



*Clean Water & Sanitation for a Better Life*

# **CORPORATE PLAN**

## **2023 – 2024**

## 1. Message from CEO



On behalf of the Board, the Executive team and entire organisation, I am pleased to present the Water Authority of Fiji's (WAF) Corporate Plan for the financial year 2023 – 2024.

At WAF, we understand the importance of water in our daily lives and way of life. It is reflected in our vision “Clean Water and Sanitation for a Better Life”. To secure this better life, WAF must lead and deliver Government agenda across the broad portfolio of Water Security, Climate Change and Environment addressing a wide range of complex, interconnected issues that will help determine WAF's future way of life. WAF in conjunction with its line Ministry has committed efforts in meeting the sustainable development (SDG 6) goals in order to build a resilient, inclusive, sustainable and quality society.

WAF's Corporate Plan reflects an important shift in our organizational direction aligned with the Government and our new Board's plans and priorities towards improving service delivery to all our customers and community. This year, nine (9) new strategic goals will provide a long-term focus to meet the needs of our customers and the community. These goals set our ambition to deliver strong customer and community outcomes for our island's water security, climate change and environmental health.

The Plan outlines our approach to delivering on our commitments to customers and the community with an allocated budget of \$250.81 million (CAPEX \$132.67 million OPEX \$118.14 million). This budget allocation is targeted towards the upgrading of WAF's existing water and wastewater infrastructures, to improve WAF's service sustainability through an efficient, safe and robust water supply system, improve sanitation in urban areas, increase service coverage, and to improve existing water & wastewater treatment capacity & process.

This year, WAF is focused on launching the first-ever National Water Sector Strategy 2050 Plan. The plan is a long-term ambitious plan that sets out the strategic objectives for the delivery of water services over the next three (3) decades. The plan will outline Fiji's water sector priority projects and programs over the next three decades aimed at transforming how services are delivered, responding to climate vulnerability to services, renewing our aging water and wastewater infrastructure, contributing to the circular economy, and enhancing the natural environment.

Our dedicated team is vital to achieving our goals. We will continue to focus on safety, resilience, and optimization of our systems and processes. We will continue to engage with our stakeholders and most importantly the “Kena i-Taukei ni Wai” in building a collaborative sector that designs solutions beyond the decade ensuring Fiji's better way of life for today, tomorrow, and beyond.

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## 2. Introduction

The Water Authority of Fiji (WAF) was established by the Government of Fiji in January 2010 to provide efficient and effective water and wastewater services to its customers and communities. WAF is also setting up water supply systems in rural communities, giving access to water to all Fijians to meet their daily needs.

The Government of Fiji started reforming the Water & Sewerage Department (WSD) in 2009. The objective of this reform was to enhance the sustainable delivery of water and wastewater services to appropriate levels of service. From January 1st 2010, WAF officially took over the responsibilities, functions and operations previously carried out by WSD.

The 2023 – 2024 Corporate Plan sets out how WAF can achieve its vision, mission, goals and objectives. It sets out how we can be influential. It sets out how we can deliver on Government priorities and also sets out how we can help ensure that WAF is prosperous because it is sustainable with all Fijians at the heart.

The Corporate Plan is a requirement pursuant to section 22, of the WAF Act 2007.



