

LUAPULA WATER SUPPLY & SANITATION COMPANY LIMITED

"The Luapula water we want"

STRATEGIC PLAN

2023-2025





STRATEGIC PLANNING TEAM!!!

Foreword

The 2023 – 2025 Strategic Plan has been developed through a consultative process of the stakeholders and this in itself assures me that the Plan is all encompassing and as a driving tool for the CU, the Plan will direct the CU into becoming a model of excellence in the provision of water supply and sanitation services in Zambia. This is not a matter of competition but we believe other CUs that are currently performing much better than Luapula Water Supply and Sanitation Company are hinting to us that it can be done

In realizing the national Vision 2030, the CU is expected to play a key role because its main mandate is to contribute to having a healthy citizenry through the provision of improved water supply and sanitation services not only in the urban areas but also, going by the extended mandate, in the rural areas of the Province. While the water supply and sanitation coverage in the five districts where the CU is operating are still low (51.8% water coverage and 36% sanitation coverage), the CU is expected to bring on board at least three more districts in this planning period while improving on the current water supply and sanitation coverage. This will only be achieved through effective planning and resource mobilization as well as monitoring and evaluation. Digital transformation and ICT integration will take centre stage in all the processes of the Utility during this period.

The Integrated Small Towns Water Supply and Sanitation Program (ISTWSSP) is a game changer for the CU and it cannot come at a better time than this. It is for this reason that we as a CU are grateful to the Government for this project.



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The 2023 – 2025 Strategic Plan, which is anchored on four pillars, sets the foundation for not only growing the business but also improve its image of the CU. The four pillars are:

- i. Attainment of financial viability*
- ii. Attainment of operational efficiency*
- iii. Improved corporate culture*
- iv. Improved customer care*

As a consequence, the Vision and the Mission of the CU have been aligned to meet the aspirations of our stakeholders, but more importantly, the staff and the Board or Directors of Luapula Water Supply and Sanitation Company Limited.

We are optimistic that the journey we are undertaking will take us to realizing the goals that have been set out in this Strategic Plan in order to have a healthy society that is not susceptible water-borne diseases come 2030.

Mr Bristo Ntebeka
Board Chairperson

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ACKNOWLEDGEMENTS

We realize that expectations from our stakeholders are high especially with the completion of the ISTWSSP project. This leaves us with no room for failure but to ride on the project and the support we have continued to receive from our cooperation partners whose support has been unwavering for years on end. It is for this reason that I would like to thank the Government of the Republic of Zambia, through the Ministry of Water Development and Sanitation for their continued support to the CU. I would also like to thank GIZ, UNICEF, Water Operators Partners, GFA Consulting Group, among the many cooperating partners for being all weather friends of the CU. Your support to the institution is not in vain and we are confident that in not so long a time from now, the CU will be able to score positive results.

The CU also appreciates the guidance that the Regulator has continued to provide to ensure the CU becomes a viable entity.

The Strategic Team was constituted ensure the realization of this Strategic Plan is hereby acknowledged. You went out of their way, foregoing their core duties, just to ensure that a sound Plan is developed. Many thanks to the team. Also allow me to acknowledge the Utility Expert from Andosa Consulting that were engaged by GIZ. The Expert was on hand to help develop the Strategic Plan.

My appreciation goes to all the stakeholders that contributed to this Plan. More importantly the District Commissioners, the Town Clerk for Mansa the Council Secretaries and the management staff that gave a voice to the realization of the Plan.

Eng. David Ngenda
Statutory Manager



List of Acronyms and Abbreviations

AfDB

African Development Bank

CU

Commercial Utility

DMA

District Metering Area

WOP

Water Operators Partnership

GIZ

Deutsche Gesellschaft für Internationale Zusammenarbeit

GRZ

Government of the Republic of Zambia

LAS

Local Authorities

LpWSC

Luapula Water Supply and Sanitation Company Limited

NWASCO

National Water Supply and Sanitation Council

NRW

Non-Revenue Water

PIT

Project Implementation Team

RWS II

Reform of the Water Sector Phase II

SMART

Strategic/Specific, Measurable, Achievable, Realistic, and Time bound

SME

Senior Manager Engineering

ToRs

Terms of Reference

UNICEF

United Nations Children's Fund

WASH

Water, Sanitation, and Health

WOP

Water Operators Partnership

Executive Summary

The turnaround of Luapula Water Supply and Sanitation Company Limited (LpWSC) could not have come at a better time than now when the CU had been experiencing operational turbulences before and after the suspension of its operating licence by the Regulator, NWASCO and the subsequent placement under Statutory Management. The Board of Directors considered it prudent to revise the 2019 – 2023 Strategic Plan despite it going up to 2023 for a number of reasons which include:



- i The need to revise the corporate objectives following delay in commissioning the ISTWSSP Projects which were scheduled to have been commissioned in November 2021 and August 2022 for Lots 1 and 2, respectively. Commissioning of these two projects will have a huge impact on the operations of the CU and, hence, cannot be overlooked;
- ii The need to incorporate the Citywide Inclusive Sanitation approach in order to drive towards attainment of universal access to safely managed sanitation services;
- iii To align the strategic plan with the 8th National Development Plan whose developmental priorities and implementation strategies are for the period 2022 to 2026;
- iv Consideration of the Sustainable Development Goal No. 6 in the planning process;
- v To align the revised Strategic Plan with the manifesto of the party in Government, the UPND;
- vi To align the Strategic Plan with the aspirations of the new Board of Directors whose mandate is for the period July 2022 to June 2025.

An intensive consultative process was undertaken to inform decisions of the Strategic Plan 2023 – 2025. Most significantly are the Performance Indicators, Past Financial Performance, review of the 2019 – 2023 Strategic Plan, and the SWOT analysis

A review of performance for 2021 is summarised here by three key analogues of good performance of water commercial utilities (CU), namely non-revenue water (NRW), operations and maintenance (O&M) cost coverage by collections, and profitability. The NRW continued to be highest in the sector at 74% having only marginally dropped from 77% in 2019. The O&M cost coverage deteriorated from 54% to 43% over the same period while profitability could not

be imagined anywhere near with losses (as a total expenditure) of 40% and 41% in 2019 and 2021, respectively.

Due to the aforementioned reasons, it was deemed prudent to revise the Strategic Plan in order to align the CU towards the path of not only profitability but also improved service delivery and expansion to other districts where the CU is currently not providing the service. It is obvious that the number of customer connections have remained uneconomical all these years and the revised Strategic Plan focuses on increasing the customer base, reducing the non-revenue water and development and implementation of a sanitation service delivery strategy among other key deliverables.

BOARD MEMBERS



Mr. Bristo Ntebeka
Board Chairperson



Daniel Leo Chisala
Board Vice Chairperson



Alice Tembo
Board Member



Gilbert Kanyanda
Board Member



Eng. Sydney Simute
Board Member



Maureen Zimba
Board Member



Vincent Chabala
Board Member



CHAPTER ONE

Introduction

INTRODUCTION

This Strategic Plan 2023 – 2025 draws from the review of the performance of LpWSC in the Strategic Plan 2019 – 2023 and the intensive strength, weaknesses, opportunities, and threats (SWOT) analysis carried out during the process of development. The development of the 2023 – 2025 Strategic Plan was participatory as it involved engagements with stakeholders which included politicians, local authorities, employees, the Provincial Water Affairs and a team from Water Operators Partnership of Germany.

The 2023 – 2025 Strategic Plan is a tool that will be used by all stakeholders including cooperating partners to pull resources together towards attainment of the Vision 2030 of being a prosperous middle-income nation by having a healthy community through access to clean water and adequate sanitation services. The national vision cannot be realized if deliberate efforts are not made to plan to get towards the common desired goal at provincial level where the CU is mandated to provide the necessary services.

