

C O R P O R A T E PLAN 2024-2025



water
authority of
fiji

Clean Water & Sanitation for a Better Life



1. Message from CEO



On behalf of the Board, the Executive Management team and staff; I am pleased to present the Water Authority of Fiji's (WAF) Corporate Plan for the financial year 2024 – 2025. WAF in conjunction with its line Ministry has committed efforts in meeting the United Nations Sustainable Development (SDG 6) Goals in order to build a resilient, inclusive, sustainable and quality society.

Access to clean water is life. It is essential for all humans and our ecosystem as a whole. At WAF, this is clearly stipulated in our vision “Clean Water and Sanitation for a Better Life”. Therefore, WAF understands this critical resource and how important water is for all Fijians. Through WAF's Customer Forums; we are engaging with our customers and the community in order to understand their issues and plight related to water services now and into the future.

WAF's Corporate Plan signifies a critical direction by aligning to Governments priorities in providing efficient and effective services and enhancing service delivery to its valued customers and communities. The Government's National Development Plan 2025-2029 and Vision 2050 was launched in September 2024. It aims to respond to the pressing global, regional and national challenges and enhance developments across various sectors in Fiji. Under the section 7.3 (Water and Wastewater) the NDP articulates uplifting social wellbeing and bringing sustainable prosperity to all Fijians by increasing access to clean water and sanitation for our citizens. The NDP elaborates on water and sanitation goals, policies, and planned strategies in order to improve the quality of access to water and sanitation services particularly in rural areas and intermittent water supply areas across the country.

The Corporate Plan encompasses the targets under the National Development Plan 2025-2029 and Vision 2050 and the Water Sector Strategy 2050 Strategic Outcomes, the 8 Key Focus Areas together with the Operational Strategies. The 8 new key focus areas will provide an effort to appropriately meet the needs of our customers and communities.

The WAF team aims to achieve the operational strategies that has been developed for this financial year. The Corporate Plan aims to deliver on our commitments to all Fijians with an allocated Budget of \$259.4 Million (\$123.6 million for Operational Expenditure and \$135.8 million for Capital Expenditure. The budget focuses on improving water and sanitation infrastructure, improving sanitation in urban areas, increasing service coverage and improving overall water and sanitation services for all Fijians.

WAF aims to accommodate the diverse and changing needs of our customers and strives to fulfill our promise to the people and build a future where every Fijian can thrive.



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2. Introduction

The Corporate Plan sets out how WAF can achieve its vision and mission for 2024 – 2025.

The Corporate Plan further outlines how WAF can accomplish Government water and sanitation priorities and projects which are aligned to the National Development Plan 2025-2029 and Vision 2050

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

The successful launch of the Water Sector Strategy 2050 Plan this year is focused on improving customer service and delivery of water and sanitation services to all Fijians. This will involve implementing new technologies to improve the efficiency and reliability of water distribution and sanitation collection systems and associated treatment processes. The Water Sector Strategy 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 Strategic Outcomes under the Water Sector Strategy 2050 Plan is aimed at taking progressive steps towards water and sanitation infrastructure development and capacity building to be able to meet future demands from all Partners, Stakeholders, Communities and Fijians. WAF shall work in collaboration with these partners to make this strategy a reality for all Fijians.



