North Western
Water Supply & Sanitation Company Limited

WATER SUPPLY AND SANITATION IN GROWTH CENTRES PROGRAM FOR RESULTS

PERFORMANCE IMPROVEMENT ACTION PLAN (PIAP) FOR NORTH WESTERN WATER SUPPLY AND SANITATION COMPANY LIMITED

Striving for Water Supply and Sanitation

Contents

1. GENERAL INFORMATION

Utility Name	North Western Water Supply and Sanitation Company Limited
Date of PIAP Preparation	5th February 2026
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Prepared By	PIU Coordinator
Approved By	Managing Director
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2. STRATEGIC OBJECTIVE OF THE PIAP

The transformation objectives of the North-western Water Supply and Sanitation Company Limited (NWWSC) are grounded in the findings of the Utility of the Future (UoF) Diagnostic, the Improved Theory of Change (I-TOC) analysis, and the Program Assessments conducted under the Programme for Results (PforR) framework.

Key operational areas such as financial sustainability, customer management, asset maintenance, service delivery efficiency, and human resource capability were found to have performance gaps by the UoF diagnostic. It emphasized the necessity of a planned transformation process to reposition the company as a world-class water utility and a financially sound, customer-focused, and ecologically conscious service provider.

Building on the diagnostic, the I-TOC analysis mapped the desired transformation outcomes and pathways, linking strategic objectives to measurable results such as improved water quality compliance, enhanced service coverage, strengthened corporate governance, and operational cost recovery. This framework provides a logical sequence of interventions and performance improvements required for NWWSC to transition from its current state to the desired future state.

The Program Assessments further guided prioritisation of actions by highlighting systemic challenges and institutional weaknesses affecting performance, such as aged water meters, high non-revenue water, low customer base, high staff ratio, low collection efficiency, and inadequate sanitation coverage.

Collectively, these assessments form the foundation for NWWSC's transformation objectives, which focus on **enhancing operational efficiency, achieving financial sustainability, improving customer satisfaction, strengthening institutional capacity, and ensuring sustainable water and sanitation service delivery** across its service areas.

The transformation of North-Western Water Supply and Sanitation Company Limited (NWWSSC) is guided by the need to strengthen operational performance, ensure financial viability, enhance customer satisfaction, and achieve sustainable service delivery in line with national and corporate development priorities. The following Key Performance Indicators (KPIs) were developed under the Performance Improvement Action Plan (PIAP) to address key performance gaps and drive long-term sustainability.

3. PRO-POOR SERVICE COMMITMENT

Water supply to the North -Western Province comes from two types of sources, namely surface and ground water representing 67.4% and 32.5%, respectively. The surface water sources are Solwezi, Zambezi, Lufupa, Lunga, Kabompo and Mutanda rivers. Ground water sources are in Solwezi, Mufumbwe and Manyinga districts, to supplement surface water supply to the province. The average daily water production is 20,179m3/day against a design capacity of 40,368m3/day. The total water network is about 772.7km.

Sanitation poses the biggest challenge in the province as only Solwezi, Kabompo and Zambezi have sewerage systems with a total network length of 25.13km while the other districts are serviced by on-site sanitation systems. The sanitation coverage was 22.1% as at December 2023, of which 1.2% is offsite (reticulated sewer system) and 20.85% is onsite sanitation. The Company has five wastewater treatment plants namely, Solwezi Hospital Ponds, Soltech Ponds, Kandundu Septic Tank, Dewats, Kabompo stabilisation ponds and Zambezi stabilisation ponds on smaller scales. The total capacity of the treatment plants exceeds 3,181 m³/day.

To scale up sanitation access, the utility has integrated On-Site Sanitation (OSS) services in its overall business strategy. This service is being offered in areas that will not be sewered in the medium to long-term due to technical and socio-economic considerations. The Company plans to partner with the private sector for the provision of pit emptying services and is planning to construct two Faecal Sludge Treatment Plants (FSTP) to be in selected Sewerage Treatment Plants.

3.1 Extending and maintaining services to low-income and underserved populations

71% of North- Western Province urban population live in the peri urban, while about 55% of the total population are in rural areas. These areas are characterised by low-income, high density, poverty, and unemployment levels.

NWWSSCL recognises the deficient or non-existent water supply systems and adequate and quality sanitation services impacting these communities. The company appreciates that this contributes substantially to the unhealthy living conditions and incidents of diarrhoea and other water related diseases.

NWWSSCL intends to internalise the Pro-Poor Services Commitment approach through ongoing strategies (The Rural Water Supply and Sanitation Strategies) that will address the needs of vulnerable communities. It is envisaged that the strategies will ensure that poor communities are not disadvantaged in accessing water and quality sanitation services. These strategic commitments will highlight key elements of NWWSSCL's deliberate focus of seeing poor communities benefiting fairly from the company's services. It will therefore be one aspect of the broader direction provided in the company's vision, mission and strategies to service delivery, and will operationalise the policy and strategy for social inclusion and gender mainstreaming (SIGM).

It is anticipated that the implementation of these strategies will lead to addressing issues of exclusion and marginalisation. The focus of the policy will be:

a) To contribute to the attainment of universal and equitable access to safe and affordable drinking water for all.
b) To achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.