This Strategic Plan is not an ordinary document but one that will enable to CU to adequately plan its activities every year so that the strategic objectives are realized. A robust monitoring and evaluation mechanism shall be developed and implemented to ensure that the objectives of this plan are met.





CHAPTER TWO

Company Profile

COMPANY PROFILE

2.1 About the Utility Company

Luapula Water Supply and Sanitation Company Limited (LpWSC) was incorporated in December 2008 under the Companies Act Cap 388 of the Laws of Zambia as a limited liability company. The Company was established to provide water supply and sanitation services to all the people in Luapula Province, which Province has twelve districts. Operations of the Company commenced in September 2009 and is currently operating in five districts, namely, Mansa, Samfya, Mwense, Kawambwa, and Nchelenge. Mansa district is the provincial capital of Luapula Province.

The Company is yet to commence operations in the other seven districts of Mwansabombwe, Milenge, Chipili, Chembe, Lunga, Chifunabuli, and Chiengi. The shareholders of Company are the Local Authorities in the Province who in 2010 transferred assets and liabilities to the Company.

The CU has the mandate to supply water and sanitation services to the people in the Province. Its operational areas include the urban and the rural centres of the province which has a population of about 1,101,439 with a growth rate of 2.6% (1,099,151 in 2014 according to the Zambia Statistics Agency).

Luapula Province is endowed with water bodies which are the sources of the raw water. These include the Lake Bangweulu to the south, Lake Mweru to the north, the Luapula River, that traverses across the province, the Mansa River and a number of springs and swamps. The CU has an average daily production of 13,000m³ per day.

The province also has a number of third-party service providers that manage small pipe water supply schemes. The schemes complement the CU's efforts by way of providing water to the communities in the rural areas of the province, reaching out not only to the communities, but also schools and health centres. Operations of the third-party service providers are regulated by the CU in line with the guidelines of the Regulator.



Graph No. 1:
Map of Luapula Province

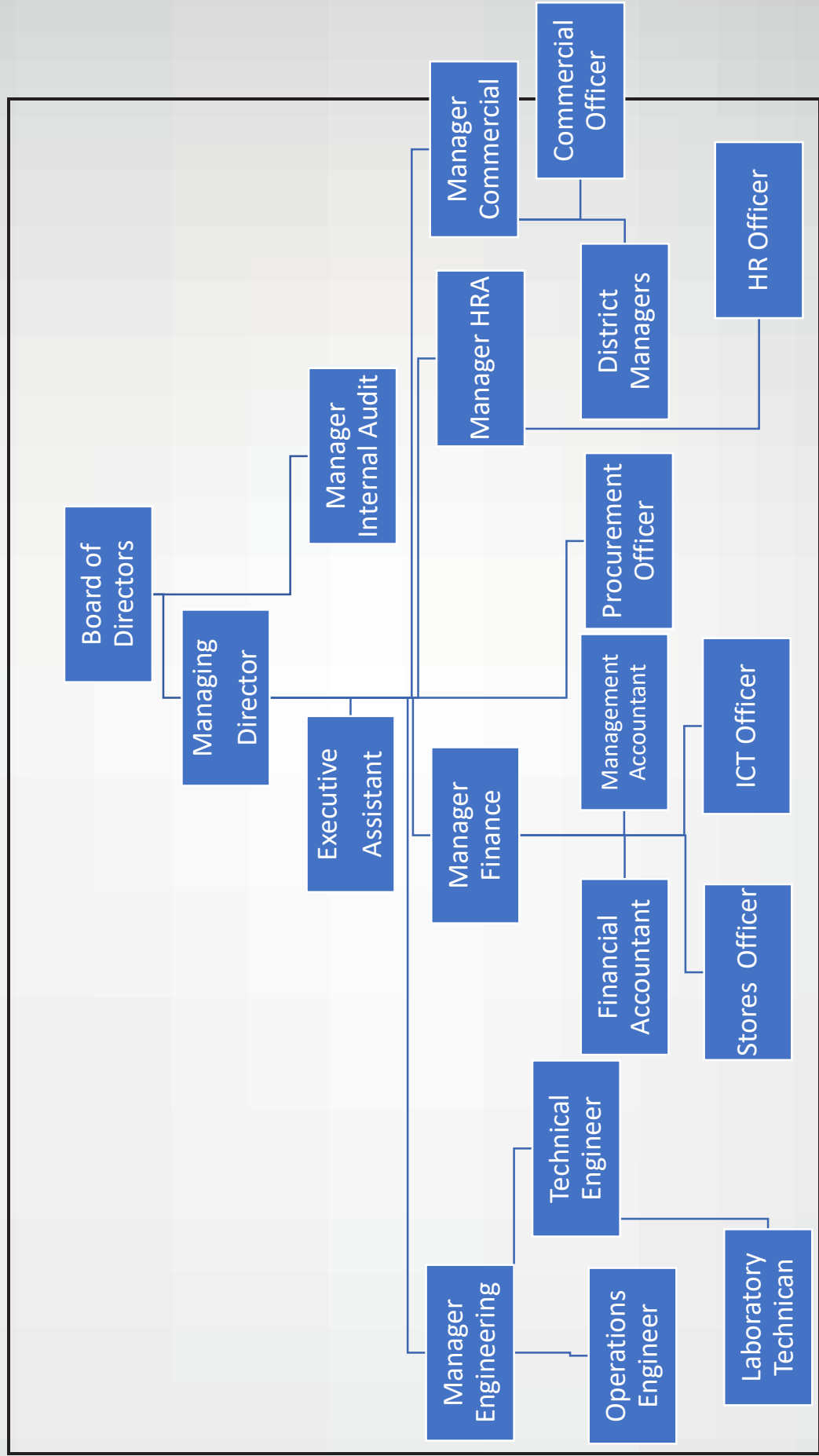


2.2 Institutional Structure of the CU

Luapula Water Supply and Sanitation Company has eight non-executive Directors on the Board who provide oversight and policy guidance to the CU. The Board has four committees, namely, Finance, Technical, Human Resources and Administration as well as the Audit and Risk Committee.

The Managing Director is responsible for the day-to-day operations of the CU and is accountable to the Board of Directors. The CU has four departments and two major sections. The departments are Finance, Commercial, Engineering and Human Resources and Administration while the two major sections are Procurement and Audit Services.

Organogram





CHAPTER THREE

Stakeholders

3. STAKEHOLDERS

LpWSC is a public service commercial utility (CU) and therefore has various stakeholders with equally varying profiles and roles.

3.1. The Ministry of Water Development and Sanitation

The Government of the Republic of Zambia (GRZ) is the major stakeholder as well as being the major financier through the Ministry of Water Development and Sanitation (MWDS). The Ministry provides Policy guidelines and oversight mainly through the National Water Supply and Sanitation Policy (NWSSP) of 2020.

The Government mobilises resources for the CUs in Zambia through the treasury and cooperating partners (CPs) so as to ensure the achievement of the Vision 2030 and Sustainable Development Goals of 100% access to clean water for all and 80% safely managed sanitation.

3.2. National Water Supply and Sanitation Council

The Regulator of the sector, National Water Supply and Sanitation Council (NWASCO) issues licenses to CUs and ensures compliance to set standards and guidelines in the provision of water supply and sanitation (WSS) services in Zambia. NWASCO derives its mandate by Law through the Water Supply and Sanitation Act No. 28 of 1997.

3.3. Water Resources Management Authority

The Water Resources Management Authority (WARMA) was established by the Water Resources Management Act No. 21 of 2011 to regulate usage, protect, conserve, and preserve water resources and the ecosystems. LpWSC subscribes annually to WARMA for abstraction of water resources in the different water bodies.