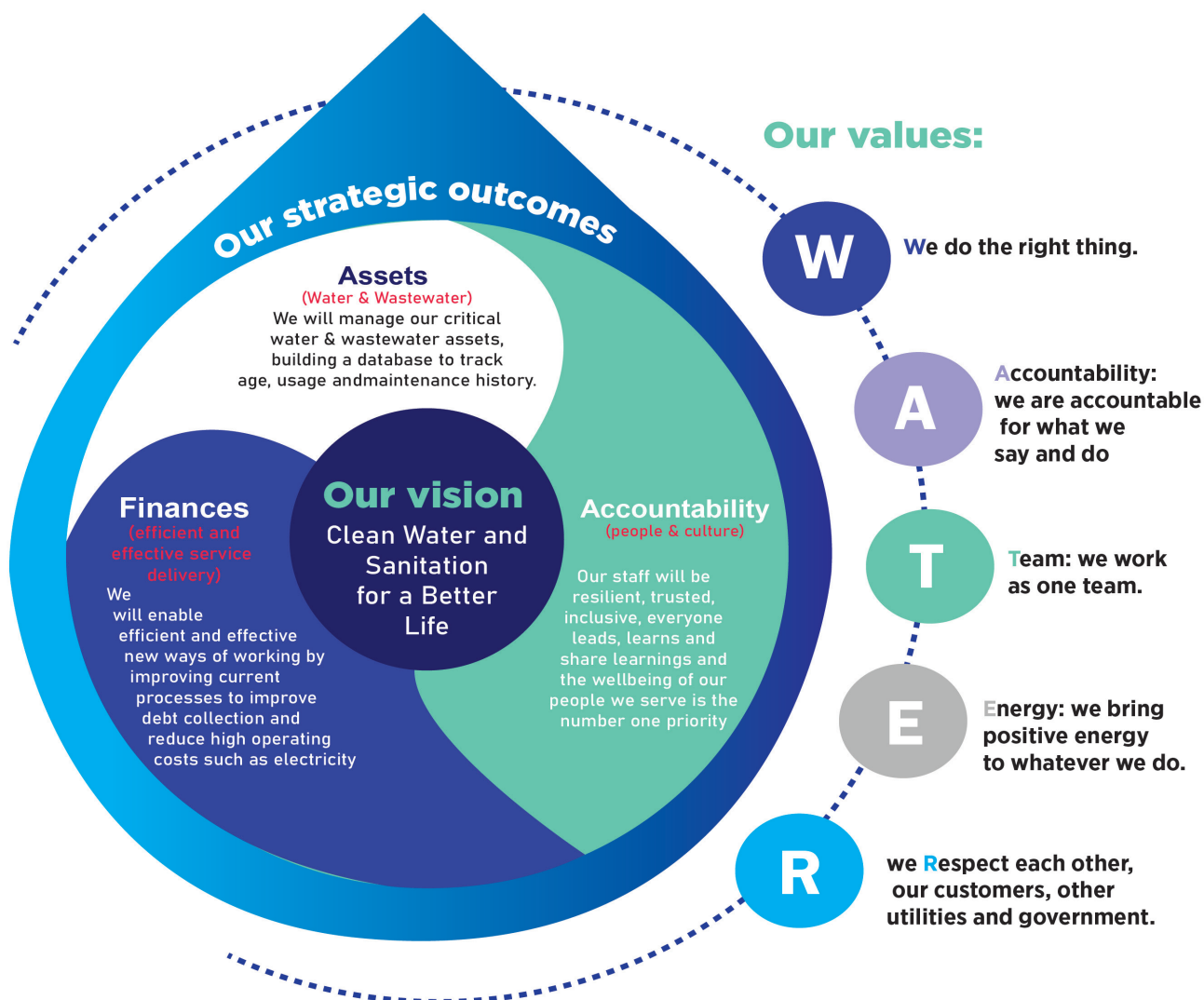


# Our Strategic Priorities

2023 -2024



Clean Water & Sanitation for a Better Life



**Our Mission:** We are committed to optimising water and wastewater services through:

- Resilience, Innovation
- Safe Working Practices
- Engaging Stakeholders
- Capacity Building
- Being Environmentally Focussed
- Modernization

## Our focus areas:



**Reduction in Non-Revenue Water**



**Improve Customer Service**



**Digital Transformation (Automation)**



**Asset Management**



**Living Lab - Kena i-Taukei ni Wai**



**Core Skill Development**



**Capital Project Delivery**



**Financial Sustainability & Efficiency**



**Water Sector 2050**

## Towards 2025



### Our Vision

Clean Water and Sanitation  
for a Better Life

## Our Strategy

### Our Mission

We are committed to optimising water and wastewater services through:

- Resilience
- Innovation
- Safe Working Practices
- Engaging Stakeholders
- Capacity Building
- Being Environmentally Focussed
- Modernization



### Our Values

W

W – we do the right thing.  
A – accountability: we are accountable for what we say and do.