Our Corporate Strategy

Our Vision

**Clean Water
and Sanitation
for a Better Life**

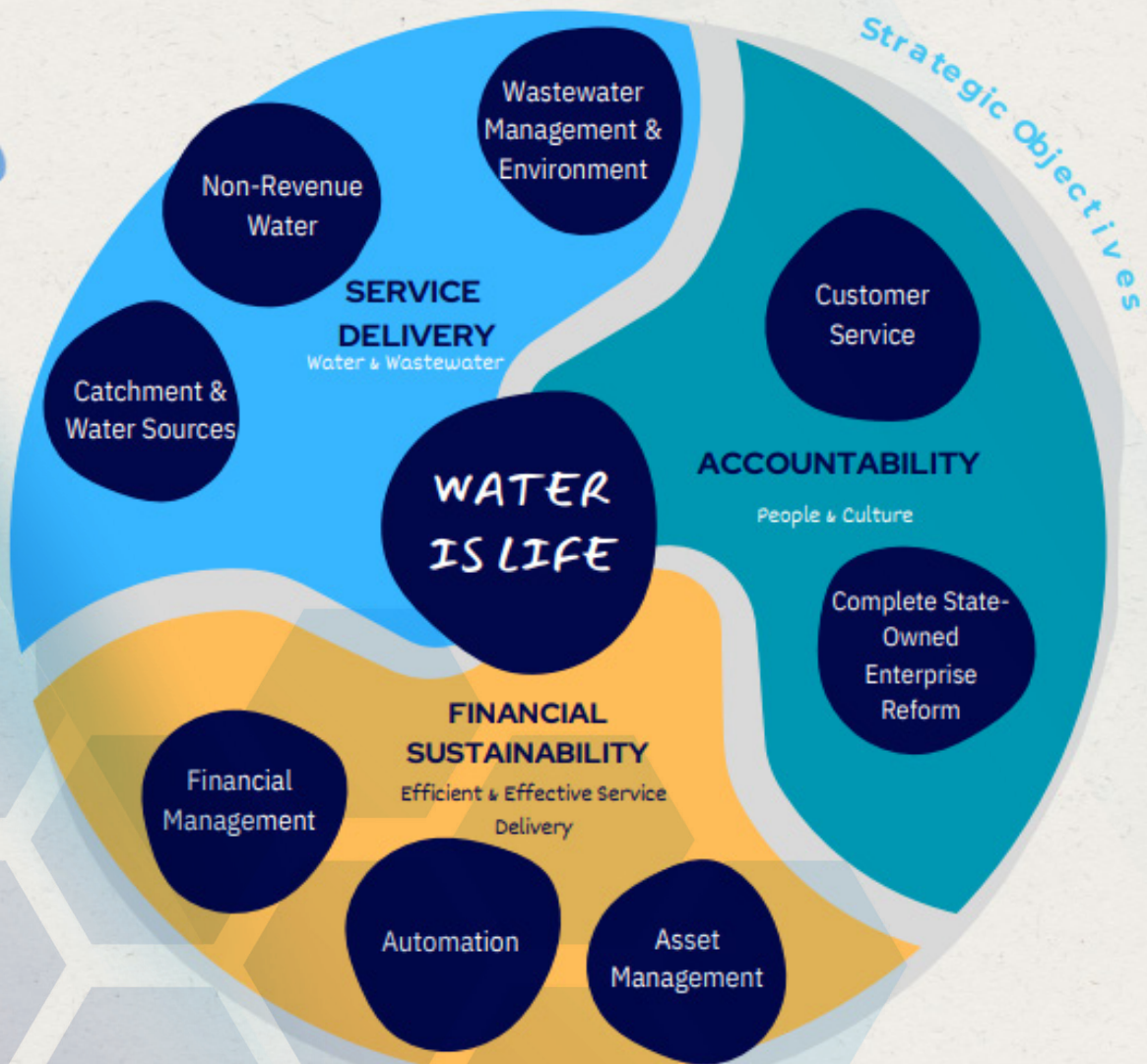
Our Mission

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





SERVICE DELIVERY (Water and Wastewater)

OUTCOME

KEY FOCUS AREAS

OPERATIONAL STRATEGY



Non-Revenue Water

- 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

We will reduce the levels of non-revenue water. We will manage our critical water and sanitation assets, building a database to track age, usage and maintenance history. Will ensure the protection of catchment areas by working together with the I-Taukei-Ni-Wai communities for improved water quality.



Wastewater Management & Environment

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



Catchment & Water Sources

- Catchment Mapping of all WAF Water Sources
- Protection of Catchment areas
- Waimanu & Siqatoka River Intake Quality Models