3.4. Zambia Environmental Management Agency

Established by the Environmental Management Act No. 12 of 2011 to protect the environment, ZEMA provides oversight on LpWSC for the quality of wastewater discharged into the environment.

Statutory Instrument No. 112 of 2013 sets limits and standards for environmental protection. The CU seeks approval for the disposal of any harmful waste from the Agency.

3.5. Water Commercial Utilities

There are eleven regional water supply and sanitation commercial utilities (CUs) in Zambia established under the same Act Cap 388 of the Laws of Zambia. The CUs provide essential benchmarking opportunities for LpWSC as well as a yardstick of performance.

3.6. Customers

The people of Luapula Province both in urban and rural areas are the ultimate stakeholders. Their expectations from LpWSC include sufficient, reliable, convenient, and safe water supply and sanitation services. By using the turnaround agenda, LpWSC intends to fulfil this requirement by improving efficiency, effectiveness, viability, ability to access finance and sustainability in order to meet customers' expectations. The customer base is cross-cutting including institutions such as the Churches, Health centres, Schools and Colleges, Government institutions and other Business entities.

3.7. Interest Groups

As a public CU, LpWSC attracts interest groups including non-governmental organisations, civil society organizations, and other activists.

3.8. Cooperating Partners

A number of cooperating partners have stood with the CU in a number of areas that include provision of equipment, water treatment chemicals, capacity building initiatives, financial support among others. The notable cooperating partners include GIZ, UNICEF, GFA Consulting and the Water Operators Partnership (comprising GIZ, Fernwasserversorgung Elbause-Ostharz GmbH (FEO), Stadtentwässerung Dresden (SED), and Zweckverband Wasser und Abwasser Vogtland (ZWAV).



CHAPTER FOUR

Situational Analysis

4. SITUATIONAL ANALYSIS

An intensive consultative process was undertaken to inform decisions of the Strategic Plan 2023 – 2025. Most significantly are the Performance Indicators, Past Financial Performance, review of the 2019 – 2023 Strategic Plan, and the SWOT constituted the analysis as presented in Tables 1 to Table 4 respectively.

4.1. Review of the 2019 – 2023 Strategic Plan

Table 1: Performance Indicators Against Sector

YEAR	Non-Revenue Water	Water Quality (% compliance to number of samples)	Metering Ratio [%]	Water Service Coverage [%]	Sanitation Coverage [%]	Hours of Supply	Staff cost in relation to Billing and Collection	Collection efficiency [%]	O&M Cost Coverage by Collection [%]
2019	77	A	100	49.9	33.9	19	1.33	75.5	54
2020	74	D	100	50	36	20	1.15	92	58
2021	74	A	100	51.8	36	18.5	1.32	79.9	43
Benchmark	25	A	100	80	80	16/18	0.4	90	100
Sector Average	53.5		81.5	87.1	68.6	17.7	0.52	90	92.3

The table below provides a snap-shot of the progress made towards the set Corporate Objectives for the period 2019 to 2023. It is obvious that a number of Objectives hinged on the ISTWSSP Projects whose completion delayed, hence derailing the Strategic Plan. Other Objectives were off target and hence the need to review the Strategic Plan.

Table 2: Review of the 2019 – 2023 Strategic Plan

No:	Corporate Objective	Progress Made Against Set Strategies
1	Mitigate against the effects of climate change	<ul style="list-style-type: none"> a. Plan to abstract water from Lake Bangweulu to supply the Mansa WTP was not realized b. Extension of the Abstraction point into Lake Bangweulu for the Samfya WTP was achieved under the ISTWSS Program c. Consultancy to recommend alternative water sources in Kawambwa was not realized d. Extension of the abstraction point into Lake Mweru for the Nchelenge WTP was not realized.
2	Reduction of NRW from 76% to 25%	<ul style="list-style-type: none"> a. 46.5 km of the aged water distribution network was replaced out of the planned 100 km b. Installation of zone meters was in progress and all the installed zone meters were yet to be commissioned c. 3,062 customer meters had been replaced out of the planned 7,500 meters
3	Increase water coverage from 38% to 100%	<ul style="list-style-type: none"> a. No new planned water production facilities had been constructed in other districts b. 291.4 km of the network had been constructed under network expansion out the planned 150 km c. An additional 9,088m³/day was realized from the rehabilitation works at the Mansa WTP.

		This was against a target of 1,000m ³ /day for the whole province.
4	Increase safely managed sanitation from 14% to 80%	<p>a. 12.5 km of the sewers were rehabilitated in Mansa out of the planned 200 km</p> <p>b. No sewer network was constructed in the other districts</p> <p>c. No new sludge facilities were constructed for the onsite sanitation</p> <p>d. A vacuum tanker was procured</p>
5	Increase operations and maintenance cost coverage by collections from 45% to 100%	A total of 5,020 customer meters had been installed against a target of 15,000 meters

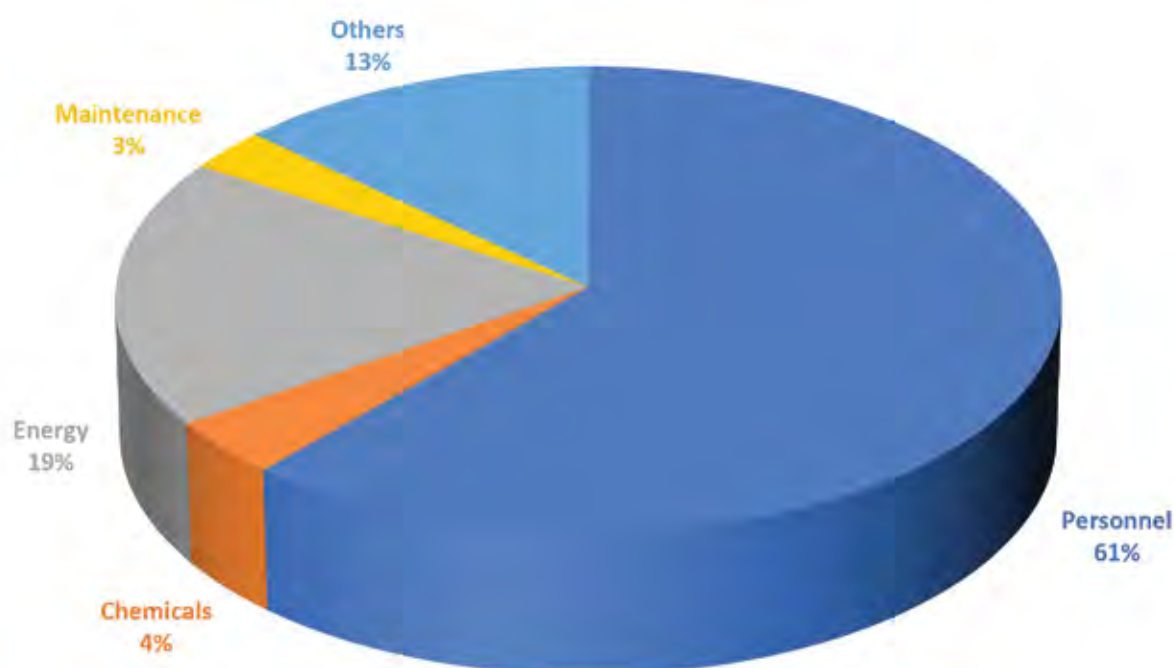
Refer to Appendix I for a detailed analysis of the review of the 2019 – 2023 Strategic Plan.