R

T – team: we work as one team.  
E – energy: we bring positive energy to whatever we do.  
R – we respect each other, our customers, other utilities and government.

E

T

### Our Strategic Priorities

- **Assets**  
(Water & Wastewater)
- **Accountability**  
(people & culture)
- **Finances**  
(efficient and effective service delivery)



Clean Water & Sanitation for a Better Life



Below are the 9 focus areas and the operational strategy that will be undertaken towards realisation of the Authority's vision and mission.

## Assets (Water & Wastewater)



### Outcome

We will reduce the levels of non-revenue water

We will manage our critical water & wastewater assets, building a database to track age, usage and maintenance history.

We will ensure the protection of our catchment areas by working together with the "I-taukei ni Wai" communities for improved water quality.

### Objectives

#### Reduction in Non-Revenue Water



- Complete Performance based contract for Greater Suva areas & Nadi - Lautoka
- Reduce NRW by 5% in 2024

#### Asset Management



- Deliver Asset Management Improvement Plan
- Asset Valuation Report
- Assets Conditions Assessment
- Hydrology - monitoring of quality and flow (30 stations)

#### Living Lab Kena i-Taukei ni Wai



- I-Taukei Ni Wai Framework Policy
- Turbidity model of Catchment for Waimanu & Sigatoka River
- Settle 10% Landowners claim

### Enablers

- Risk Safety OHS
- Climate Resilience
- Culture
- Customer
- Cyber Security
- Stakeholder
- ICT Support
- Procurement
- Legal Statutory/ Environment Compliance

#### Future state

We are Pacific leaders in water efficiencies and leakages. Through best asset management practices and improved capital project implementation, we achieved better water and wastewater outcomes for our customers, the "I-taukei ni Wai" community and our natural environment.

# 2025

# Accountability (People & Culture)



## Outcome

We will continue to deliver water & wastewater services to the best of our ability and keep our customers informed and engaged.

Our staff will be resilient, trusted, inclusive, everyone leads, learns and share knowledge, learnings and the wellbeing of our people we serve is the number one priority

We will deliver capital projects we promised to deliver within the scope we promised, the quality and standards expected of us and within the time and cost expected.

We will deliver our Water Sector strategy for the next 3 decades that will enable WAF and Fiji's water sector to transform how services are delivered and will respond to climatic vulnerability to services, renew our ageing water assets, contribute to the circular economy and enhance the natural environment.

## Objectives

### Improved Customer Service



- Meeting Customers expectations through 100% customer charter compliance
- 100% compliance on water quality standard (for fully treated system)
- Restoration of 24/7 water supply to 100% of greater Suva area piped network
- Customer Mobile Applications

### Core Skill Development



- Knowledge management (onboarding skills pack for Operational sites)
- Apprentice and Graduate Program

### Capital Project Delivery



- +/-15% utilisation of capital works programs
- Modernised Procurement Policy & Procedure
- Deliver our Environment Management System
- Improved Contract Management System

### Water Sector 2050



- Deliver Water Sector Strategy 2050 (July 2024)

## Enablers

- Risk Safety OHS
- Climate Resilience
- Culture
- Customer
- Cyber Security

- Stakeholder
- ICT Support
- Procurement
- Legal Statutory/ Environment Compliance

### Future state

**We have the culture, the competency skill sets and knowledge management capability to fulfill our purpose and vision. We are engaged, inclusive, and innovative and live and breath our values. We continuously improve.**

# 2025



# Finance (Efficient and Effective Service Delivery)



## Outcome

We will enable efficient and effective new ways of working by improving current processes to improve debt collection and reduce high operating costs such as electricity

We will explore ways towards ensuring that our organisation is financially sustainable in the near future

We will optimise digital platforms to improve customer experiences and deliver efficient services

## Objectives

### Financial Sustainability & Efficiency



- Net Reductions in Debt
- Review tariff structure
- Reduce Energy cost by 10%
- Automation of SAGE system
- New Efficient Plant Hire Contract

### Digital Transformation (Automation)



- Digital Service strategy – review automation priorities & complete design (Suva- Nausori)
- Launch “Wai” works
- HRIS Recruitment & Board Portal
- Policy Library and Wainet moodle
- Gentrack Implementation
- Cyber Security

## Enablers

- Risk Safety OHS
- Climate Resilience
- Culture
- Customer
- Cyber Security

- Stakeholder
- ICT Support
- Procurement
- Legal Statutory/ Environment Compliance

### Future state

We captured, assessed and analysed data to draw insights and gain a deeper understanding of business processes leading to the optimisation of these processes to deliver the outcomes desired by our customers.