Enablers

- Risk Safety OHS
- Climate Resilience
- Culture
- Customer

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

2025 Future state

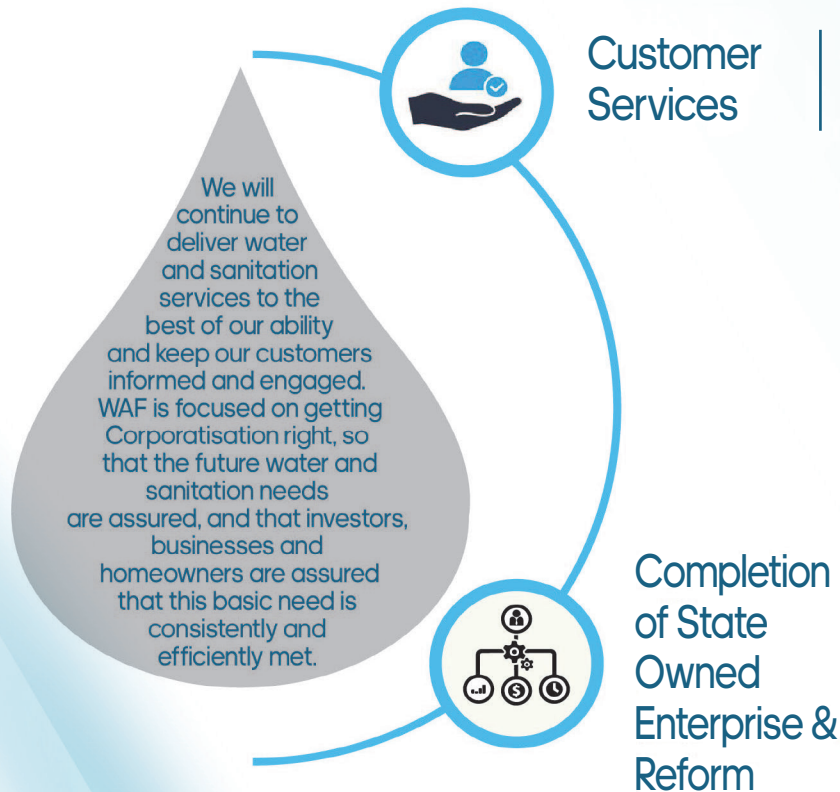
We are Pacific leaders in water efficiencies and leakages. Through best asset management practices and improved capital project implementation, we achieved better water and sanitation outcomes for our customers, the "I-taukei ni Wai" community and our natural environment.



OUTCOME

KEY FOCUS AREAS

OPERATIONAL STRATEGY



- Progressive reduction in Intermittent Water Supply Areas in Suva to Nausori corridor.
- 100% Compliance to Customer Service Charter.
- Compliance to drinking water quality and 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 and Sanitation Policy)

Enablers

- Risk Safety OHS
- Climate Resilience
- Culture
- Customer

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

2025 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 sanitation outcomes for our customers. The I-Taukei-Ni-Wai community and our natural environment.



FINANCIAL SUSTAINABILITY (Efficient & Effective Service Delivery)

OUTCOME

KEY FOCUS AREAS

OPERATIONAL STRATEGY



Financial Management

- A robust debt recovery programme.
- Prudent financial management and reporting.
- Asset valuation.
- Efficient Water Carting & Plant Hire and Delivery Service



Automation

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



Asset Management

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

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 organization is financially sustainable in the near future. We will optimise digital platforms to improve customer experiences and deliver efficient services"

Enablers

- Risk Safety OHS
- Climate Resilience
- Culture
- Customer

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

2025 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 sanitation outcomes for our customers. The I-Taukei-Ni-Wai community and our natural environment.

4. 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.
- 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.

5. Budget

5.1 Opex Forecasted Operating Expenditure

Expenses	WAF Approved 2024/2025 Budget	Budget Forecast July 2025-2026	Budget Forecast July 2026-2027	Budget Forecast July 2027-2028
Salaries	31,186,164	37,423,396	39,294,566	41,259,294
Staff Related costs	1,323,057	1,389,210	1,458,670	1,531,604
Telecommunications	1,000,000	1,050,000	1,102,500	1,157,625
Computer Expenses	3,500,000	3,675,000	3,858,750	4,051,688
General Administration Expenses	7,200,000	7,560,000	7,938,000	8,334,900
Electricity	26,000,000	27,300,000	28,665,000	30,098,250
Chemicals	6,364,266	6,682,479	7,016,603	7,367,433
Fuel and Oil	5,000,000	5,250,000	5,512,500	5,788,125
Repair and Maintenance	15,000,000	15,750,000	16,537,500	17,364,375
Water and Wastewater Treatment	12,500,000	13,125,000	13,781,250	14,470,313
Plant Hire	1,500,000	1,575,000	1,653,750	1,736,438
Vehicle Fleet	1,000,000	1,050,000	1,102,500	1,157,625
OHS Expenses	111,573,487	117,152,161	123,009,769	129,160,257
VEP	12,058,098	12,661,003	13,294,054	13,958,756
VAT on Grant				
TOTAL VIP	\$123,631,585	\$129,813,164	\$136,303,822	\$143,119,014

