25X%
Systems & Apps User Satisfaction Score	X%	1.05X%	1.10X%	1.15X%	1.20X%	1.25X%
System Uptime and Reliability		99%	99%	99%	99%	99%
Systems Security: No. of successful attacks		0	0	0	0	0
CP Readiness: % Successful Changeovers	NA	100%	100%	100%	100%	100%
Deployment of CRM and optimization	NA	25%	100%	100%	100%	100%

Table 2 NAIWASCO Digital Transformation for Operational Efficiency KPIs

3.2.1 Increase Access to Safely Managed Drinking Water to 96%, and Safely Managed Sanitation to 56%, and Improve Satisfaction and Stakeholder Engagement.

This primary objective for NAIWASCO aligns with its mandate to enhance the well-being and economic development of the communities it serves. Expanding access to reliable water supply and effective sanitation services is crucial for improving quality of life and sustainability. KPIs include:

3.2.2 Improved Access – Safely Managed Water and Safely Managed Sanitation

KPI - Water Access	Baseline	2025/26	2026/27	2027/28	2028/29	2029/30
% Water Coverage	91%	92%	93%	94%	95%	96%
Total Active Water Connections	9,302	10,124	11,026	12,480	13,774	15,068
Number of inactive connections	1,788	1,600	1,500	1,300	1,200	1,000
No. of automated water kiosks	0	9	20	30	30	30
% Coverage of pro-poor areas by partner SSSPs as per mapped plans per year	NA	100%	100%	100%	100%	100%
% of formalized SSSPs	NA	30%	40%	50%	50%	60%
Water Quality Compliance Rate	100%	100%	100%	100%	100%	100%
Hours of Supply (Hours)	24	24	24	24	24	24
% Target Infrastructure Developed / Updated	NA	100%	100%	100%	100%	100%
Percentage of Projects Completed on Time	70%	75%	80%	85%	90%	95%
Customer Satisfaction Level	X%	1.05X%	1.10X%	1.15X%	1.20X%	1.25X%
KPI - Sanitation	Baseline	2025/26	2026/27	2027/28	2028/29	2029/30
% Sanitation coverage	98%	98%	98%	99%	99%	99%
% of population with access to improved sewer coverage	13%	13.5%	14%	14.5%	15%	16%
% of population with safely managed sanitation (non-sewered)	19%	22%	25%	30%	35%	40%
Access to safely managed sanitation	32%	35.50%	39.00%	44.50%	50.00%	56%
Total active sewer connections	1,747	1,797	1,847	1,917	1,977	2,047
Total Inactive sewer connections	315	310	305	300	295	290
Percentage of Projects Completed on Time	70%	75%	80%	85%	90%	95%
% Target infrastructure developed/ updated	X%	100%	100%	100%	100%	100%
Customer satisfaction level	X%	1.05X%	1.10X%	1.15X%	1.20X%	1.25X%