Effective Planning and Targeting

NWWSC shall expand and enhance water services in the under-developed areas, with a focus on the low-income and disadvantaged population segments. These communities shall be treated as priority customers for purposes of quality of life and public health. To achieve this NWWSSCL will segment the peri-urban areas and apply different approaches and considerations according to the prevailing situation (those unserved; transitional consumers - served by Water Schemes and Kiosks needing individual connections).

Surveys and community engagements reviewed that urban and peri-urban areas are not homogenous in terms of income levels and ability to pay. Effective planning and identification, and proper targeting will be done to ensure social and gender inclusivity. Low-income residents who need priority support will be served through deliberate expansion of supply networks and targeted for individual house connections or communal service delivery.

Communal Water Points

Some peri urban areas will be targeted for construction of water schemes. A total of 10 schemes is envisaged to be constructed. Cross subsidisation of operation and maintenance costs will be key in sustaining operations and reducing uneven levels of service provision.

a) Community Based Organisations Participation

Community Based Organisations (CBO), who include Water Trusts and WDCs who may wish to get involved in providing water and sanitation services, would be recognised as partners in service delivery whilst not taking away NWWSSCL's ultimate responsibility for universal service coverage.

b) Private Sector Participation

This will be encouraged especially where it contributes to the cost-effective provision of services. In instances where it is evident that NWWSSCL may not directly manage the water schemes, the company shall spearhead formation of CBOs like Water Trusts. NWWSSCL shall enter an understanding with the Council or sign delegated management agreements with CBOs and return oversight, aimed at ensuring continuity and sustainability of service delivery.

In order to affect more low-income communities, the peri-urban areas and growth centers to be targeted includes new connections in growth centers; Solwezi (Mushitala, weighbridge, Kazomba, Kyawama, Messengers, Kimasala, Zambia), Mwinilunga (All service areas), Kabompo (All service areas), Zambezi (All service areas), Kasempa (All service areas), Manyinga (All service areas) and Chavuma (All service areas). Consideration for installation of storage tanks in some of these areas shall be prioritised.

3.2 SANITATION

The company acknowledges the current gaps in providing sanitation services especially with the absence of Faecal Sludge Treatment facilities. Most peri-urban areas are on on-site sanitation facilities that are mostly poorly constructed, with limited access for safe emptying of pits and are only maintained by individual property owners or occupants. Nevertheless, NWWSSCL is committed to increasing access to adequate and equitable sanitation and hygiene.

Providing and sustaining sanitation services

NWWSC recognises the importance of sanitation and would strive towards the implementation of the 'one household, one toilet' principle in line with On-site Sanitation guidelines.

Strategies

a) Engagement with Property owners

Landlords are responsible for building water closets using their own resources. NWWSSCL will identify the poor and vulnerable landlords so that they are assisted using appropriate available social safety nets or grants.

b) Customer Segmentation

Based upon customer segmentation, assessment of the feasibility of sanitation solutions will be conducted and implement a demonstration of one or a combination of the various options: Household pour-flush toilets with 'emptiable pits'; Household flush toilets with septic tank and small drainage soak-away; Household flush toilets with localised treatment facilities.

Public awareness, Gender and Hygiene promotion

NWWSC shall increase community awareness through Information, Education and Communication (IEC) as well as sanitation marketing to promote uptake, hygiene and sustainability of services provided and hygiene education through sanitation marketing and hygiene promotion activities.

Strategies

a) Develop and implement IEC and Sanitation Marketing materials that are gender informed and culturally sensitive materials in consultation with Ministry of Health, Ministry of Education, Ministry of Water Development and Sanitation, Ministry of Local Government and Rural Development, and Municipalities.
b) Involve Local leaders including MPs and civic leaders, church leaders and community elders in reaching the people. Collaborate with Ward Development Committees (WDCs) and Environmental Health Technicians (EHTs) in the delivery of IEC and Sanitation Marketing.

4. TARIFF IMPLICATION ON OCCR

NWWSSCL like other CUs in the country has been using the 2019 approved tariff and there has never been a tariff increase for the past 6 years. Considering the time past. It is difficult to come up with a realistic tariff adjustment that is cost reflective. As such, the CU has projected a slight tariff increase in 2028 which will be sustained up to the end of the project period. The projected increase of 11% will have a little impact as most cost drivers have been increasing since 2019 while the tariff had been stagnant.

- It is projected that there will be no tariff adjustment in 2027 and likely increase by an average of 11% in 2028, 8% in 2029 and 2030.
- That the number of new connections will drop from 3000 annually in the first 3 years to about 1250 per year in the last two years.
- Non-Revenue Water will continue dropping annually.

5. STAKEHOLDER ANALYSIS

Key to the successful implementation of this PIAP is the appreciation of stakeholder interests and cultivating stakeholder buy in and support. A stakeholder analysis is undertaken to understand the dynamics of different stakeholders' interests and how the business would consider the contributions of all stakeholders and maximise the value they bring on board. This is important in understanding the degree of influence and support to the business. It helps to devise appropriate strategies of dealing with each category of stakeholders. The stakeholder analysis below outlines some of the major stakeholders and how they contribute to the existence and sustenance of the company.

