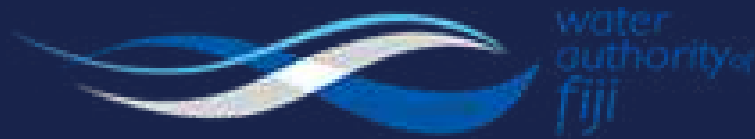


Our Corporate Strategy FY2024-2025



Clean Water & Sanitation for a Better Life

NA -I -TAUKEI NI WAI



Water Authority of Fiji, 2024



Water is life!



Dr Amit Chanan
Chief Executive
Officer

Without water, any form of life cannot exist on earth! It is essential for all humans and our ecosystem as a whole.

Since our establishment on 1 January 2010, the Water Authority of Fiji (WAF) is proud of the important and significant contribution we make to the health, wellbeing and prosperity to all Fijians.

We have been progressively growing as the trusted provider of good quality water and sanitation services for a population of over 880,000 across the country. Our history has placed us in a position whereby we should be able to meet the challenges that lay ahead of us – growing demands from the tourist sector, an increasing population, rural to urban drift, the impact of climate change on our already aging infrastructure and our skills shortage.

While the future is uncertain, our Water Sector Strategy 2050, provides a strategic direction for ensuring sustainable and resilient water and sanitation services for all Fijians in the next three decades.

Customers and community are at the heart of all we do, and we've been engaging with our customers and community during our customer forums to understand what's important to them; for today as well as the future. We are reflecting these values and views in the decisions we make so that we deliver outcomes they trust and value.

We aim to anticipate the diverse and changing needs of our residential and commercial customers, and will always strive to deliver on our promise to the people.

At WAF, our staff are passionate about water. We will continue to seek to be a trusted, be a innovative organisation, underpinned by our values that drive our work.

We are committed to building trusted relationships with our people, partners, stakeholders, customers and community so that together, we can deliver a sustainable, resilient and prosperous future for our country.

Our Corporate Strategy is build upon our track record over the last 13 years to provide sustainable water for all Fijians. It is framed around eight (8) key focus areas that we aspire to deliver. Our Corporate Strategy is further complemented by 48 tangible and measurable operational strategies that will help us move towards our strategic outcomes.

As we embark on this journey, let us all remember that access to clean **WATER IS LIFE** – it is the foundation for prosperity, health and dignity.

At WAF, we are committed towards striving to fulfil our promise to the people and build a future where every Fijian can thrive.

Our Area of Operations



OUR KEY FACTS



WATER



132,912
Million litres produced annually



160,463
Water connections



4,233
Water Distribution length (km)



51
Water Treatment Plants



70
Water Sources



132
Reservoirs

SANITATION



21,000
million litres of wastewater treated annually



33,610
Wastewater connections



835
Wastewater Distribution length (km)



11
Wastewater Treatment Plants



185
Wastewater Pump Stations

Water Sector 2050

KEY PILLARS

The Fiji Water Sector Strategy 2050 (WSS2050) aims to deliver the following five strategic outcomes through strategic actions and interventions:



Clean Water: Access to reliable, clean and efficient water supply services.



Liveability & Sustainability: Supporting liveability and sustainability outcomes.



Safe Sanitation: Access to safe sanitation services.



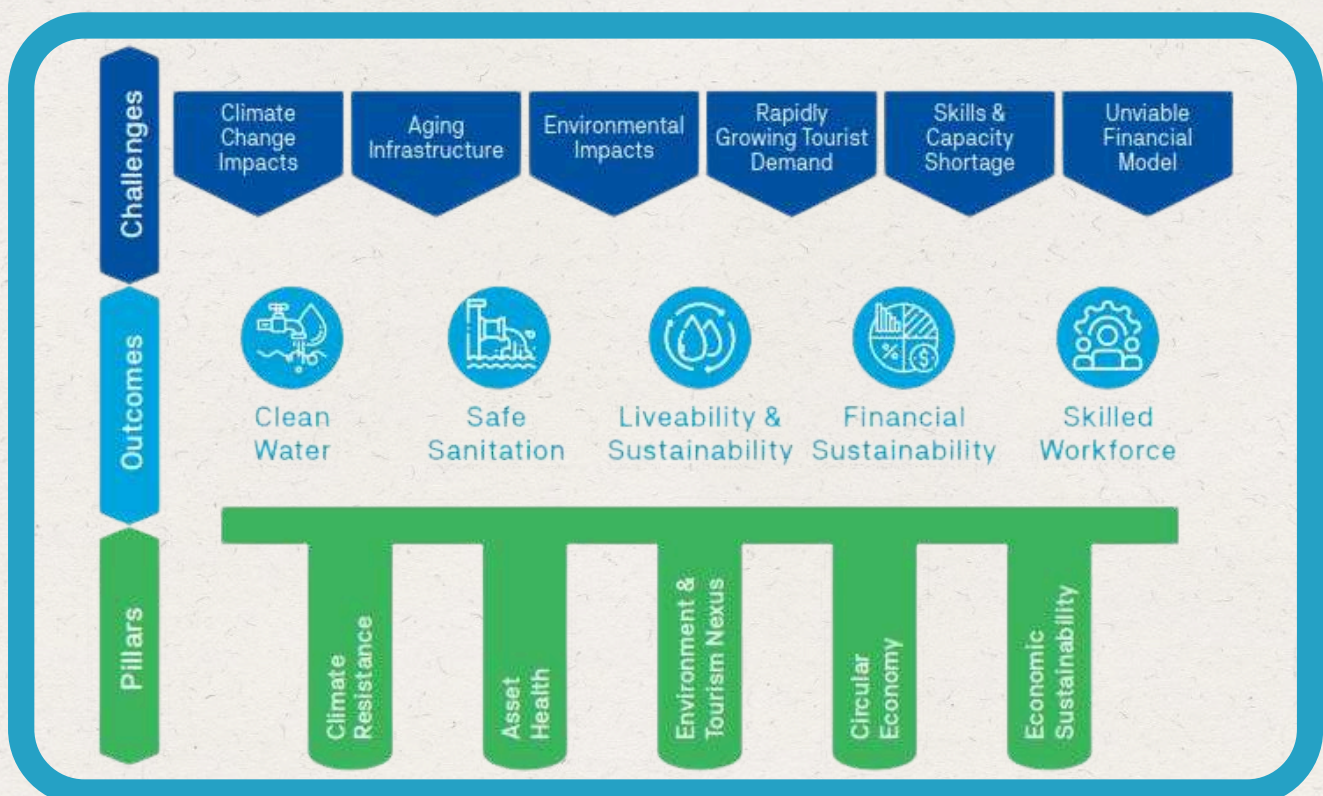
Financial Sustainability: Financially viable water sector and an independent water corporation.