4.2.Past Financial Performance

Table 3: Past Financial Performance

Income Statement		[ZMW'000]		
Year		2019	2020	2021
Customers		8,296	8,564	9,272
Revenues from operating activities		8,595.52	8,149.57	8,754.44
Other Income – Grants		1,349.69	6,454.40	6,969.01
Total Revenues		9,945.21	14,603.97	15,723.45
Collections		7,236.00	8,030.00	7,619.00
O & M Costs		16,256.01	15,376.29	18,705.40
Profit/Loss		-6,311.80	-772.32	-2,981.95
O&M Coverage by Revenue [%]		61%	95%	84%
O&M Coverage by Collections [%]		45%	52%	41%
Profitability Margin		-39%	-5%	-16%

2021 - OPERATION & MAINTENANCE COSTS



Graph No. 3: Distribution of Costs for 2021

Table 4: Distribution of Past Costs

Operations and Maintenance Cost Analysis for 2021 Financial Period		
Cost	Amount [ZMW'000]	Percentage
Energy Cost	3,040.00	18.6
Chemicals Cost	644.00	3.9
Personnel Costs	10034.00	61.4
Other Costs	2,136.00	13.1
Total Amount	16,335.00	100%

The Personnel costs make up 61% of the total O & M costs. The major challenges the CU is facing arise from the fact that it has a low customer base resulting in low revenue. There are a number of vacancies right now and some positions are not in the Organogram because of the low revenues being realized.

4.3. SWOT Analysis

A consultative Strengths, Weaknesses, Opportunities, and Threats analysis was undertaken during which employees, selected customers, the Board of Directors and other stakeholders were engaged for contributions without restrictions. Below is the SWOT analysis of the CU.

Table 5: Internal Factors of the SWOT Analysis

INTERNAL FACTORS			
STRENGTHS		WEAKNESSES	
i.	Skilled labour	i.	High Non-Revenue Water
ii.	Business Monopoly	ii.	Low revenue base
iii.	Newly constructed infrastructure	iii.	Low employee productivity
iv.	Availability of institutional data	iv.	Under-utilized ICT infrastructure (including the Billing System)
v.	Available feasibility studies for the un-serviced districts	v.	Lack of maintenance tools and equipment
vi.	Strategic oversight of the Board of Directors	vi.	Poor maintenance systems
vii.	High metering ratio	vii.	Inadequate staff
viii.	Available ICT infrastructure	viii.	Inability to supply water for 24 hours in some districts
ix.	Availability of in-house knowledge exchange	ix.	Low water supply coverage
		x.	Low sanitation coverage

Mechanical Worksho & Laboratory



Table 6: External Factors of the SWOT Analysis

EXTERNAL FACTORS			
OPPORTUNITIES		THREATS	
i.	Abundant water bodies	i.	Unstable power supply (voltage fluctuations)
ii.	Government will	ii.	Load shedding
iii.	Availability of CDF for possible utilization	iii.	Climate change variability
iv.	Benchmarking within the Sector	iv.	Lack of enforcement of byelaws for the shallow wells
v.	Expansion to the other 7 districts	v.	Alternative sources of water
vi.	Availability of alternative sources of energy	vi.	Low economic activities in the Province
vii.	Support from cooperating partners	vii.	Encroachments around water sources and recharge zones
viii.	Possibilities of offering External laboratory services	viii.	Vandalism and encroachments of infrastructure
		ix.	Non-cost reflective tariffs

Mansa District Office





CHAPTER FIVE

The 2023 –
2025 Strategy

5. THE 2023 – 2025 STRATEGY

The situational analysis proved that despite repeated capital interventions, LpWSC continued to have consecutive poor performance over the years of the 2019 – 2022 Strategic Plan as well as in the prior years. The turnaround approach therefore sought five breakthrough Strategic Objectives focusing on cultural and business transformation.

The Strategic Objectives are hinged on four Pillars, namely:

- i. *To Attain Financial Viability*
- ii. *To Attain Operational efficiency*
- iii. *To Improve Corporate Culture*
- iv. *To Improve Customer Care*

5.1. Corporate Objectives

Using the Perspectives of the Balanced Scorecard, the SWOT and the guiding Pillars, the following Corporate Objectives were developed for the period 2023 to 2025:

Table 7: Corporate Objectives

Objective No. 1:	To improve Profitability from -23% to -13% by 2025
Objective No. 2:	To improve customer satisfaction (Satisfaction Index: 49% to 95% by 2025)
Objective No. 3:	To improve Staff Productivity: 8 Staff per 1,000 connections
Objective No. 4:	To enhance Business Processes: 10 systems and 45 procedures and SOPs developed
Objective No. 5:	To reduce Non-Revenue Water from 74% to 55% by 2025

5.2. Vision

The Vision statement represents the aspirations of Luapula Water Supply and Sanitation Company Limited as follows:

“To be a model of excellence in the provision of water supply and sanitation services in Zambia”.

5.3. Mission

Luapula Water Supply and Sanitation Company Limited has established the following mission statement to guide decision making on behalf of the customers and communities we serve:

“To provide adequate and reliable water supply and sanitation services to the people in Luapula Province in a sustainable manner”.

5.4. Core Organizational Values

As a Utility Company, we are committed to our responsibilities to serve our customer and having a passion for creative collaborative solutions. We are more than ready to take on big challenges and seeing them through to ensure we have a health community that is and will continue to be delighted with our services.

We hold ourselves accountable to our customers, communities, stakeholders and employees by honoring our commitments, providing results and striving for the highest quality.

The goal of this effort is not simply to state our organizational values, but to develop a shared culture where values drive our actions – towards our fellow employees, our customer and our community.

Core Organizational Values	
Innovation	<p>The CU recognizes the fact that innovation is key to building a successful organization. The CU provides its employees the latitude and the resources needed to implement innovative ideas and appreciating the workers’ creativity. The Board and management shall always value employees’ ideas, being key to creating a culture of innovation.</p> <p>Innovation can take place in any operational area of the CU and</p>

	Not Necessarily in R&D.
Integrity	<p>Integrity is not only beneficial to the operations of the CU, but it is also crucial for employees at all levels. Having a high degree of integrity at workplace means that one is:</p> <ul style="list-style-type: none"> ☒ Trustworthy and reliable ☒ Practises and encourages open and honest communication ☒ Is responsible for their actions <p>The CU encourages the culture of high integrity in its day-to-day operations.</p>
Professionalism	<p>Employees of Luapula Water are encouraged to demonstrate high levels of professionalism whether at work or outside their work environment as they are ambassadors of the CU. Professionalism shall take centre-stage in the dealings of the CU, displaying the types of behaviour and traits that command the respect of colleagues and customers, taking work seriously, and being reliable, ethical, competent and mindful of others in the process.</p>
Teamwork	<p>The CU realizes that high productivity will be attained where there is teamwork. Healthy teams mean engaged employee and a vibrant workforce culture. This brings about an interactive environment which helps work to be done efficiently.</p> <p>When an individual is seen as a contributing member of a team, they feel appreciated, deriving intangible benefits such as self-worth, happiness and contentment.</p> <p>Hence, the CU shall continue to develop and implement programs that encourage teamwork.</p>

5.5. Milestones

Table 8: Set Milestones for the 2023 - 2025 Strategic Plan

Corporate Objective	Measure	Baseline	Milestones		
			2023	2024	2025
Objective 1: To Improve Profitability	% Profitability	-23%	-20%	-18%	-13%
Objective 2: To Improve Customer Relations Index	Satisfaction Index	49%	80%	90%	95%
Objective 3: To improve staff productivity	Staff/1000 Con.	8,5	8,3	8.1	8
Objective 4: To Enhance Business Processes	No. of Systems	3	4	3	3
	No. of Procedure and/or SOPs ¹	29	20	15	10
Objective 5: To Reduce NRW	% Reduction	74%	68%	60%	55%

Note: 1 – A number of Procedures and SOPs have been developed as of end of December 2022. However, key Procedures and SOPs are yet to be developed.