Table 3 Improved Access – Water and Sanitation KPIs



A) Improved Water Access Projects



WATER DISTRIBUTION	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
London Rare Water Works	6	5.3				11.3
Laying a total of 11.3km HDPE pipes ranging from 32mm to 75mm at Canaan and Naikware in Mai-Mahiu Zone		5.3	6			11.3
Laying 15.85km HDPE pipes ranging from 32mm to 90mm at Kamuchira, Mogas & Muthaiga areas in Mai-Mahiu Zone			5	5	6	16
Ihindu Kinungi			4	4	5	13
Laying a total of 7.7km HDPE pipes ranging from 32mm to 50mm at Karate Police post		7.7				7.7
Laying a total of 14.1km HDPE pipes ranging from 32mm to 50mm at Kinungi area in Kinungi Zone				7	7.1	14.1
Laying a total of 13.445km HDPE pipes ranging from 32mm to 63mm at Governor area in Kinungi Zone			5	5	3.5	13.5
Laying a total of 27.9km HDPE pipes ranging from 32mm to 75mm at Ngondi area in Maiella Zone			8	10	10	28
Laying a total of 7.55km HDPE pipes ranging from 32mm to 110mm at Mai-Mahiu in Mai-Mahiu Zone	7.55					7.55
Laying of Different HDPE pipes ranging from 32mm to 160mm: Kinamba Mararo area in Lakeview Zone			10	15	14	39
Laying of Different HDPE pipes ranging from 32mm to 160mm, Lower Muciringiri area in Hells gate Zone			30	20	19	69
Implementation of CLSG 2 project in Lake view and CBD zones- to reduce NRW-70m cost	6.3	8				14.3
TOTAL WATER DISTRIBUTION COVERAGE (KMS)	33.4	44.6	136	132	129.2	475.2
WATER PRODUCTION / STABILIZATION	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
Procure, supply and install pumps to production site (6)	1	1	2	1	1	6
Procure, supply and install pumps to production site (6)	1	1	1	1	2	6
Borehole Drilling and development - Mai-Mahiu Zone		50%	50%			100%
Construction of Masonry Tanks at Kinamba Mararo area in Lakeview Zone and related costs (Including Kiosk)	25%	50%	25%			100%
Water infrastructure at Longonot, Kamuyu and Maimahiu	25%	25%	25%	25%		100%

Table 4 NAIWASCO Ongoing and Projected Water Access Projects to be completed

B) Improved Water Access Projects

Projects	Connections	Sewered		Non-Sewered		Sewered + Non-Sewered Coverage (%)
		People Covered	% Coverage	People Covered	% Coverage	
2025/26	(i) 1km UPVC sewer extension for Kabati from Makaburi to Dovespring	54	3,780	NA	NA	35.5%
	(ii) Ihindu PSF Project	NA	NA	600	NA	
	(iii) Mai Mahiu Market	NA	NA	1,600	NA	
	(iv) Delegation mgmt. framework for MPEs VTOS	NA	NA	3,000	22%	
	(v) Behaviour Change Campaigns	NA	NA	5,000	NA	
	(vi) Stakeholder engagements - Sanitation Value Chain	NA	NA	2,000	NA	
	(vii) FINISH MONDIAL Toilet Upgrade Campaign	NA	NA	2,500	NA	
Total Population Served (New)		3,780	0.5%	14,700	3%	
2026/27	(i) 4.89km UPVC Sewer at Suberico	57	3,990	14.0%	NA	39.0%
	(ii) Delegation mgmt. framework for MPEs VTOS	NA	NA	NA	3,500	
	(iii) Procurement of Manual Pit emptying Equipment	NA	NA	NA	2,000	
	(iv) Behaviour Change Campaigns	NA	NA	NA	5,500	
	(v) Strengthening Stakeholder engagements along Sanitation Value Chain	NA	NA	NA	2,500	
	(vi) FINISH MONDIAL Toilet Upgrade Campaign	NA	NA	NA	3,000	
Total Population Served (New)		3,990	0.5%	16,500	3%	
2027/28	(i) 4.89km UPVC Sewer at Suberico (Additional Connections)	60	4,200	14.5%	NA	44.5%
	(ii) Delegation mgmt. framework for MPEs VTOS	NA	NA	NA	4,000	
	(iii) Behaviour Change Campaigns	NA	NA	NA	6,000	
	(iv) Strengthening Stakeholder engagements along Sanitation Value Chain	NA	NA	NA	3,000	
	(v) FINISH MONDIAL Toilet Upgrade Campaign	NA	NA	NA	3,500	
	(vi) Manera Primary Sch Biogas project	NA	NA	NA	1,800	
	(vii) Mai Mahiu DTF project	NA	NA	NA	7,500	
Total Population Served (New)		4,200	0.5%	25,800	5%	
2028/29	(i) Koinange sewer project	50	4,000	15.0%	NA	50.0%
	(ii) Delegation mgmt. framework for MPEs VTOS	NA	NA	NA	4,500	
	(iii) Behaviour Change Campaigns	NA	NA	NA	6,500	
	(iv) Strengthening Stakeholder engagements along Sanitation Value Chain	NA	NA	NA	3,500	
	(v) FINISH MONDIAL Toilet Upgrade Campaign	NA	NA	NA	4,000	
	(vi) Kinungi DTF Project	NA	NA	NA	8,000	
Total Population Served (New)		4,000	0.5%	26,500	5%	
2029/30	(i) 1.55km DWC Sewer extension: Hopewell	100	7,000	16.0%	NA	56.0%
	(ii) Delegation mgmt. framework for MPEs VTOS	NA	NA	NA	5,000	
	(iii) Behaviour Change Campaigns	NA	NA	NA	7,000	
	(iv) Strengthening Stakeholder engagements along Sanitation Value Chain	NA	NA	NA	4,000	
	(v) Expansion of FSTP	NA	NA	NA	9,000	
	(vi) FINISH MONDIAL Toilet Upgrade Campaign	NA	NA	NA	4,500	
Total Population Served (New)		7,000	1%	29,500	5%	