Skilled Workforce: Skilled and adequate water sector workforce.

The WSS2050 will need to overcome a range of **stressors** and **challenges** that stand to undermine the achievement of the outcome, as illustrated below.

Underpinning this strategy are **five strategic pillars** that form the basis of our approach and **guide our strategy** to address these challenges and deliver the outcomes.



Our Corporate Strategy

Our Vision

Clean Water and Sanitation for a Better Life

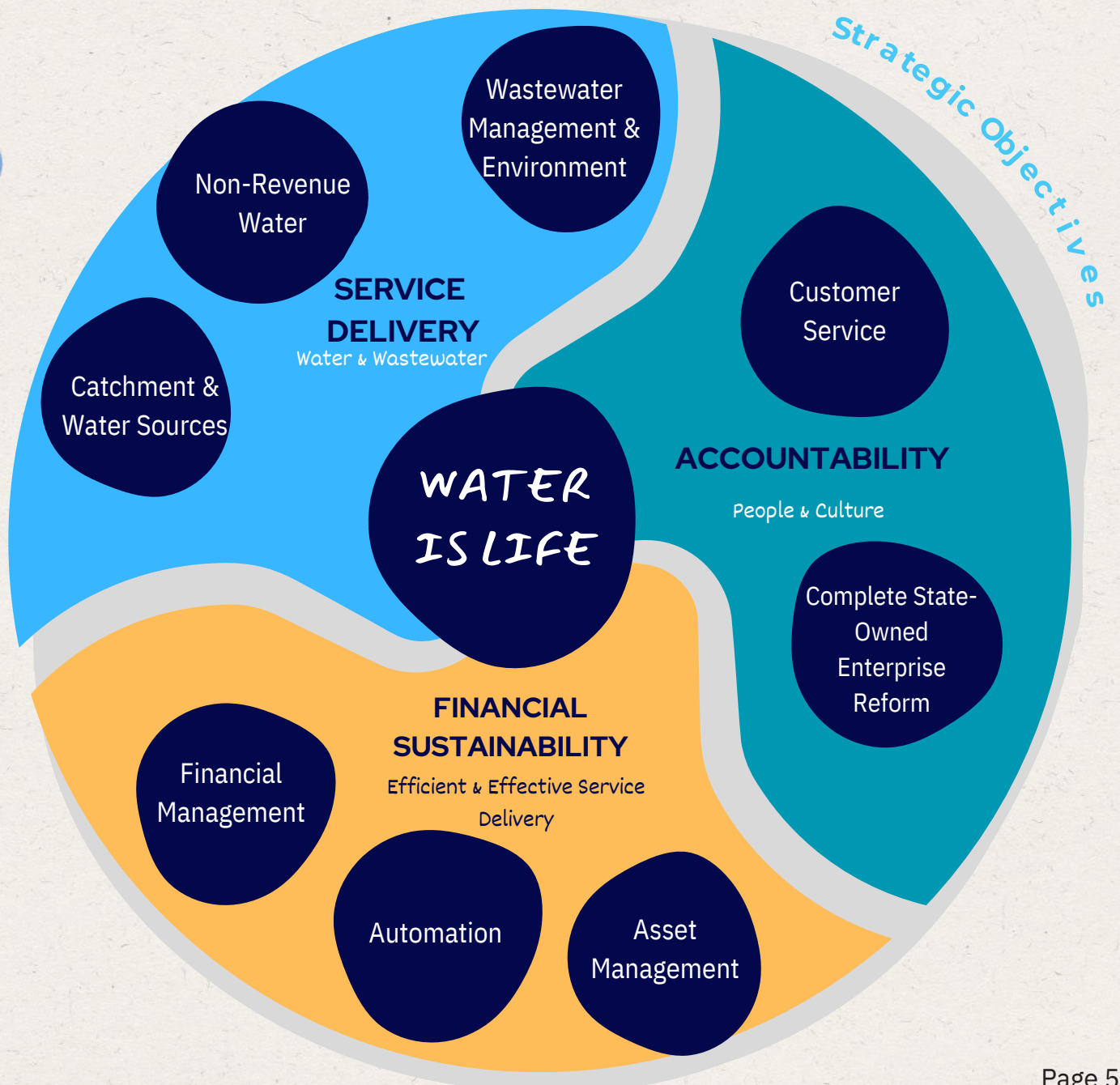
Our Mission

We are committed to optimising water and sanitation services through:

- Resilience
- Innovation
- Safe Working Practices
- Engaging Stakeholders
- Capacity Building
- Being Environmentally Focused
- Modernisation

Our Values

- We do the right thing
- Accountability
- Team (One team)
- Energy
- Respect



Our Operational Strategy

How we will deliver our strategic outcomes

Strategic Objective

- A Robust Programme to address NRW reduction.
- Embed the New Performance Based Contract System.
- 24 hour Water Supply for Suva to Nausori system.
- Improve Water Loss from reservoirs.

- 100% Compliance to Environmental Standards.
- Awareness on littering impact on WAF's systems.
- Kinoya design works.

- Catchment mapping of all WAF Water sources.
- Protection of Catchment areas.
- Waimanu & Sigatoka River Intake Quality Models.

Non-
Revenue
Water
(NRW)

Wastewater
Management &
Environment

Catchment
& Water
Sources

SERVICE DELIVERY
(Water & Wastewater)

Our Operational Strategy

How we will deliver our strategic outcomes

Strategic Objective

- Progressive reduction in Intermittent Water Supply Areas in Suva to Nausori corridor.
 - 100% Compliance to Customer Service Charter.
 - Compliance to drinking water quality & environment standards for fully treated systems.
 - Digital service delivery through enhanced WAF mobile App.
- Seek Government endorsement of WAF reform.
 - Restructure of accounts.
 - Retention of revenue.
 - Deliver WSMP Guidelines (Water Sanitation Management Plan) as per the Rural Water Policy.

Customer Services

Completion of State-Owned Enterprise Reform

ACCOUNTABILITY

(People & Culture)

Our Operational Strategy

How we will deliver our strategic outcomes

Strategic Objective

FINANCIAL SUSTAINABILITY
(Efficient & effective service delivery)