We improved our services, processes and behaviours and created a customer-centric culture supported by technology to deliver better customer experiences.

# 2025

### 3. Operating Environment

#### a) Environmental Responsibility

- Continue to explore alternative and more efficient and effective energy sources and options.
- We will work towards the reducing sewerage overflows into waterways

#### b) Commercial Reliability

- Work on business model to progressively achieve financial viability.
- Achieve efficiency across all business unit operations to ensure that our customers receive high levels of service.
- Maintain a robust debt recovery process that is fair and reasonable and is audited on an annual basis.

#### c) Water Conservation

- Identify the level of water conservation to optimize future investments on behalf of our customers.
- Reduce leakage from our water mains.
- Provide water conservation information for our customers to help manage their water bills.
- Balance the costs of maintaining infrastructure.

#### d) Service Reliability and Quality

- Deliver levels of service that rate WAF high.
- Enhance the customer experience.
- Building on improving water quality.

#### e) Social Responsibility

- Continue free water allowance for vulnerable household.
- Building employment brand towards becoming an Employer of Choice.
- Enhance WAF's safety culture to minimize risk.

#### f) Climate Resilience

- Consider climate resilience in infrastructure design.
- Diversifies water sources in Suva Nausori.
- We are committed to becoming a net-zero emission utility by 2050 and reducing our greenhouse gas emissions and building resilience into our systems.



## 4. WAF Forecasted Operating Expenditure for FY2024/2025, FY2025/2026, FY2026/2027

Expenses	WAF Approved 2023/2024 Budget	Budget Forecast July 2024-2025	Budget Forecast July 2025-2026	Budget Forecast July 2026-2027
Salaries	28,945,898	34,735,077	35,429,779	36,138,374
Staff Related costs	1,273,057	1,298,518	1,324,488	1,350,978
Telecommunications	1,000,000	1,000,000	1,000,000	1,000,000
Computer Expenses	3,500,000	3,570,000	3,641,400	3,714,228
General Administration Expenses	7,172,085	7,315,527	7,461,837	7,611,074
Electricity	25,000,000	25,500,000	26,010,000	26,530,200
Chemicals	6,364,266	6,491,552	6,621,383	6,753,810
Fuel and Oil	4,646,186	4,739,109	4,833,891	4,930,569
Repair and Maintenance Water and Waste Water Treatment	15,000,000	18,000,000	18,360,000	18,727,200
Plant Hire	11,387,663	11,615,417	11,847,725	12,084,679
Vehicle Fleet	1,220,000	1,244,400	1,269,288	1,294,674
OHS Expenses	1,000,000	1,000,000	1,000,000	1,000,000
VEP	106,509,154	116,509,599	118,799,791	121,135,787
VAT on Grant	11,634,489	12,266,178	12,505,502	12,749,612
<b>TOTAL VIP</b>	<b>\$ 118,143,643</b>	<b>\$ 128,775,777</b>	<b>\$ 131,305,293</b>	<b>\$ 133,885,399</b>

## 5. WAF Forecasted Revenue for FY 2024/2025 & FY2025/2026

WATER AUTHORITY OF FIJI					
REVENUE FORECAST FOR FINANCIAL YEAR 2024 - 2025					
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	YTD
Revenue Type	Net Revenue (\$)	Net Revenue (\$)	Net Revenue (\$)	Net Revenue (\$)	Net Revenue (\$)
Water Charge	11,455,931.41	11,989,652.72	11,673,734.20	11,253,381.59	46,372,699.91
Collection	10,117,222.12	12,389,368.57	12,029,939.33	11,434,058.33	45,970,588.34
WATER AUTHORITY OF FIJI					
REVENUE FORECAST FOR FINANCIAL YEAR 2025 - 2026					
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	YTD
Revenue Type	Net Revenue (\$)	Net Revenue (\$)	Net Revenue (\$)	Net Revenue (\$)	Net Revenue (\$)
Water Charge	12,028,727.98	12,589,135.35	12,257,420.91	11,816,050.66	48,691,334.90
Collection	10,623,083.22	13,008,837.00	12,631,436.30	12,005,761.24	48,269,117.76