Implementation of the Strategic Plan will be the preoccupation of Management and Staff of LpWSC through the Corporate Strategies, Initiatives, and Activities on a dynamic basis rather than on explicitly rigid approach. This implies that there will be flexibility to correct observed deviations while maintaining the general direction of the Plan. Quarterly audits will be carried out based on Table 9.

5.6. Initiatives, Activities and Monitoring

Departmental Reports will constitute tools for monitoring and evaluation of progress. At the same time, an M&E team will be constituted that will be monitoring actual performance against the set activities.

Table 9: Initiatives, Activities and Monitoring

Strategy	Initiatives	Activities	Implementation, Monitoring & Evaluation
Corporate Objective 1: To Improve Profitability			
1. Reduce cost of doing business	i. Improve operational efficiency	<ul style="list-style-type: none"> a. Reduce energy costs b. Reduce fuel cost c. Reduce cost of water treatment chemicals 	<ul style="list-style-type: none"> a. Protocols for running the pumps to manage MD/utilization; Installed power factor equipment; Ensuring availability and utilization of reservoirs; pressure management in the networks. b. Fleet management: Installed vehicle tracking system; determine optimal fuel requirements c. Effective maintenance of the plant facilities to reduce demand for chemicals; other cheaper but effective treatment options.
	ii. Implement Digital Transformation	Computerise selected Business Processes	Voucher management system, Inventory Management system, Maintenance Management system, attainment of 100% e-billing and e-payments.

Strategy	Initiatives	Activities	Implementation, Monitoring & Evaluation
	iii. Reduce overhead costs.	<ul style="list-style-type: none"> a. Monthly distribution of electronic bills b. Enhance and market e-payment platforms and utilization of electronic communication options c. Outsource non-core activities d. Reduce Administrative costs 	<ul style="list-style-type: none"> a. Elimination of paper bills b. Utilization of such platforms as Airtel, Zamtel, Banks, etc. c. Security, Cleaning services, etc. d. Outsourced cheaper Group life Assurance option
2. Expanding the revenue base	i. Increase water service coverage from 51.8% to 80% in the five operational districts	<ul style="list-style-type: none"> a. Connect 14,802 new customers to increase customer base from 9,831 to 24,633 b. Identify third party service providers and enter into MoUs c. Run safe drinking water campaigns throughout the period, TV and Radio programmes, social media, PA announcements, focus group 	<ul style="list-style-type: none"> a. Mansa-8,352, Samfya-3,265, Mwense-521, Kawambwa-1,625, and Nchelenge-1,039 as captured on respective approved cadastral maps b. All small water pipe water schemes engaged and MoUs signed and made available c. Communication Strategy developed and implemented. To include the campaigns.

Strategy	Initiatives	Activities	Implementation, Monitoring & Evaluation
	<p>meetings, drama groups, and IEC materials</p> <p>ii. Increase sanitation service coverage from 36% to 50%</p>	<p>a. Increase customer base from 215 to 726 in the five operational districts (off-site and on-site)</p> <p>b. Extend sewer network by 5km in Mansa</p> <p>c. Develop and implement Citywide Inclusive Sanitation Plans/Service Provisions</p> <p>d. Marketing onsite and off sanitation services, including vacuum tanker</p>	<p>a. Includes new sewer connections and data capturing for onsite sanitation.</p> <p>b. New network extension to increase service coverage</p> <p>c. Conduct assessments in each district to establish baseline</p> <p>d. Select appropriate sanitation interventions,</p> <p>e. Select appropriate technology,</p> <p>f. Develop Business Plan Model,</p> <p>g. Select Service delivery model/s</p> <p>h. Prepare a Sanitation Service Delivery Strategy (Each of the 5 current districts to have at least one FSM facilities)</p>

Strategy	Initiatives	Activities	Implementation, Monitoring & Evaluation
	iii. Extend services to the non-operational districts of Chiengi, Chifunabuli, Lunga, Mwanabombwe, Chipili Chembe and Milenge.	<ul style="list-style-type: none"> a. Update respective feasibility studies for the non-served districts b. Design possible infrastructure according to approved development plans c. Mobilise resources through government approved capital financing according to respective development plans d. Construct infrastructure in accordance to mobilised resources and as per stakeholder priority 	<ul style="list-style-type: none"> i. Include in the Marketing Strategy and implement <ul style="list-style-type: none"> a. Feasibility studies conducted in at least two new districts b. Designs prepared for the two districts and bankable documents prepared c. Resources mobilized and facilities constructed
	iv. Improve corporate image	<ul style="list-style-type: none"> a. Introduce public fora for dissemination of Company educative information 	<ul style="list-style-type: none"> a. Developed and implemented Communication Strategy b. Improved customer complaints capturing, management and feedback

Strategy	Initiatives	Activities	Implementation, Monitoring & Evaluation
	v. Develop and implement a Marketing Plan	a. Publicise benefits of using LpWSC services in the districts according to the approved developmental plans	Marketing plan developed and implemented
	vi. Dismantle the debt to improve liquidity	Develop and implement debt management policies (incorporate bad debt and receivables)	a. Debt management policies developed and implemented b. Capture all customers on the GIS database c. Update the GIS customer base in the five serviced districts monthly d. Replicate in the other seven districts as and when infrastructure is developed
Corporate Objective 2: To Improve Customer Satisfaction			
1. Improve Corporate Image	i. Improve customer relations	a. Improve engagements with customers b. Establish levels of customer satisfaction	a. Call Centre established b. Developed a digital Customer Complaints Management System c. Utilization of MyWatsan App and integrate

Strategy	Key Messages	Activities	Implementation, Monitoring & Evaluation
		<p>e0 Fgxgrgf cpf ko r rgo gpv c</p> <p>Ego o wplecvkp Utcvgi {</p>	<p>f0 Fgxgrgf y gdukg hqt ewuqo gt ceeguu vq EW r tqf wevu</p> <p>Qprrbg ewuqo gt tgi kvctvqp. r c{o gpw. gve</p> <p>g0 Rtqewtgf c ewuqo gt o cpci go gpv Crr hqt vj g EW</p> <p>H0 Hwrr tqrrqw G/r c{o gpv qr vqpu hqt cmeqo r cp{ ugtxlegu</p> <p>i 0 Ectt{ qw cppwcn ewuqo gt utxg{u *Fgxgrgf swgvkppc{kgu. guvcdhuj ewuqo gt hggf dcem u{uvgu -0</p> <p>j 0 Fgxgrgf cpf ko r rgo gpv cp cmrpewukg Ego o wplecvkp Utcvgi {</p> <ul style="list-style-type: none"> - Run a safe drinking water campaign throughout the period; TV programmes, Radio programmes, social media, PA announcements focus group meetings in communities, drama groups, IEC materials - Run a Safely managed sanitation campaign across the province throughout

Strategy	Initiatives	Activities	Implementation, Monitoring & Evaluation
			<p>the period; Radio Announcements, social media, PA announcements, focus group discussions in communities, IEC materials</p> <ul style="list-style-type: none"> - Publicise planned interruptions of services - Train staff in customer relations
Equipment and Staff Requirements			
30 Fxgmr ko r go gpv Rtqf wev Rmp	<p>10 Ectt{ qww ecr cek{ dwkf lpi rtqi tco u</p>	<p>c0 ko r go gpv pgv qti cplucvqpcn utwewtg d0 kf gpvk{ i cr u cpf o gpvqtu vq hcekvcvg y g vgo dwkf lpi rtqi tco o gu ko y g ugevkq cpf f gr ctvo gpv e0 Eqpf wev y ggmh cpf o qpj kf RKR o ggkpi u cvcmrgxgru f 0 Fxgmr cpf ko r go gpv c eqtr qtcvg vtcplpi rtqi tco o g g0 Vtcplpi ko l gpf gt o clpuvtgco lpi h0 Fxgmr cpf ko r go gpv</p>	Rmpgpf cekvkgu hmt ko r go gpvgf