Financial Management

- A robust debt recovery programme.
- Prudent financial management and reporting.
- Asset valuation.
- Efficient water carting & Plant hire and Delivery service.

Asset Management

- Information system to support Asset Management.
- Asset Management Plans for Water Infrastructure Assets.
- Improve management of Subdivisions & Developments.
- Pacific Water Academy (White Paper).

Automation

- Digital Transformation Strategy.
- Automate Corporate Functions (Procurement, HR & Governance).
- Improve SCADA coverage in West and North.

STRATEGY DRIVING CHANGE

Our Corporate Strategy is cascaded through the business to ensure our decision-making, across all levels, is consistent with our vision and mission, and moves us towards the strategic outcomes we aspire to deliver by 2050.

WATER SECTOR 2050

Overarching strategy for the water sector.

OUR CORPORATE STRATEGY

Sets our vision and purpose and the 8 strategic imperatives that we aspire to deliver for 2024/2025. Our Corporate Strategy is supported by 48 operational strategies to help guide how we'll get there.

ANNUAL BUSINESS PLAN

Our Annual Business Plan complements our Corporate Strategy by setting tangible and measurable strategic objectives that guide us toward our desired outcomes. These objectives are regularly monitored and reviewed to ensure progress and alignment with our long-term goals.

SUPPORTING STRATEGIES

Comprise a suite of organisation-wide initiatives that complement and reinforce our Corporate Strategy. They provide targeted guidance across key areas of the business to ensure cohesive and aligned progress toward our goals..



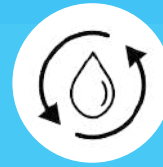
Customer Service



Non-Revenue Water



Automation



Asset Management



Wastewater Management & Environment



Complete State-Owned Enterprise Reform



Catchment & Water Sources



Financial Management

PLANNING, EXECUTING, MONITORING & EVALUATION

Actioning Our Corporate Strategy through:

Investment planning & Culture - where, when and how to invest to meet our strategic objectives.

Managing Risk- identifying our problems earlier and dealing with them.

Organisational accountability and planning - monitor and evaluate in a timely manner to ensure we address action and accountability as soon as possible.



Clean Water & Sanitation for a Better Life