Table 3: Power-Interest Analysis

High Power-Low interest	High Power-High interest
Keep Satisfied • NAPSA • ZRA • Auditor General • Parliamentary Committees	**Prioritize** • Shareholders • Board of Directors • NWASCO & other regulators – WARMA, ZEMA, CCPC, Public Protector • MWDS • EIZ
Low Power-Low interest	**Low Power-High interest**
Monitor • Professional bodies – ZICA, ZIPRC, ZIHRM, • Financiers • Mines • CBOs • MPs and civic leaders	**Keep Informed** • Customers • Employees/Unions • Cooperating partners • Traditional leaders • Community leaders • Media • Suppliers and contractors

5.1 Stakeholder Collaborations

In partnership with various stakeholders, including government entities, community leaders, and institutions such as NWASCO, WARMA, and ZEMA, as well as mining houses and water user associations, NWWSSCL aims to enhance stakeholder participation to achieve desired outcomes.

The following table below outlines the NWWSSCL stakeholder analysis regarding the levels of interest and influence, and corresponding strategies for either enhancing their contributions to the business or mitigating possible adverse stakeholder impact.

Table 4: Stakeholder analysis

Stakeholder identity	Power to influence	Level of Interest	Stakeholder importance	Stakeholder participation (positive)	Stakeholder impact (negative)	Strategy for stakeholder engagement
MWDS	High	High	Policies and mandate	Resource mobilization and policy direction	Policy pronouncements, directives	Lobbying for expansion and capital projects, Reports Keep them informed of progress and achievements
Shareholders (Local Authorities)	High	High	Dividends	Financial support	Can veto strategy	Ensure revenue maximization and engage through AGM
Board of Directors	High	High	Oversight	Oversight and Approval of company policies and strategy	Can veto strategy	Strategic Plan and Board Reports

NWASCO	High	High	Service provision and adherence to service level guarantee	Regulation	Suspension of License and penalties	Ensure compliance on Service Level Guarantee Be current on fees
Other Regulators	High	High	Service delivery	Regulation	Penalties	Compliance on service obligations and fees
EIZ	High	High	Service delivery	Regulation	Suspension Penalties	Compliance on service obligations and fees
Customers	Low	High	Service delivery	Paying bills	Non-payment of bills	Meeting Service level guarantees Conduct regular customer satisfaction survey Keep them informed of NWWSSCL activities regularly
Auditor General	High	Low	Adherence to procedures of procedures, processes and management	Controls on procedures, processes and financial management	Negative revelations in Auditor General's Reports	Ensure compliance with financial guidelines and procedures
Parliamentary Committees	High	Low	Oversight on High level of adherence	Controls	Summoning to answer on audit queries	Keep satisfied
Employees	Low	High	Compensation and other staff benefits	Labour	Withdrawing labour	Conditions of Service Regular engagement
Cooperating partners	Low	High	Efficiency, prudence and supporting projects	Financial support for projects	Withdrawal support	Regularly demonstrate prudence Regular engagement
Traditional leaders	Low	High	Collaboration	Support in mobilizing community	Resistance	Keep informed Engagement with clear intentions explained
Local leadership (MPs and Civic leaders)	Low	High	Collaboration	Support in mobilizing community	Resistance	Keep informed
Mines	Low	Low	Infrastructure investment	Partnerships in service provisions and community projects	Lobbying for license as opposed to their core business.	Keep them satisfied as stipulated in the MOUs
Unions	Low	High	Conditions of service for members	Advocacy	Withdrawing labour	Collective bargaining Keep them informed
ZESCO	Low	High	Power supply	Supplier	Withdraw of service	Keep satisfied with bill payments
ZABS and ZCSA	Low	High	Standards regulation	Regulations	Penalties	Monitor standards and keep updated

Consumer watch group	Low	Low	Consumer interests	Collaboration on consumer welfare	Poor representation	Engagements Keep them informed
Media	Low	High	Information	Positive coverage	Negative publicity	Improved engagements – press releases, press briefings and prompt response to press queries
NAPSA	High	Low	Staff pension	Financing projects	Penalties for non-payments	Ensuring compliance
ZRA	High	Low	Tax compliance	Tax exemptions	Penalties for non-compliance	Ensuring compliance
Financiers	Low	Low	Project finance	Financing	Withdraw of financing	Audited financial reports
Suppliers and contractors	Low	High	Tenders and contracts	Supply of goods and services	Failure or delay supplying	Delivery on contracts Maintaining good communication to sustain relationships
Training institutions/Professional bodies - ZICA, ZIHRM, ZIPRC	Low	Low	Skills development and Professional ethics and continuous development	Capacity building for staff	Skill gap/ Suspension of practicing licenses for staff	Keep engaged
NGOs/CBOs	Low	Low	Interested in consumer welfare	National and international Advocacy	Demonstrations	Keep informed
Workers Compensation Control Board	High	Low	Compensation	Remittance of obligations	Penalties for failure to remit	Ensure compliance

6. SWOT ANALYSIS

To derive a good understanding of the company's comparative advantages and challenges alike, an analysis was done to examine Strengths, Weaknesses, Opportunities and Threats (SWOT). Below is the consolidated SWOT analysis of NWWSSCL:

Table 5: SWOT Analysis

Strengths	Weaknesses
• Established company policies • High Metering Ratio • Adequately qualified staff • Established water quality laboratory services • Good relationship with key stakeholders • Performance Management Systems (PMS) and MIS. • Company goodwill • Strategic location – available surface and ground water • Availability of water infrastructure in most districts • Monopoly over provision of water and sanitation services	• Inadequate revenues • Low customer base • Inadequate ICT infrastructure and systems and limited utilization of available IT systems • Dilapidated and aged infrastructure • Inadequate implementation of internal controls and procedures • High Non-Revenue Water (NRW) • High turnover • Indebtedness • Insufficient stakeholder engagement • Inadequate financing for water and sanitation infrastructure • Inadequate transport • Delayed procurement process • Poor debt management

	• High dependence on govt/donor support • Lack of business continuity plan • Liquidity challenges due to low revenue
Opportunities	**Threats**
• Potential MoUs with the Mines in the supply of water and sanitation services • New districts created with feasibility studies completed • Potential for business growth • Abundance of banking institutions • Continued government support • Net metering (potential to generate power and export into national grid) • Availability of water sources (good aquifers and surface water) and favorable rainfall in the province • Presence of skilled labour on the labour market • Extended mandate to supply water and sanitation in the rural areas • Mandate to regulate private operators • Off grid sanitation facilities in new residential areas • Favorable Government policies	• Non-adjustment of water and sanitation tariff • Regulatory and policy change • Unstable economic factors • Power supply load shedding • Government or donors not funding • Encroachments and vandalism • Contamination/pollution of water bodies • Alternatives (increase in private boreholes, private vacuum tankers, bottled water) • Lobbying for licensing by other entities in our operational areas e.g. the mines • Climate variability • Change in technology • Illegal activities • Political interference • Lengthy public procurement procedures • Possible litigation from suppliers and statutory bodies • Unplanned settlements - threat to existing water infrastructure

7. KEY PERFORMANCE INDICATORS (KPIs)

KPI Area	2025	2026	2027	2028	2029	2030	Source for verification
Non-Revenue Water (%)	45.7%	44%	42%	40%	38%	36%	Monthly and quarterly reports / MIS / NIS. sector report
Energy efficiency management (Energy use Kwh/m3)	0.52	0.50	0.48	0.46	0.44	0.42	Management accounts District reports/MIS / NIS. sector report
Billing Collection Efficiency (%)	98%	98.5%	99%	99.5%	100%	100%	Quarterly reports / Annual reports.
Water Service Coverage (%)	62.8%	63.5%	64.2%	64.9%	65.6%	70%	Sector report
Water quality compliance (%)	95.6%	96%	96.6%	97.1%	97.5%	97.8%	Quarterly reports / Annual reports MIS / NIS sector report.
Sanitation Service Coverage (%)	11.3%	13.04%	14.78%	16.52%	18.26%	20%	Annual reports / NIS sector report.
Gender Inclusion (% female staff)	23%	23.5%	24%	24.5%	25%	25.5%	Quarterly and annual reports MIS / NIS sector report.

Customer Complaint Resolution Rate (%)	91%	93%	95%	95%	95%	95%	Monthly, quarterly and annual reports MIS / NIS sector report.
Cost Coverage by collections without tariff adjustment	48%	54%	57%	60%	63%	66%	Management accounts and audited financials
Cost Coverage by collections (With tariff adjustment)	48%	58%	62%	66%	70%	75%	

JUSTIFICATION ON OCCR

The significant gap between the unit cost of service provision, which stands at K17.30 per cubic meter, and the current average tariff of K6.78 per cubic meter continues to adversely affect the financial sustainability of NWWSSCL. As reflected in the 2025 Sector Report, this mismatch contributed to the low Operations and Maintenance Cost Coverage Ratio (OCCR) of 48%, indicating that the utility is currently unable to fully recover its operating and maintenance costs from internally generated revenues.

Accordingly, while the proposed tariff adjustment is an important factor in supporting implementation of the Program-for-Results (PforR) activities, it should primarily be viewed as a critical enabling measure for improving the utility's financial sustainability and accelerating progress towards the targeted OCCR levels.

In this regard, NWWSSCL projects that the OCCR could improve to approximately 75% under the tariff adjustment scenario. This assumption is premised on the anticipated increase in billing and collection of revenues following implementation of the revised tariff structure, together with ongoing operational efficiency interventions being implemented under the PforR programme. These interventions include reduction of Non-Revenue Water (NRW), enhancement of billing efficiency, strengthened debt collection mechanisms, improved customer metering, and implementation of cost containment and operational efficiency measures. Collectively, these initiatives are expected to improve revenue performance and operational efficiency, thereby contributing towards gradual improvement in the utility's cost recovery position.

8. ACTION PLAN COMPONENTS

A. Non-Revenue Water Management

A.1. Hydraulic Modelling

1. **Establish accurate baseline data** for all existing water supply networks through system mapping and surveys.
2. **Develop hydraulic models** for all major water systems using specialized modelling software.
3. **Build internal capacity** for continuous model updating, calibration, and utilization.
4. **Integrate hydraulic modelling outputs** into system operation, design, and planning processes.
5. **Enhance decision-making and efficiency** in water distribution through digital and data-driven network management.