Assumptions: \* Approve Capital & Operating grant for the year 2024 -2025

## 6. Balance Sheet

Water Authority of Fiji Statement of Financial Position As at 31 July 2023	
	Jul 2023 (\$)
<b>ASSETS</b>	
<b>Current Asset</b>	
Cash and Equivalent	79,089,122
Other Receivables	20,157,830
Inventories	24,304,868
Prepayments	564,388
<b>TOTAL CURRENT ASSET</b>	<b>124,116,207</b>
<b>Non Current Asset</b>	
Property, Plant and Equipment	2,324,705,726
Less Accumulated Depreciation	(704,520,540)
Work in Progress - CAPEX	296,743,155
	<b>1,916,928,341</b>
<b>TOTAL NON CURRENT ASSET</b>	
<b>TOTAL ASSETS</b>	<b>2,041,044,548</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
Trade and Other Payables	13,063,846
Finance Lease-Vehicles - Current	
<b>TOTAL CURRENT LIABILITIES</b>	<b>13,063,846</b>
<b>Non Current Liabilities</b>	
Finance Lease-Vehicles Non-Current	
Deferred Tax Liability	
Lease Liability	7,064,115
Deferred Income	852,912,504
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>859,976,619</b>
<b>TOTAL LIABILITIES</b>	<b>873,040,465</b>
<b>EQUITY</b>	
Government Equity - Acquisition	1,740,301,893
Accumulated Losses	(530,058,526)
YTD Profit/(Loss)-Opex*	(35,778,451)
YTD Profit/(Loss)-Capex*	(6,460,833)
<b>TOTAL EQUITY</b>	<b>1,168,004,084</b>
<b>TOTAL LIABILITY AND EQUITY</b>	<b>2,041,044,548</b>

\*Note : Includes non cash expenses (Depreciation \$2.6m per month)



## 7. Sources and Application of Funds (OPEX)

Expenses	Q1	Q2	Q3	Q4	TOTAL 2023/2024
Salaries	7,236,474	7,236,474	7,236,474	7,236,474	28,945,898
Staff Related costs	318,264	318,264	318,264	318,264	1,273,057
Telecommunications	250,000	250,000	250,000	250,000	1,000,000
Computer Expenses	875,000	875,000	875,000	875,000	3,500,000
General Administration Expenses	1,793,021	1,793,021	1,793,021	1,793,021	7,172,085
Electricity	6,250,000	6,250,000	6,250,000	6,250,000	25,000,000
Chemicals	1,591,067	1,591,067	1,591,067	1,591,067	6,364,266
Fuel and Oil	1,161,546	1,161,546	1,161,546	1,161,546	4,646,186
Repair and Maintenance Water and Waste Water Treatment	3,750,000	3,750,000	3,750,000	3,750,000	15,000,000
Plant Hire	2,846,916	2,846,916	2,846,916	2,846,916	11,387,663
Vehicle Fleet	305,000	305,000	305,000	305,000	1,220,000
OHS Expenses	250,000	250,000	250,000	250,000	1,000,000
VEP	26,627,289	26,627,289	26,627,289	26,627,289	106,509,154
VAT on Grant	2,908,622	2,908,622	2,908,622	2,908,622	11,634,489
<b>TOTAL VIP</b>	<b>\$ 29,535,911</b>	<b>\$ 29,535,911</b>	<b>\$ 29,535,911</b>	<b>\$ 29,535,911</b>	<b>\$ 118,143,643</b>