5.2 WAF Revenue Forecast 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	12,630,164.38	13,218,592.12	12,870,291.95	12,406,853.20	51,125,901.65
Collection	11,154,237.38	13,659,278.85	13,263,008.12	12,606,049.30	50,682,573.65

5.3 WAF Revenue Forecast 2026-2027

	Qtr 1 \$	Qtr 2 \$	Qtr 3 \$	Qtr 4 \$	YTD \$
Revenue Type	Net Revenue	Net Revenue	Net Revenue	Net Revenue	Net Revenue
Water Charge	13,261,672.60	13,879,521.73	13,513,806.55	13,027,195.86	53,682,196.73
Collection	11,154,237.38	14,342,242.79	13,926,158.52	13,236,351.77	53,216,702.33

5.4 Balance Sheet

Statement of Financial position as at 31 July 2024

	July 2024 (\$)
ASSETS	
<u>Current Asset</u>	
Cash and Equivalent	82,979,787
Other Receivables	11,370,022
Inventories	24,598,166
Prepayments	1,048,705
TOTAL CURRENT ASSET	119,996,681
<u>Non Current Asset</u>	
Property, Plant and Equipment	2,338,241,872
Less Accumulated Depreciation	-744,684,909
Work in Progress - CAPEX	283,629,640
TOTAL NON CURRENT ASSET	1,877,186,603
TOTAL ASSETS	1,997,183,284
LIABILITIES	
<u>Current Liabilities</u>	
Trade and Other Payables	15,058,645
TOTAL CURRENT LIABILITIES	15,058,645
<u>Non Current Liabilities</u>	
Lease Liability	1,800,236
Deferred Income	826,916,445
TOTAL NON-CURRENT LIABILITIES	828,716,681
TOTAL LIABILITIES	843,775,326
EQUITY	
Government Equity - Acquisition	1,740,301,893
Accumulated Losses	(565,472,928)
YTD Profit/(Loss)-Opex*	(22,342,103)
YTD Profit/(Loss)-Capex*	921,096
TOTAL EQUITY	1,153,407,958
TOTAL LIABILITY AND EQUITY	\$ 1,997,183,284

5.5 Sources & Application Funds Opex

Expenses	Q1 (\$)	Q2 (\$)	Q3 (\$)	Q4 (\$)	Total (\$)
Salaries	7,796,541	7,796,541	7,796,541	7,796,541	31,186,164
Staff Related costs	330,764	330,764	330,764	330,764	1,323,057
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	1,800,000	1,800,000	1,800,000	1,800,000	7,200,000
Electricity	6,500,000	6,500,000	6,500,000	6,500,000	26,000,000
Chemicals	1,591,067	1,591,067	1,591,067	1,591,067	6,364,266
Fuel and Oil	1,250,000	1,250,000	1,250,000	1,250,000	5,000,000
Repair and Maintenance	3,750,000	3,750,000	3,750,000	3,750,000	15,000,000
Water and Wastewater Treatment	3,125,000	3,125,000	3,125,000	3,125,000	12,500,000
Plant Hire	375,000	375,000	375,000	375,000	1,500,000
Vehicle Fleet	250,000	250,000	250,000	250,000	1,000,000
OHS Expenses	27,893,372	27,893,372	27,893,372	27,893,372	111,573,487
VEP	3,014,525	3,014,525	3,014,525	3,014,525	12,058,098
VAT on Grant					
TOTAL VIP	\$30,907,896	\$30,907,896	\$30,907,896	\$30,907,896	\$123,631,584