Action	Description	Timeline	Responsible Person	Expected Output	Funding Required	Source of funding
Procure consultancy services on hydraulic modelling tools.	Simulated water and sewer network hydraulic analysis model to help manage water and sanitation distribution systems.	2027	Director Engineering	Effective Operational Management and Reliability (Reduction and Accuracy in NRW simulation) Cost Effective decision making Sustainable Water Resource Management Improved water quality and safety	ZMW 600,000	PforR
Staff training and capacity building	Training of technical staff (minimum of 8 personnel) on hydraulic modelling software, data management, model calibration, and scenario analysis. Including vendor training and hands on workshop.	2027	Director Engineering		ZMW 384,000	PforR
Procurement of hydraulic software and hardware.	Acquire water distribution modelling software (Water GEMS/InfoWater or EPANET), wastewater modelling software (Sewer GEMS/SWMM), and supporting tools (GIS, CAD). Procure workstations (3 units with i7 processor, 32GB RAM, dedicated GPU) and necessary field equipment.	2027 to 2030	Director Engineering		ZMW 600,000	PforR

A.2 Non-Revenue Water (NRW) Management

Systematically reduce Non-Revenue Water (NRW) through improved metering, leak management, data accuracy, and operational efficiency, thereby enhancing financial sustainability and service reliability. And the key areas of focus being:

I. Commercial loss management
II. Meter management
III. Data management
IV. Physical loss management
V. DMA management
VI. Capacity building
VII. Stakeholder engagement

The table below shows the specific actions that will be implemented in NRW reduction, the areas of implementation, Timelines, expected impact of the actions

Action	Description	Target (Area/No etc)	Responsible Person	Timeline	Expected Impact	Funding Required	Source of funding
Customer Metering Improvement Program	Replace non-functional meters and old or aged consumer meters in Solwezi, Mwinilunga, Kabompo, Zambezi, Mufumbwe, Kasempa	6000. All service areas; focus on once repaired meters, large consumers with stuck meters	Director Engineering	Q2 2026 – Q4 2028	Improved billing accuracy, efficiency and consumption tracking.	ZMW 10,800,000	PforR
Conduct customer Survey and Data clean up	Physical inspection and verification of customer information	7 districts (Mwinilunga, Kasempa, Mufumbwe, Manyinga, Kabompo, Zambezi and Chavuma).	Commercial Manager	2026 -2027	Improve data credibility	ZMW 2,750,000	PforR
Rehabilitation of the network	Replacement of old pipelines	100km (Solwezi-60km, Mwinilunga-9km, Kabompo-8km, Zambezi-7km, Mufumbwe-5km, Kasempa-5km, Manyinga-	Director Engineering	2026 -2030	Reduced level of NRW	ZMW 12,720,000	PforR

		3km and Chavuma-3km).					
System Input Meter Calibration and Verification	Calibrate production and bulk zonal meters to ensure accurate readings.	Total of 38 meters in All districts	Director Engineering	Continuous (from Q2 2026 - 2027)	Reduced meter inaccuracies System Input Volume.	ZMW 2,400,000	PforR
District Metered Area (DMA) Establishment	Subdivide the distribution network into DMAs for monitoring flow, pressure, and losses.	Solwezi, Mwinilunga, Kabompo, Zambezi, Mufumbwe, Kasempa, Manyinga, Chavuma	Director Engineering	Q1 2026 – Q4 2030	Improved monitoring and control; early leak detection.	ZMW 4,320,000	PforR
Staff Capacity Building and Awareness	Train staff on NRW principles, data handling, leak detection, and community engagement.	All staff in technical and commercial departments	Director Engineering	Q1 2026 – Continuous	Enhanced institutional capacity and accountability.	ZMW 864,000	PforR

B. Energy Efficiency Management Plan (EEMP)

Action	Description	Timeline	Responsible Person	KPI Impact	GHG Impact	Funding Required	Source of funding
Conduct Comprehensive Energy Audit	Collection of information on energy usage within the CU	2026	Director Engineering	Reduced energy costs.	Significant reduction in fossil fuel based on energy use, support net zero transition.	ZMW 288,000	PforR

Replace Inefficient Pumps and Motors	Gradual replacement of old, energy-intensive pumps and motors with energy-efficient models and accessories such as IE3 motors, VFDs and Power factor correction, Install Voltage regulators (VRs). (Number to be informed by the energy audit report).	2026 – 2028	Director Engineering	Replaced Inefficient Pumps and Motors	Significant reduction in fossil fuel based on energy use, support net zero transition.	ZMW 2,500,000	PforR
Installation of solar energy infrastructure in three districts with smaller pumping stations	Mutanda, 2*5.5kw Borehole pumps complete with controls.	2027	Director Engineering	Reduced energy costs.		ZMW 13,484,000	PforR
	Mufumbwe, 5*5.5kw borehole pumps and 3*11kw borehole pumps complete with controls.	2027	Director Engineering	Reduced energy costs.			
	Manyinga, 3*11kw borehole pumps complete with controls.	2027	Director Engineering	Reduced energy costs.			
Capacity building awareness campaigns	Conduct quarterly training for plant operators and other technical staff on energy management best practices such as energy	2026 to 2027	Director Engineering	Improved O&M cost coverage / increased service provision through reliable and cost-effective		ZMW 576,000	PforR

	audits, installation and maintenance of renewable facilities through consultancy services and in-house training.			pumping facilities.			
Develop an energy efficiency policy and monitoring framework.	Formulate and institutionalize an internal energy management policy aligned with national climate and energy policy.	2026	Director Engineering	Institutionalized energy KPIs and annual reporting mechanisms.	Established commitment to GHG reduction.	ZMW 200,000	PforR