## 9. Sources and Application of Funds (CAPEX)

2023/2024 CAPITAL GRANT FORECASTED CASH FLOW					
Programme	2023-2024 Budget	Q1	Q2	Q3	Q4
Water Programme	53,798,465.74	21,519,386.30	16,139,539.72	10,759,693.15	5,379,846.57
Wastewater Programme	6,447,318.36	2,578,927.34	1,934,195.51	1,289,463.67	644,731.84
Asset Management Programme	4,879,239.00	1,951,695.60	1,463,771.70	975,847.80	487,923.90
Digital Transformation Programme	4,605,411.91	1,842,164.76	1,381,623.57	921,082.38	460,541.19
Emergency Response Programme	3,850,917.44	1,540,366.98	1,155,275.23	770,183.49	385,091.74
Rural Programme	7,912,844.04	3,165,137.62	2,373,853.21	1,582,568.81	791,284.40
Special Funded Programme	40,651,670.41	16,260,668.16	12,195,501.12	8,130,334.08	4,065,167.04
RIE Request	122,145,866.90	48,858,346.76	36,643,760.07	24,429,173.38	12,214,586.69
ADB Direct Payments - UWSWWMP	10,528,087.73	4,211,235.09	3,158,426.32	2,105,617.55	1,052,808.77
<b>Total</b>	<b>132,673,954.63</b>	<b>53,069,581.85</b>	<b>39,802,186.39</b>	<b>26,534,790.93</b>	<b>13,267,395.46</b>
<b>% RIE</b>		<b>40%</b>	<b>30%</b>	<b>20%</b>	<b>10%</b>

## 10. Cash Flow (CAPEX & OPEX)

Statement of Cashflow - CAPEX For the Period Ending 31 July 2023												
	1st Quarter 2022/2023			2nd Quarter 2022/2023			3rd Quarter 2022/2023			4th Quarter 2022/2023		
	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23
Cash on Hand - Opening Balance	73,083,635	62,718,640	46,548,286	42,432,932	31,933,408	20,525,022	16,789,437	18,542,593	25,944,370	26,278,938	11,560,259	12,747,236
Receipts:												
Total Receipts	63,408	68,741	98,186	68,277	33,713	2,532,373	15,082,507	15,052,139	7,022,527	4,049,864	26,784,622	16,887,834
Total Cash Available Before Cash Out	73,147,043	62,787,381	46,646,471	42,501,209	31,967,121	23,057,395	31,871,944	33,594,731	32,966,897	30,328,803	38,344,881	29,635,071
Cash Outflow:												
Total Cash Paid	10,428,403	16,239,095	4,213,539	10,567,801	11,442,099	6,267,959	13,329,351	7,650,361	6,687,959	18,768,544	25,597,645	7,687,500
Cash Position at the end of the period	62,718,640	46,548,286	42,432,932	31,933,408	20,525,022	16,789,437	18,542,593	25,944,370	26,278,938	11,560,259	12,747,236	21,947,571

Statement of Cashflow - Operations For the period ending 31 July 2023												
	1st Quarter 2022/2023			2nd Quarter 2022/2023			3rd Quarter 2022/2023			4th Quarter 2022/2023		
	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23
Cash on Hand - Opening Balance	17,757,292	9,177,097	7,310,033	23,213,600	14,871,374	7,725,477	14,289,207	9,060,446	5,197,100	8,694,163	7,287,479	3,417,743
Receipts:												
Total Receipts	273,287	5,291,524	22,744,633	348,760	145,441	14,348,114	8,504,980	4,574,480	12,415,630	8,212,487	6,119,759	25,828,298
Total Cash Available Before Cash Out	18,030,579	14,468,621	30,054,666	23,562,360	15,016,815	22,073,591	22,794,188	13,634,926	17,612,730	16,906,650	13,407,238	29,246,041
Cash Outflow:												
Total Cash Paid	8,853,482	7,158,588	6,841,066	8,690,986	7,291,338	7,784,384	13,733,742	8,437,826	8,918,567	9,619,171	9,989,495	8,156,345
Cash Position at the end of the period	9,177,097	7,310,033	23,213,600	14,871,374	7,725,477	14,289,207	9,060,446	5,197,100	8,694,163	7,287,479	3,417,743	21,089,695