Strategy	Initiatives	Activities	Implementation, Monitoring & Evaluation
		<p>eqpwpwuu ko rtxgo gpv lpklcwxgu</p> <ul style="list-style-type: none"> - Kaizen Philosophy - Quality management 	
	<p>Etgcvg c eqpf welkg y qtrmxi gpxkqpo gpv Gpj cpeg Rgthqto cpeg O cpci go gpv U{uvgo *RO U+ Gpj cpeg go r m{gg r gthqto cpeg</p>	<p>c0 Fgxrur cpf ko rrgo gpv c QUUGrqne{ d0 Tgxky cpf ko rrgo gpv Rgthqto cpeg O cpci go gpv U{uvgo *RO U+ e0 Fgxrur cpf ko rrgo gpv c tgeqi plkqp cpf tgy ctf r qne{ f 0 Fgxrur cpf ko rrgo gpv vo g o cpci go gpvu{uvgo g0 Ectt{ qw umhu cpcrluku hqt r quuldng tgcrl po gpv cpf o wklmtpi 0</p>	Rmpgpf Cevklkgu hwnl ko rrgo gpvgf
Equipment Objectives & Equipment Requirements			
30 Fgxrur cpf ko rrgo gpv	<p>lp Gpj cpeg KEV u{uvgo u lp yj g</p>	<p>c0 Ego r wgtk g dwulpguu r tqeguugu</p>	<p>c0 Ego r wgtk gf xqwej gt o cpci go gpvu{uvgo d0 Cej kxg 322' g/dkmpi cpf g/r c{o gpvu</p>

Strategy	Initiatives	Activities	Implementation, Monitoring & Evaluation
dwulpguu r tqeguugu hqt lo r tqxgf qr gtcvqpcn gthelgpe{0	dwulpguu r tqeguugu		*Ecu j rguu+ e0 Ego r wgtk gf lpxgqvqt{ o cpci go gpvu{uvg f0 Ego r wgtk gf o clvpgpcpeg o cpci go gpv u{uvg g0 Ego r wgtk gf vj g r c{tqmcpcf JT u{uvg h0 Fgxgr r f gr ctvo gpvcn tgr qtvpi vgo r rvgu. cth pgf y kj vj g PY CUEQ kthato cvqap U{uvg cpf lbeatr qtcvg kp vj g UCI Ggxqrwvqp u{uvg 0 i 0 Rtqewtg o qdkg r j qpgu hqt f ki keno gvgt tgc f lpi
		d0 Fgxgr r eqo r cp{ kvtcpgv vj cv y km cmay hqt gthelgpv eqo o wplecvqap	kvtcpgv eqo o wplecvqap u{uvg kvucmgf cpf qr gtcvqpcn
	h0 Gpj cpeg u{uvg u kp vj g dwulpguu r tqeguugu	c0 Fgxgr pgv r tqeguugu cpf r tqegf wtu cpf tgxlug y j gtg cr r tqrtkv0	Cvrgucv32 pgv r tqegf wtu f gxgr r gf kp 4245
		d0 Tgxky gzkvpi eqtr qtcvg i qxgtcpcpeg r tqvqeqnu kp rhpog y kj vj g Ego r cpkvu Cevcpf PY CUEQ i wlf grhpogu	Eqtr qtcvg l qxgtcpcpeg Rtqvqeqnu tgxlugf

Strategy	Indicators	Activities	Implementation, Monitoring & Evaluation
	1.0 K g/vk{ ctgcu hqt cwwqo cvkqp	e0 Fgxgrqr cp kpxgqvqt{ hqt ctgcu qhcwqo cvkqp	Tgegk vki . f ki keno gvgt tgcg kpi . o gvgt cr r hcvkqpu. g/dkmp . g/r c{o o gpw. eqo r klpvo cpci go gpvgve0
Eqtpqtatg Qbljetkxg Z<Rgflueg Rqp/Rexgpusg Vvatg			
30 Vq r tqo qvg c ewwtg qh PTY o cpci go gpv	1.0 Vq ko r tqxg vj g tcvk qhy cvgt ucrgu ci clpuv vj g y cvgt rtqf wevkqp 1.0 Cxqkf 1 Tgf weg lgtq eqpuwo r vkqp ewuvqo gtu	c0 Ectt{ qweqo r tgi gpukxg y cvgt dcrpeg gxgt{ o qpj d0 k g/vk{ gzkvki cpf pgv vgej pqmji kgu vj cvr tqo qvg cpf gpj cpeg PTY O cpci go gpv co api vj g ucth0 e0 Fgxgrqr cpf ko r ngo gpv y cvgt f go cpf o cpci go gpvr rcp f 0 kvrtqf weg vj g y j kuvug drny kpi r tqi tco hqt y cvgt vj ghv	c0 Gpj cpegf tgeqtf mqr kpi cpf eqpvtku cv vj g eqpvtkn tqao u1r wo r ucvkqpu d{ kvgi tcvkpi cm vj g fcv y kj crrtqrtkcvg uqhvy ctg cpf vj g Eqo r cp{ O cpci go gpv kvrtqo cvkqp U{uvgo 0 d0 Etgcvgf cpf o cpci gf FO Cu e0 Wktk gf vj g K/ C y cvgt dcrpeg hqt ecrwvkvpi PTY hqt c o qtg fgvckgf cpf eqo r tgi gpukxg cr r tqcej *Y D/Gcu{Ecræx626 Urtgcf uj gg Wughwt f 0 Vcmg cp cvkxg tqm kpi uej qqn Y CUJ enwdu vq rtqo qvg cy ctgpguu qp PTY
40 Gpj cpeg utcvgi ke Cuugv O cpci go gpv	1.0 k r tqxg cuugv *Y VRu cpf Y cvgt Pgvy qtm wktk cvkqp0	c0 O qpkqt cpf gxcwcvg j qwtk qr gtcvkqpu qh cm Rrwpv cpf kvgrtgv fcv hqt ko r tqxgo gpv d0 Fgxgrqr cpf ko r ngo gpv c	Gxkf gpeg/dcuvgf cvkxkvku cu r rpppgf

Strategy	Interventions	Activities	Implementation & Evaluation
		<p>O gvt O cpci go gpv Rqhe{ vj cv y km gpj cpeg i qqf o gvt o cpci go gpvr tceveguo</p> <p>e0 Ectt{ qwwpkygtucno gvgtkpi</p> <p>f0 Utgpi vj gp eqmddqtcvkqp dgw ggp vj g mecn cwj qtkkgu cpf vj g Ego o wpk{ vq gpj cpeg r mepppi . ghgevkkg f gxgrjr o gpv. cpf o clpvGPCpeg qhy cvgt ugtxlegu kptcutwewtg0 g0 Rtqewtg pgw qtm tgr ckt o cvgtknu</p> <p>h0 Gpuwtg dwmo gvt ecndtcvkqp i 0 Tgf weg vj g pwo dgt qh \gtq Equuwo r vkqp ceeqwpv j 0 Tgr meeg ci gf r k gu</p>	<p>c0 Y qtrmki j cpf k j cpf y kj cm kvgtpcn cpf gzvgtpcn uvmgqrf gtu vq gpuwtg cf gswcvg r mepppi cpf kvukn ugug qh qy pgtuj k k cm uvmgqrf gtu0 *Y qtmjgru. hqewu i tqwr f kvewukapu. gve0</p> <p>d0 Uvtgu cf gswcvg{ uvqemg y kj pgw qtm tgr ckt o cvgtknu</p> <p>e0 O gvt ecndtcvkqp dgpej rtqewtg cpf dgkpi wktk gf</p> <p>f 0 k r tqxgf dkmpi ghhekgpe{ cv; 7' g0 Tgr meeg ci gf r k gu *Ocpuc 760 mo. Uco h{c 480' mo. O y gpug 460' mo. Mby co dy c 580' Mb .</p> <p>Pej grppi g 70 Mb +</p>
50 Dwkr ecrcek{ hqt PTY	k0 kpmf g PTY k vj g ROUcv	<p>c0 Ectt{ qwwvj g ROU ceeqtkpi vq i wkr grpgu cpf htswgpe{ cv cm</p>	Gzgewkqp qhr meppgf cevkkkgu