3.2.2 Robust Community and Stakeholder Engagement

By actively involving stakeholders, NAIVAWASCO can better align its initiatives with community expectations, enhancing satisfaction and support for its goals. KPIs will include the following:

Stakeholder Engagement KPI	Baseline	2025/26	2026/27	2027/28	2028/29	2029/30
% Stakeholder Engagement and Satisfaction	X%	1.05X	1.10X	1.15X	1.20X	1.25X
Net Promoter Score	X	1.05X	1.10X	1.15X	1.20X	1.25X
No. of Engagements/ Forums Annually	NA	2	4	4	4	4
Feedback Response Rate for all projects (%)	NA	50%	60%	70%	80%	90%
% of Feedback-Driven Actions Implemented	NA	50%	60%	70%	80%	85%
Stakeholder Advisory Committee Meetings	NA	3	4	4	4	4
No. of CSR Initiatives Supported or Initiated		1	1	1	1	1

3.3 Enhance Institutional Capacity - Workforce Management and Governance

NAIVAWASCO is committed to strengthening its institutional capacity by integrating effective workforce management and governance practices. Key performance indicators for this priority will include:

3.3.1 Robust Community and Stakeholder Engagement

HRM KPIS	Baseline	2025/26	2026/27	2027/28	2028/29	2029/30
No. of staff per 1,000 connections	8	8	7	7	6	5
Employee Costs / O+M (%)	46%	35.4%	33.4%	32.9%	32%	31.9%
Achievement of Staff Training Plan		50%	80%	85%	90%	95%
Average Training Hours per Staff		30	40	40	40	40
Employee Engagement & Satisfaction Rating	X%	X	1.05X%	1.10X%	1.15X%	1.05X%
% Career Development Plans Implemented	NA	NA	25%	50%	75%	75%
% of Staff on Balanced Scorecards		25%	50%	100%	100%	100%
Succession planning – No. of ready staff per key position		2	2	2	2	2
Organogram implementation - % roll out		100%	100%	100%	100%	100%

3.3.2 Corporate Governance

HRM KPIS	2025/26	2026/27	2027/28	2028/29	2029/30
% Achievement of Board Composition and Diversity	100%	100%	100%	100%	100%
Board Engagement & Effectiveness: % KPIs achieved	100%	100%	100%	100%	100%
Board Committees' Functioning: % Action Plans Implemented	100%	100%	100%	100%	100%
Frequency of Risk and Audit Reviews (quarterly)	4	4	4	4	4
Internal Audit Coverage	95%	95%	95%	95%	95%
Audit Findings Resolution Rate	100%	100%	100%	100%	100%
Regulatory Compliance Rate	100%	100%	100%	100%	100%
External Auditor's Assessment Opinion	Unqualified				
Number of trainings per Director per Year	2	2	2	2	2
Compliance with the Board/ Management Meeting	95%	95%	95%	95%	95%



4 FINANCIALS FOR THE STRATEGY PERIOD



4.1 Strategy Resource Requirements Summary

This section summarizes the estimated financial resources necessary to implement the strategies and initiatives outlined in the strategic plan. The financial estimates therefore are summarized as below:

Goal	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
Achieve Robust Financial Sustainability and O+M Cost Coverage of Above 120%	33,046,728	34,438,483	32,369,627	39,881,080	31,697,300	171,433,217
Increase Access to Safely Managed Drinking Water to 96%, and Safely Managed Sanitation to 56%, and Improve Satisfaction and Stakeholder Engagement	140,233,503	155,170,057	185,025,857	158,111,828	87,180,982	725,722,227
Enhance Institutional Capacity - Workforce Management and Governance	9,823,179	14,316,498	11,703,557	12,306,356	13,287,520	61,437,109
TOTAL	183,103,409	203,925,037	229,099,040	210,299,265	132,165,802	958,592,553

4.2 Sources of Funds for the 2025/25 - 2029/30 Period

NAIVAWASCO will adopt a blended finance approach, strategically combining different sources of funding to enhance its financial capacity for water and sanitation projects. This approach will allow NAIVAWASCO to attract additional funds and improve the risk-return profile of its investments, making them more appealing to commercial financiers. Projections for the strategy period are as below:

INFLOWS	2025/26	2026/27	2027/28	2028/29	2029/30	Total - KES
Revenue from Billing*	337,329,303	347,162,682	378,533,025	405,217,054	430,112,601	1,898,354,665
New Connection Fees*	1,312,500	1,387,500	1,275,000	1,350,000	1,350,000	6,675,000
Donor Funding and Grants	80,280,725	114,755,359	107,790,707	85,269,612	65,681,984	453,778,387
Leveraged funds (Financing)	50,000,000	50,000,000	50,000,000	50,000,000	20,000,000	220,000,000
Investment Income	1,000,000	5,000,000	5,500,000	6,050,000	6,655,000	24,205,000
Other Incomes**	1,000,000	1,100,000	1,210,000	1,331,000	1,464,100	6,105,100
Total Funds	470,922,528	519,405,541	544,308,732	549,217,666	525,263,685	2,609,118,152

* water and sewer

** Other incomes: Bowser, Exhauster, Disposal of obsolete items etc.

4.3 NAIVAWASCO Projected Investment Schedule 2025/26 – 2029/30

Sn	Project Name	Scope	Ward(s)	Pop. Served	Total Cost, Mil (Kes)	2025/26	2026/27	2027/28	2028/29	2029/30
1	Kinamba Water Supply Project	19 km network and 100m ³ steel tank	Naivasha East/ Biashara	2,860	38		38			
2	Kinamba - Mararo Water Supply Project	Lay 111 km water network and 250m ³ tank	Malewa West/ Biashara/ Naivasha East/ Lakeview/ Hells Gate	33,000	150	50	100			
3	Naivasha PBC NRW Project	Lay 71 km water network, replace 2300 meters	Lakeview/ Viwandani/ Hells Gate/ Mai Mahiu	25,300	150	75	75			
4	Naivasha CBD and Lakeview Project.	Replace 14 km water network and 1100 consumer meters	Lakeview & Viwandani	12,100	74	74				
5	Ngondi Water Extension Project	5.5 km water network and 200 consumer	Maiela	2,200	3	3				
6	Sanctuary Water Extension Project	7.3 km water network and 210 consumer meter	Hells Gate	2,310	3	3				
7	Extension of Moi Ndabi Water Development Project	Lay 16.4 km water network and 200 consumer meters	Maiela	2,200	13.7					13.7
8	Governor Water Supply Project	22.9 km water network, 150 steel tank	Mai Mahiu	8,800	24	24				
9	DCK - Kamere Water Renovation Project	Upgrade of 4.5 km raising main from DCK to Kamere	Olkaria	6,160	19					19
10	Unity Water Supply Project	8.6 km Water extension and 150m ³ steel tank	Naivasha East/Lakeview	8,800	13.2	13.2				
11	Karai Water Supply Project	1.8 km water network	Hells Gate	4,400	2.7	2.7				
12	Longonot - Kamuyu - Muchiringiri - Mai Mahiu Water Supply Project	96 km water network and two 500m ³ tanks	Mai Mahiu/Hells Gate	45,900	301			150	151	
13	Maiela Water Supply Project	Source development and Laying of 15 km water network	Maiela	9,130	23					23
14	Nyondia Water Supply Project	1 borehole, 100m ³ tank and 12 km network	Biashara	13,200	29					29
15	Ndabibi Water Supply Project	18 km water network and upgrade of water sources	Maiela	10,780	18.7				18.7	
16	Maraigushu water Supply Project	9 km water network and source Development	Naivasha East	9,900	24					24
17	Naivasha Defluoridation Project	Construct 4 defluoridation plants at Karate, DTI, DCK and WWX	Naivasha East/ Lakeview/ Viwandani/ Hells Gate/ Mai Mahiu/ Biashara/ Malewa west	240,000	280			76	80	124
				437,040	1,166	245	213	226	250	233