5.6 Sources & Application Funds Capex

2024-2025 Capital Grant Forecasted Cash Flow

Programme	2024-2025 Budget (\$)	Q1 (\$)	Q2 (\$)	Q3 (\$)	Q4 (\$)
Water Programme	82,274,100.39	24,682,230.12	24,682,230.12	16,454,820.08	16,454,820.08
Wastewater Programme	8,507,980.93	2,552,394.28	2,552,394.28	1,701,596.19	1,701,596.19
Asset Management Programme	8,542,500.00	2,562,750.00	2,562,750.00	1,708,500.00	1,708,500.00
Digital Transformation Programme	5,355,342.00	1,606,602.60	1,606,602.60	1,071,068.40	1,071,068.40
Emergency Response Programme	8,600,000.00	2,580,000.00	2,580,000.00	1,720,000.00	1,720,000.00
Rural Programme	7,541,000.00	2,262,300.00	2,262,300.00	1,508,200.00	1,508,200.00
Special Funded Programme	12,650,000.00	3,795,000.00	3,795,000.00	2,530,000.00	2,530,000.00
RIE Request	133,470,923.32	40,041,276.99	40,041,276.99	26,694,184.66	26,694,184.66
ADB D/Payments - UWSWWMP	2,350,000.00	940,000.00	705,000.00	470,000.00	235,000.00
Total RIE & Direct Payments	135,820,923.32	40,981,276.99	40,746,276.99	27,164,184.66	26,929,184.66
% RIE		30%	30%	20%	20%

11. Opex Cash Flow (CF)

Annexure 5 - Statement of Cashflow - Operations for the period ending 31 July 2024

	1st Quarter 2023/2024 (\$)			2nd Quarter 2023/2024 (\$)			3rd Quarter 2023/2024 (\$)			4th Quarter 2023/2024 (\$)		
	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jun-24
Cash on Hand - Opening Balance	21,089,695	8,959,841	3,189,683	25,453,714	15,599,648	7,708,035	5,236,196	7,154,838	10,412,822	7,442,585	9,683,717	35,201,792
Receipts:												
Total Receipts	95,775	2,344,338	29,870,124	173,270	642,487	9,020,702	9,290,488	13,252,068	5,713,061	13,303,230	34,629,280	8,460,814
Total Cash Available Before Cash Out	21,185,471	11,304,179	33,059,807	25,626,984	16,242,135	16,728,738	14,526,684	20,406,906	16,125,884	20,745,815	44,312,997	43,662,606
Cash Outflow:												
Total Cash Paid	12,225,629	8,114,496	7,606,093	10,027,337	8,534,099	11,492,541	7,371,846	9,994,084	8,683,299	11,062,098	9,111,205	22,133,408
Cash Position at the end of the period	8,959,841	3,189,683	25,453,714	15,599,648	7,708,035	5,236,196	7,154,838	10,412,822	7,442,585	9,683,717	35,201,792	21,529,197

12. Capex Cash Flow (CF)

Annexure 6 -Statement of Cashflow - CAPEX for the period ending 31 July 2024

	1st Quarter 2023/2024 (\$)			2nd Quarter 2023/2024 (\$)			3rd Quarter 2023/2024 (\$)			4th Quarter 2023/2024 (\$)		
	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jun-24
Cash on Hand - Opening Balance	21,947,571	16,677,763	6,344,787	18,873,952	16,137,536	14,727,598	21,421,035	16,980,640	18,494,417	26,353,408	17,347,301	24,662,673
Receipts:												
Total Receipts	3,172,057	159,614	18,079,413	9,066,271	16,220,823	22,044,591	8,248,088	15,998,510	16,480,764	9,028,259	19,426,419	14,054,434
Total Cash Available Before Cash Out	25,119,628	16,837,377	24,424,199	27,940,223	32,358,359	36,772,189	29,669,123	32,979,150	34,975,181	35,381,667	36,773,721	38,717,107
Cash Outflow:												
Total Cash Paid	8,441,865	10,492,590	5,550,247	11,802,687	17,630,761	15,351,154	12,688,483	14,484,733	8,621,773	18,034,366	12,111,047	18,087,677
Cash Position at the end of the period	16,677,763	6,344,787	18,873,952	16,137,536	14,727,598	21,421,035	16,980,640	18,494,417	26,353,408	17,347,301	24,662,673	20,629,430







Clean Water & Sanitation for a Better Life