Strategy	Initiatives	Activities	Implementation, Monitoring & Evaluation
management	<p>Board, Management, and employees levels</p> <p>ii. Introduce a whistle blowing programme for water theft</p> <p>iii. Training of staff in NRW</p>	<p>levels</p> <p>b. Run a whistle blowing campaign and a reward programme across the Province throughout the period (TV and Radio programmes, door-to-door, social media, PA system, focus group discussions, and IEC materials)</p> <p>c. Identify skills gaps at all levels</p> <p>d. Carry out training in accordance to needs</p>	
4. To invest in NRW tools, equipment and technologies	<p>iv. Mobilise resources for implementation of NRW reduction measures</p>	<p>e. Procure meter reading Applications, Digital Meter Reading, Mobile phones, data loggers, and field meter testing equipment</p> <p>f. Procure a meter test bench in Mansa and portable meter testing kits for other districts</p> <p>g. Invest in NRW management tools, equipment and technologies.</p>	



CHAPTER SIX

Implementation Strategy

6. IMPLEMENTATION STRATEGY

6.1 Investment Plan

The mobilisation of capital in its various forms will underpin the successful implementation of the Strategic Plan 2023 – 2025. The projections presented in the Table below will be reviewed annually through the Business Plan for timely response to changed circumstances.

Table 10: Strategic Capital Investments

Corporate Objective	Investment [ZMW'000]			
	2023	2024	2025	Total
Objective 1: To Improve Profitability	3,626,400	4,967,600	4,961,600	13,555,600
Objective 2: To Improve Customer Relations Index	261,000	360,000	264,000	885,000
Objective 3: To Improve Staff Productivity	775,000	765,000	755,000	2,295,000
Objective 4: To Enhance Business Processes	135,000	45,000	45,000	225,000
Objective 5: To Reduce NRW	1,483,860	1,555,000	1,720,000	4,758,860
TOTAL	6,281,260	7,692,600	7,745,600	21,719,460

The total budget for the 2023 – 2025 Strategic Plan is ZMW 21,719,460.00

6.2 Human Capital

As a CU that is currently covering only five districts out of the existing twelve districts, it is obvious that as service provision continues to expand, manpower requirements will have to be reviewed every year when developing the Business Plans. With the current staffing levels at 85, further recruitments are being impeded by the low revenues despite having key vacant positions and some staff working for longer hours.

In order to normalize staffing levels, there will be need to grow the business exponentially on the one side, while managing staff efficiencies.

To further improve on staff productivity, the CU shall utilize the Performance Management System. This will require continuous training and review of all the members of staff. A Recognition and Reward Policy will be developed and implemented in the first quarter of 2023.

6.3 Monitoring and Evaluation

Monitoring and evaluation are considered critical for the success of this Strategic Plan. Failure to effectively monitor and evaluate the Strategic Plan will result in the CU not coming out of the current financial woes.

While the Strategic Plan will be the “directional” beacon of progress, the Business Plans will be the “steering” traction, allowing for the inevitable flexibility. The 2023 Business Plan will be the first such document at LpWSC. As a consequence, a strong M&E team will be constituted during this 3-year planning period. The team will be carrying out quarterly, bi-annual and annual reviews and not only monitor performance reviews but also make recommendations that will help realize the goals of the Strategic Plan. These reports will constitute part of the Board Packs.



CHAPTER SEVEN

Risk Management

7. RISK MANAGEMENT

Risks are undesirable and threaten the very good intentions of planning. While the future may typically be unknown, the planning process anticipated some risks while the flexibility to adapt to any unforeseen adversities.

Table 11: Risk Assessment

Corporate Objective	Risk	Critical Factors for Success
Objective 1: To Improve Profitability	a. Increased operational costs b. Climate Change variability c. Unreliable power supply d. Non-approval of tariff increase e. Non approval by Government to convert loan to grant.	a. Reduced operational cost b. Implement strategies to mitigate impact c. Explore other sources where possible d. Continuous engagement with the Regulator e. Propose longer repayment period
Objective 2: To Improve Customer Satisfaction Index	a. Uninformed customers b. Resistance to change by employees c. Supplying water of poor quality	a. Put in place strategies for improved engagement with customers and other stakeholders b. Develop initiatives for change management c. Improved management of water treatment processes
Objective 3: To Improve Staff Productivity	a. Resistance to change b. Limitation of revenue to fill in vacancies c. Low morale	a. Initiate capacity building activities b. Apply/lobby for budget support to cover the deficit c. Lobby for financial support to pay off arrears d. Put in incentives for motivation
Objective 4: Enhanced Business Processes	a. Lack of financial resources b. Failures related to the Billing system c. Hacking of the systems	a. Lobbying for resources from cooperating partners b. Develop systems to improve reliability c. Enhance security of the systems
Objective 5: Reduce NRW from	a. Vandalism b. Water theft	a. Improved engagements b. Improved engagements and/or

8. APPENDICES

Appendix I – Detailed Review of the 2019 – 2023 Strategic Plan

Priority Activity	Activities	Performance Indicators	Status	Comment
Objective 1: Mitigate Against the effect of Climate Change				
1. Operational Mitigation	Adjust the Al_2SO_4 dosage from 1,150kg to 3,000kg	<5 NTU of final water	We currently achieved the performance indicator of 5 NTU in all the five operational districts	
	Abstract water from Lake Bangweulu in Samfya	New abstraction plant	Feasibility study yet to be done	
	Extend the intake further into Lake Bangweulu in Samfya	Intake point extended	100% complete but not yet commissioned. This will increase water abstraction	
	Consultancy to recommend alternative water sources in Kawambwa	New water source found	Consultant yet to be engaged to do a thorough review	
	Extend the intake further into Lake Mweru Bank in Nchelenge	Intake point extended	Not yet Done	

Priority Activity	Activities	Performance Indicators	Status	Comment
Objective 2: Reduce Non-Revenue Water from 76% to 25%				
1. Install zone meters	Mansa	Mansa 4, Samfya (Lupili, Chibolya, Mwanfuli & Hospital-5, Kawambwa (Matero, Saint Mary's, Messengers, Medium & Low Density 6 Mwense (Low Density, Shingwe, Messengers & Roads 4) and Nchelenge 9	5 Zone meters installed but not yet commissioned	No appreciable reduction in NRW has been made so far
	Samfya		3 Zone meters installed but not yet commissioned	
	Mwense		In progress	
	Kawambwa		In progress	
	Nchelenge		Not yet done	
	Others		Not yet done	
2. Replace aged net pipes	Mansa	100 km of aged pipes replaced	Replaced 15Km aged pipe	A total of 46.5km of aged water pipes have been replaced
	Samfya		Replaced 10Km aged pipe	
	Mwense		Replaced 11Km aged pipe	
	Kawambwa		Replaced 3Km aged pipe	
	Nchelenge		Replaced 7.5Km aged pipe but not yet commissioned	
	Other		None	
3. Replace malfunctioning and aged meters	Mansa	Replace 7,500 malfunctioning and aged meters replaced	Only 2,362 aged post-paid meters have been replaced with prepaid meters	A total of 3,062 aged meters have been replaced