B.1. **Digitisation**

Action	Description	Timeline	Responsible Person	System Benefit	Funding Required	Source of funding
Hardware and software acquisition	Server, hardware and software, GPS' and GIS Tablets.	2026-2027	Director Engineering	Real time telemetry monitoring of production facilities. Update and automate selected WATSAN infrastructure.	ZMW 2,500,000	PforR
Conduct capacity building workshop on automation and data protection.	Training of staff on automated system operations and cyber security.	Quarter 4 of 2026-2030.	Director Engineering	Capacity built and sustained digital transformation.	ZMW 600,000	PforR
Procure an integrated ERP system.	Procure a suitable ERP system	2026 - 2027	DE / Commercial Manager / ICTO/ Head Procurement/Finance Manager.	Established systematic approach to asset management and the entire organization	ZMW 4,500,000	PforR
Implement an integrated ERP system.	Implement the following modules: Billing, General Ledger, Accounts Receivables, Accounts Payables, Inventories, Fixed Assets, Strategic asset management plan (SAMP, Procurements, Maintenance Management System, Budgeting, Human Resource, Customer					

	Relationship Management, Project Management, Reporting and Business Intelligence, Water quality Management System.					
Implement and integrate ERP based customer complaint Management System	Implement a customer complaint management module to enable end-to-end complaint logging, tracking, escalation, reporting, and resolution across all districts. The system will support data-driven decision-making and service improvement.	2027	Commercial Manager / ICTO/ Head Procurement	Improved complaint resolution turnaround time, enhanced transparency and accountability, centralized customer information, improved customer satisfaction, and better regulatory compliance.	ZMW 50,000	PforR

C. Collection Efficiency

These activities seek to address the KPI that focus on improving revenue collection that targets to achieve 100% collection efficiency by the end of the project (2030).

Action	Description	Timeline	Responsible Person	Outcome	Funding Required	Source of funding
Implement Online Payment	Go cashless by procuring and installing a dedicated server and mobile money payment short code for online payments.	2026 -2030	Commercial Manager	Improved revenue collections as customers are able to pay at any time.	ZMW 1,920,000	PforR
Debt Management	Develop, monitor Payment plans and Debt swap.	2026 -2030	Commercial Manager	Improved revenue collection and, reduction in debt		

D. Water Service Extension

Action	Description	Target (Area/No etc)	Timeline	Responsible Person	Expected Output	Funding Required	Source of funding
Connecting new customers	New connections in growth centers Solwezi (Mushitala, weighbridge, Kazomba, Kyawama, Messengers, Kimasala, Zambia), Mwinilunga(All service areas), Kabompo(All service areas), Zambezi(All service areas), Kasempa(All service areas), Manyinga(All service areas), Chavuma(All service areas).	9,000 New connections. (Solwezi-3,720, Kasempa-600, Mwinilunga-1,450, Mufumbwe-470, Manyinga-580, Kabompo-800, Zambezi-918, Chavuma-440)	2026-2028	Commercial Manager	Increased number of households connected to piped water systems.	ZMW 23,400,000	PforR
Extend Distribution Pipelines to Targeted Areas	Lay new water mains and distribution network lines in identified areas- (Solwezi: Mushitala, weighbridge, Kazomba, Kyawama, Messengers, Kimasala, Zambia), Mwinilunga (All service areas), Kabompo (All service areas), Zambezi (All service areas), Kasempa (All service areas), Manyinga (All service areas), Chavuma (All service areas). focusing on peri-urban and rural settlements.	25km per year	Q2 2026 – Q4 2028	Director Engineering	125km (during the project period) New water pipelines installed and connected to existing networks, increasing service reach.	ZMW 12,864,000	PforR
Prepare a master plan, identify target areas and investment requirements to reach 100% coverage.	Develop water supply expansion master plan	Covering all the districts).	2026 to 2027	Director Engineering	Approved WATSAN master plan.	ZMW 7,200,000	PforR
Drill new production boreholes in strategic areas to increase water sources and ensure	Drill and equip new boreholes	02 Commercial Boreholes in Solwezi	2026	Director Engineering	Additional water sources developed in Solwezi	ZMW 5,000,000	PforR

supply reliability.							

E. Water quality compliance

Action	Description	Timeline	Responsible Person	Outcome	Funding Required	Source of funding
Construction of a central laboratory	Strengthen the capacity to monitor, manage and improve quality.	2027	Director Engineering	Improved water quality.	ZMW 2,550,000	PforR
Capacity building on standard operating procedures (SOPs) for water quality.	Building capacity in technical staff and continued sensitization on standard operating procedures.	2026-2030	Director Engineering		ZMW 288,000	PforR
Installation of Dosing equipment	Install 2 in Solwezi, 1 in Mutanda, 1 in Chavuma, 1 in Kabompo and 1 in Mufumbwe.	2026-2027	Director Engineering		ZMW 1,050,000	PforR

F. Sanitation Service Coverage

Action	Description	Timeline	Responsible Person	Outcome	Funding Required	Source of funding
Sanitation survey	To collect data on sanitation services	2026	Head Peri Unban	Updated service level on sanitation status.	ZMW 4,900,000	PforR
Develop a Sanitation Improvement and Investment Plan	Promote Onsite Sanitation Systems in Rural and Peri-Urban Areas based on already available feasibility studies for the FSM, and the implementation framework.	2026	Head Peri Unban	Increased household access to improved sanitation facilities.	ZMW 9,900,000	PforR
	•Engage third party service providers through MoUs •Capacity building of various stakeholder in the sanitation supply service chains	2026 - 2027	Director Engineering	Improved safe management of faecal sludge and improved environmental protection	ZMW 500,000	PforR