4.4 Planned Improved Sanitation Access Investments

Sn	Project Name	Scope	Ward(s)	Pop. Served	Total Cost, Mil (Kes)	2025/26	2026/27	2027/28	2028/29	2029/30
1	Subericol Sewer Project	4.3km Network, 103 manholes	Lakeview	1650	28		28			
2	Manera Sch Sanitation Project	13 doors toilets and 1 biogas system	Lakeview	1100	2	2				
3	Three ways Sewer Project	1.55km sewer network	Viwandani		21.2				7.9	13.3
4	STP Renovations	Inlet works and mechanical systems	Lakeview	100000	20	4	4	4	4	4
				102750	71.2	6	32	4	11.9	17.3

4.5 Projected P&L for the 2025/26 - 2029/30 Period

	BASELINE	2025/26	2026/27	2027/28	2028/29	2029/30	Total - KES
INFLOWS							
Revenue from Billing (water and sewer)	215,398,769	337,329,303	347,162,682	378,533,025	405,217,054	430,112,601	1,898,354,665
New Connection Fees (water and sewer)	-	1,312,500	1,387,500	1,275,000	1,350,000	1,350,000	6,675,000
Donor Funding and Grants	50,000,000	80,280,725	114,755,359	107,790,707	85,269,612	65,681,984	453,778,387
Leveraged funds (Financing)	-	50,000,000	50,000,000	50,000,000	50,000,000	20,000,000	220,000,000
Investment Income	-	1,000,000	5,000,000	5,500,000	6,050,000	6,655,000	24,205,000
Other Incomes	-	1,000,000	1,100,000	1,210,000	1,331,000	1,464,100	6,105,100
Total Funds	265,398,769	470,922,528	519,405,541	544,308,732	549,217,666	525,263,685	2,609,118,152
EXPENDITURES							
Personnel expenditure	90,954,821	99,352,740	104,581,462	109,232,949	113,116,327	117,471,942	634,710,243
General Administrative expenditure	23,728,928	35,143,443	37,431,119	39,971,554	40,369,273	41,140,978	217,785,296
Total Board Expenditures	5,565,432	5,714,996	6,521,172	6,859,773	7,221,423	7,607,888	39,490,684
Other Operational Expenditures	84,674,596	92,427,329	109,350,492	121,094,049	130,014,878	138,830,357	676,391,701
Total maintenance and repairs expenditures	14,675,772	25,106,331	30,860,021	25,142,751	31,013,825	29,270,544	156,069,244
Levies & License remuneration	8,615,951	13,493,172	13,886,507	15,141,321	16,208,682	17,204,504	84,550,137
Strategy Initiatives Related Costs		183,103,409	203,925,037	229,099,040	210,299,265	132,165,802	958,592,553
Debt Repayment	4,512,119	12,235,394	12,235,394	12,235,394	9,791,144	7,723,275	58,732,720
Total Expenses	232,727,620	466,576,815	518,791,204	558,776,832	558,034,817	491,415,290	2,593,594,958
Operating Surplus/ Deficit	32,671,149	4,345,714	614,336	(14,468,100)	(8,817,151)	33,848,395	15,523,194