Priority Activity	Activities	Performance Indicators	Status	Comment
	Samfya		700 post-paid meters have been replaced	
	Mwense		No replacement has been done yet. Work is in progress	
	Kawambwa			
	Nchelenge			
	Other			
4. Operate DMAs	Mansa	Training of caretakers in DMAs Caretakers equipped for first aid approach Quarterly Community Sensitization meetings	Training of caretakers in DMAs operations has not yet been done	
	Samfya			
	Mwense			
	Kawambwa			
	Nchelenge			
	Other			
Objective 3: Increase Water Coverage from 38% to 100%				
1. Expand production plants	Mansa	1,000m ³ /hr additional production capacity	Production capacity is 8,500m3/day on average	Increase in production capacity was based on the commissioning of the ISTWSSP projects which had not been
	Samfya		Production capacity is 1,500m3/day on average	

Priority Activity	Activities	Performance Indicators	Status	Comment
	Mwense		Production capacity is 800m ³ /day on average	commissioned by the end of December 2022.
	Kawambwa		Production capacity is 1,700m ³ /day on average	
	Nchelenge		Production capacity is 1,600m ³ /day on average	
2. Install production plants	Chembe	6 production plants installed	No new water production plants had been constructed. However, feasibility studies were conducted.	No production plants had been constructed in the period under review.
	Millenge			
	Lunga			
	Chifunabuli			
	Mwansabombwe			
	Chiengi			
	Other			
3. Expand the pipe network	Mansa	150 km of pipes installed	209 km water networks have been done	A total of 291.4km water network extension had been constructed under the ISTWSS Program.
	Samfya		67 km water networks have been done	

Priority Activity	Activities	Performance Indicators	Status	Comment
	Mwense		42 km water networks have been done	
	Kawambwa		2 km water networks have been done	
	Nchelenge		No water network extension has been done so far	
	Objective 4: Increase Safely Managed Sanitation from 14% to 80%			
1. Install sewage pipes in unserviced areas	Mansa	200km of sewers installed	Only 12.5 km of sewer network had been rehabilitated so far	Only 12.5km of rehabilitation of sewer network had been rehabilitated in Mansa.
	Samfya			
	Mwense			
	Kawambwa			
	Nchelenge			
	Other		No sewer net work done so far	
2. Provide safely managed sludge facilities in all districts	Mansa	Standard drawings for on-site facilities Sludge safely transported Safely managed sludge	No sludge facilities were provided / constructed for onsite facilities. A vacuum tanker was procured to safely transport the waste	No sludge facilities were provided / constructed for onsite facilities.
	Samfya			
	Mwense			
	Kawambwa			
	Nchelenge			
	Other			

Priority Activity	Activities	Performance Indicators	Status	Comment
Objective 5: Increase Operations and Maintenance Cost Coverage by Collections from 45% to 100%				
1. Prepaid meters to increase collection efficiency to 100%	Mansa	15,000 prepaid meters installed	Only a total of 4,120 prepaid meters have been installed so far out of the 9,382 planned installation and work is in progress	A total of 4, 120 prepaid meters have been installed out of the 9,382 projected prepaid water meters in Mansa. Prepaid meters will only be installed in Mansa. In other districts post-paid water meters will be installed
	Samfya		No prepaid meters have been installed. However, a total of 900 post-paid meters have been installed so far and work is in progress	
	Mwense		No prepaid meters have been installed. Only post-paid meters will be installed. Work is in progress	
	Kawambwa			
	Nchelenge			
	Other		No water reticulation system in other districts yet for LpWSC	

Corporate Objective 1: To Improve Profitability from -23% to -13%							
Strategy	Initiatives	Activities	Measure	Responsible	Key Performance Indicator		
					Year 1	Year 2	Year 3
			Percentage Increase		-20	-18	-13
1. Reduce cost of doing business	1. Improve operational efficiency	a. Reduce energy costs	% Reduction in energy utilized	Engineering	K824,000	K816,000	K800,000
		b. Reduce fuel cost	Average reduction in volume of fuel used per motor vehicle		K150,000		K200,000
		c. Reduce cost of water treatment chemicals	Reduction in cost of water treatment chemicals				
	2. Implement Digital Transformation	a. Computerize departmental processes	Computerization of the different modules	All departments	K430,000	K240,000	K240,000
	3. Reduce overhead costs.	a. Outsource non-core activities			K2,282,400	K1,881,600	K1,881,600
		b. Reduce Administrative cost					
b.	4. Reduce financing cost	Submit proposal for converting the AfDB loan into a grant			Operational	Operational	Operational

2. Expanding the revenue base	1. Increase water service coverage from 51.8% to 80% in the five operational districts	a. Increase customer base from 9,831 to 23,686 b. Identify third party service providers and enter into MoU				K950,000	K900,000
	2. Increase sanitation service coverage from 36% to 50%	a. Increase customer base from 215 to 726 b. Develop and implement the faecal Sludge Management plan			K30,000	K840,000 K30,000	K900,000 K30,000
	3. Extend services to the non-operational districts Chiengi, Chifunauli, Lunga, Mwansabombwe, Chipili Chembe and Milengi	a. Update respective feasibility studies for the non-served districts b. Design infrastructure in accordance with the approved developmental plans c. Mobilise resources through government approved capital financing according to respective			K20,000 K40,000 Operational	K20,000 K40,000 Operational	K10,000 Operational

		c. Develop website for customer access to CU products d. Fully roll out E-payment for all company services e. Online customer registration			Operations	K30,000	Operations	K15,000	Operations	K15,000
		f. Procure module for customer complaints management				40,000.00				
		g. Establishment of a call centre						150,000.00		60,000.00
		h. Develop and implement a communication strategy				136,000.00		138,000.00		130,000.00
SUBTOTAL						261,000.00		360,000.00		264,000.00
Corporate Objective 3: To Improve Staff Productivity										
Strategy	Initiatives	Activities	Measure	Responsible	Key Performance Indicator			Year 1	Year 2	Year 3
			Number of staff per 1,000 connections			9		8.5		8

1. Develop and implement productivity strategy	1. Carry out capacity building programs	a. Develop and implement corporate training programme b. Training in Gender mainstreaming c. Develop and implement continuous improvement initiatives		K745,000	K745,000	K745,000
	2. Create a conducive working environment 3. Enhance employee performance	f. Revise and implement a SHE policy a. Review and implement Performance Management System (PMS) b. Develop and implement a recognition and reward policy c. Procure and implement time management system d. Carry out skills analysis for possible realignment and multiskilling.		Operational	Operational	Operational
				K30,000	K20,000	K10,000

SUBTOTAL			775,000.00	765,000.00	755,000.00		
Corporate Objective 4: Enhanced Business Processes							
Strategy	Initiatives	Activities	Measure	Responsible	Key Performance Indicator		
					Year 1	Year 2	Year 3
a. Develop and implement business processes for improved operational efficiency.			1. No. of systems developed		10		
			2.No. of procedures revised and developed		10		
	1. Enhance ICT systems in the business process	a. Computerize departmental processes					
		- Procure Tablets for digital meter reading			K90,000.00		
		b. Develop company intranet that will allow for efficient communication			K30,000	K30,000	K30,000
	2. Enhance systems in the business processes	d. Develop new processes and procedures and revise where appropriate.			15,000.00	15,000.00	15,000.00

1. To promote a culture of NRW management within LpWSC.	1. To improve the ratio of water sales against the water production	a. To invest in NRW management tools, equipment and technologies. - <i>Record existing and new technologies and create an inventory</i> - <i>Revise the NRW strategy</i> - <i>Develop and implement physical losses action plan</i>			K103,860		
					K20,000	K20,000	K20,000
					K35,000	K35,000	K40,000
					K40,000	K45,000	K50,000



LET'S
SAVE
THE WATER
TOGETHER



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