Increase number of sewer connections	30 sewer connections in Solwezi, 50 in Kabompo and 70 in Zambezi extension of the sanitation network	2026 – 2030	Director Engineering	Increased sanitation coverage	ZMW 2,880,000	PforR
Rehabilitate sanitation infrastructure	Replacement and repair of the sewer network (Solwezi-45km, Zambezi-12km and Kabompo-4km)	2027-2030	Director Engineering	Improved effluent quality	ZMW 12,864,000	PforR

G. Climate Adaptation and Resilience

Action	Description	Timeline	Responsible Person	Link to NAP	Funding Required	Source of funding
Climate Vulnerability Risk Assessment	Assess the current baseline for North Western Province. Stakeholder engagement.	2027	Director Engineering	Yes https://unfccc.int/sites/default/files/resource/NAP-Zambia-2023.pdf (4.0: ADAPTATION ACTIONS FOR CLIMATE HAZARDS)	ZMW 288,000	PforR
Develop a climate change adaptation plan	Engage consultant Stakeholder engagement Implement the Climate Action Plan.	2027	Director Engineering	Yes https://unfccc.int/sites/default/files/resource/NAP-Zambia-2023.pdf (4.1: Adaptation actions to droughts, 4.2: Adaptation actions to floods)	ZMW 600,000	PforR
Disclosure	Publication of the developed plan Capacity Building	2028	Director Engineering	Yes https://unfccc.int/sites/default/files/resource/NAP-Zambia-2023.pdf (7.5: Capacity building, 9.1: Communicating the NAP, 9.2: Reporting on the NAP).	ZMW 150,000	PforR

H. Gender and Social Inclusion

Action	Description	Timeline	Responsible Person	KPI	Funding Required	Source of funding
Gender inclusion	Provide a budget line to implement GAP	2026-2030	MHRA	Dedicated gender budget line in the budget in the corporate budget Ratio of female at management	ZMW 208,800	PforR

				level, participation to equal aqua platform.		
Conduct Gender Diagnosis	Assess the current baseline for North Western Province on gender inclusion and mainstreaming.	2026	Manager Human Resources and Administration	Establish the gender situation in the CU	ZMW 309,648	PforR
Develop Gender action plan (GAP)	Put the plan in place	2026	MHRA	Develop gender action plan	ZMW 64,800	PforR
Implementation of the gender action plan.	Action the Plan	2026	MHRA	At least 75% Gender Action Plan implemented.	ZMW 208,800	PforR

I) Customer Engagement and Feedback

The activities below seek to improve customer perception and complaint resolution rate; we are focused to improve complaints resolution rate from 91% to 95% by the end of the period

Action	Description	Timeline	Responsible Person	Outcome	Funding Required	Source of funding
Establish Call Center	Establish a basic call Centre and host customer care in a separate office from other staff.	2026 -2027	Commercial Manager	Improved customer feedback and satisfaction level.	ZMW 480,000	PforR
Conduct baseline Survey	Carry out structured customer satisfaction surveys across all districts to assess service quality, billing accuracy, response to complaints, and overall customer experience.	2026 -2030	Commercial Manager	Clear understanding of causes of customer dissatisfaction, evidence-based service improvements, improved service coverage, and strengthened customer trust.	ZMW 8,400,000	PforR
Publicise and Educate Customers on Complaint Channels	Sensitise customers on complaint handling and empower them with information on	2026 -2030	Commercial Manager	improved customer understanding of type of complaint according SLGs/SLAs and resolution rate	ZMW 576, 000	PforR

	complaint handling procedure					
Customer Education and Training Program	Conduct structured customer training and awareness programs on efficient water use, bill interpretation and management, sanitation and hygiene practices, use of online payment platforms, smart billing systems, and customer grievance redress mechanisms across all districts.	2026-2030	Commercial Manager	Empowered and informed customers with improved understanding of service processes and responsible water use, resulting in reduced customer complaints, improved payment compliance, enhanced sanitation practices and strengthened customer–NWWSSCL relations.	ZMW 576,000	PforR
Community Sensitisation and Engagement	Conduct awareness campaigns on water use, bill payment, and system care in new service areas.	Continuous (starting Q2 2026)	Commercial Manager	Improved customer cooperation and responsible water use behavior		
Community Awareness and Customer Engagement	Educate customers on leak reporting, metering, and illegal connection impacts.	Community and customer clusters	Director Engineering	Strengthened collaboration and customer responsibility.	ZMW 1,440,000	PforR

J. Financial Management and Accountability

Action	Description	Timeline	Responsible Person	Expected Output	Funding Required	Source of funding
Clear backlog of audited financial statements	All outstanding financial statements are fully audited in accordance with IFRSs and statutory requirements, with audit qualifications and historical audit issues resolved.	June, 2026	Finance Manager	Audited financial statements for FY 2022, 2023, 2024 and 2025 with acceptable audit opinions; regular submission of quarterly and annual financial performance reports	ZMW 600,000	PforR
Update and enforce financial policies and systems	Engage a consultant. Management Act and NWASCO guidelines, resulting in compliant.	2026	Finance Manager	Approved and enforced Financial Regulations & Procedures Manual; harmonized financial, procurement, and stores management practices	ZMW 100,000	PforR
	Conversion of one account into an ESCROW	2026	Finance Manager			PforR

9. COST OF PIAP IMPLEMENTATION

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Summary of Partner Contributions

Funding Partner	Estimated Contribution (ZMW)	Percentage Contribution
World Bank	113,430,909	91%

North Western Water Supply and Sanitation Company	11,343,091	9.0%
Total Programme Cost	124,774,000	100%

10. RISK MANAGEMENT FRAMEWORK

RISKS	LIKELIHOOD			MITIGANTS
	High	Moderate	Low	
No financiers	✓			Enhance resource mobilization through partnerships lobbing from GRZ
No water	✓			Address NRW and increase production volumes
Increase in alternative water sources by customers		✓		Improve service delivery
Energy crisis – load shedding	✓			Invest in alternative energy and engage ZESCO for dedicated lines to water facilities
Unbilled customers – zero consumptions		✓		Billing APP
Cyber security threat	✓			Strengthen ICT security infrastructure and adherence to ICT policy.
Data loss threat	✓			Data security system backup with redundancy in multiple servers.
Non-cost reflective tariffs	✓			Continue engagement with NWASCO and the Ministry
Low willingness in settling of bills by customers		✓		Marketing and sensitization campaigns
Limited multidisciplinary skills on project implementation		✓		Training and capacity building programs
Inadequate project proposals Inadequate skills/knowledge		✓		Training and capacity building programs
Low compliance to financier requirements.			✓	Improve institutional compliance
Diminishing water sources	✓			Protection of water sources and incorporating resilience strategies.
Lack of integrated plans in districts and growth centers		✓		Develop a water and sanitation master plan
Human activity/encroachments around water sources		✓		Protect water sources through stakeholder involvement and engagements

affecting raw water quality				
Inadequate treatment capacity of infrastructure		✓		Upgrade and Improve plant performance
Limited information on climate change		✓		Training and capacity building in climate adaptation programs.
Inadequate financing	✓			Strengthening relationships with financiers/donors
Illegal connections	✓			Strengthen monitoring and meter reading verifications
Vandalism		✓		Public and Staff sensitization
Aged infrastructure	✓			Stocking of repair materials Rehabilitation and regular maintenance of infrastructure.
Inadequate maintenance and repair materials	✓			Resource mobilization and timely procurement of repair materials.
Reactive stakeholder engagement		✓		Proactive stakeholder management plan
Uninformed stakeholders		✓		Effective communication strategy
Perception on corporate image			✓	Satisfactory compliance with SLGs Effective communication strategy Proactive stakeholder management plan
Constrained service delivery			✓	Satisfactory compliance with SLGs Effective communication strategy
No willingness by some customers to take part in the survey		✓		Customer campaigns and publicity on the surveys Offer multiple ways for customers to provide feedback
High staff turnover	✓			Staff motivation and fair reward system
Resistance to change		✓		Develop and implement change management strategy
Limited activities towards gender mainstreaming		✓		Training of gender committee and sensitization on the gender agenda.

11. MONITORING & EVALUATION

Monitoring and evaluation is cardinal to the implementation of the Performance Improvement Action Plan (PIAP). A Team to be led by M&E specialist will be responsible for overseeing the implementation, monitoring and evaluation of this plan.

Stakeholders (The Bank, MWDS, NWASCO and Shareholders) will be informed on the performance of the Plan through periodic reports. Periodic reports shall be produced to inform stakeholders on the progress made towards attainment of objectives. It will be the responsibility of the PIU to assess whether the targets are being met, and where the performance level is below target, the team will evaluate contributing factors and recommend to management measures to addressing them.

This will ensure stakeholders are informed on whether implementation of the Plan is on track or not and provide remedial measures on time.

Tool	Frequency	Responsible	Output
Progress Reports	Quarterly	PIU	Reports submitted
Internal PIAP Review	Quarterly	PIU	Internal PIAP Reviewed.

12. DISCLOSURE AND ACCOUNTABILITY MEASURES

- **PIAP Disclosure Date:** 1st May 2026
- **Public Access:** [www.nwwater.co.zm, facebook: north western water supply and sanitation company limited, local radio, notice boards, NWASCO website.]
- **Escrow Account Details:** Account **0221100419502,** Access Bank, Solwezi Branch.

The escrow account shall operate under the following terms:

- Purpose of the Escrow Account
- To hold funds designated for specific projects, obligations, or contractual commitments
- To ensure funds are only released upon fulfillment of agreed conditions

Parties to the Escrow Arrangement

- Account Holder: North Western Water Supply and Sanitation Company Limited
- Escrow Agent: Access Bank, Solwezi Branch

- **Annual Report Publishing:** [www.nwwater.co.zm, July]

13. APPROVAL & SIGN-OFF

Name	Title	Signature	Date
Ms. Mwiche Sekeleti	Managing Director	[signature]	18/06/26

Mr. David Samazaka	Board Chairperson		18/06/26
Eng. Kanvembo C. Kazembe	PIU Coordinator		18/06/2026
Mr. Kelvin Chitumbo	NWASCO Representative		18/06/2026