

South Sudan Urban Water Corporation

CORPORATE PLAN

2015 – 2018



SOUTH SUDAN URBAN
WATER CORPORATION

Water is Life

Helping Local Water Utilities
Achieve Commercial Viability

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Cover Photos: Peer to peer capacity building: Employees of Maridi and Wau Urban Water Station are trained on various aspects of utility management by counterparts from Uganda's National Water and Sewerage Corporation. This training was supported by the U.S Agency for International Development.

Vision

To be the leading and most vibrant service provider in South Sudan

Mission

To develop and provide safe, adequate, affordable water supply services in an efficient, sustainable, customer-oriented and environmentally friendly manner

Core Values

Customer Orientation

Happy and satisfied customers who pay their bills promptly

Reliability

Adequate and reliable water supply in all the towns where SSUWC operates

Excellence and Respect

Commitment to the highest standards of service and teamwork

Innovation

Continuously develop and apply creative, innovative, technical and managerial solutions to improve service delivery

Commitment

A strong, committed workforce dedicated to the service of SSUWC

Partnership

To work in partnership with development partners and all stakeholders

Overall Objective

Contribute to national development as an essential public corporation that provides adequate water services to the urban population in South Sudan

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Acronyms

CPA	Comprehensive Peace Agreement
GIS	Geographic Information System
GIZ	German Federal Enterprise for International Cooperation
IT	Information Technology
JICA	Japanese International Cooperation Agency
KPI	Key Performance Indicator
MEDIWR	Ministry of Electricity, Dams, Irrigation & Water Resources
MIS	Management Information System
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NRW	Non-revenue Water
PIP	Performance Improvement Program
SPLM	Sudanese Peoples Liberation Movement
SSP	South Sudanese Pounds
SSUWC	South Sudan Urban Water Corporation
SUWASA	Sustainable Water and Sanitation in Africa
SWOT	Strength, Weaknesses, Opportunities and Threats
USAID	U.S. Agency for International Development
UWRI	Urban Water Reform Initiative
WASH	Water, Sanitation and Hygiene
WTP	Water Treatment Plant

Foreword

I am pleased to submit the South Sudan Urban Water Corporation's corporate plan for the financial period from July 1, 2015 to June 30, 2018.

The South Sudan Urban Water Corporation Corporate Plan 2015–2018 is the first of its kind for the South Sudan Urban Water Corporation (SSUWC). It builds on the progress achieved in fiscal year 2013–2014, leveraging a clear vision and strategy for the future. The SSUWC Corporate Plan 2015–2018 will look beyond the current planning period as we seek to place SSUWC on a path that reflects our vision: to be the leading and most vibrant service provider in South Sudan.

Taking into account the corporate mission and the results of a September 2013 Strength, Weaknesses, Opportunities and Threats (SWOT) analysis, the management has formulated four strategic goals that will lead SSUWC through the next three-year period as an organization with a reliable infrastructure that supplies safe, adequate and affordable water services to a growing population. The strategic goals in this corporate plan will be implemented through four key strategic themes: strengthening institutional capacity, creating sustainable, efficient and equitable technical operations, improving commercial operations, and achieving financial sustainability.

The implementation of these strategic goals also requires that SSUWC deliver infrastructure that complies with our current treatment plant capacities. To achieve this, we have to address our dilapidated and ageing water network systems and expand our water distribution network. This work will require an investment of more than US\$77 million over the three-year period.

So far, we have commenced work on water infrastructure in Juba, Wau, Malakal and Bor. The work includes the US\$48 million Japanese International Cooperation Agency (JICA) grant to the government of South Sudan for the Improvement of the Water Supply System in Juba project. Also underway is the construction of a new water treatment plant with a capacity of 10,800 cubic meters a day and the US\$5.7 million efforts to repair and rehabilitate Juba, Wau and Malakal water distribution networks. We believe that once these projects are complete, (by June 2018) there will be an improvement in the provision of water services to the people of Juba, Wau, Malakal and Bor.



Jemma Nunu Kumba (MP)

Minister, Ministry of Electricity, Dams, Irrigation and Water Resources. Chairperson, SSUWC Board of Directors

In addition, the delivery of this corporate plan also requires that we take an informed and pragmatic view of our current political and security situation. The achievement of targets in our four strategic goals may be affected by the political and security situation in South Sudan arising from the on-going conflict. However instability should not prevent us from aiming higher. So far, the delivery target for revenue generation for this corporate plan is estimated at 4.3 million South Sudanese Pounds in 2015–2016, 9.6 million South Sudanese Pounds in 2016–2017 and 11.7 million South Sudanese Pounds in 2017–2018. These estimates are based on the assumption that the political situation is normal and that commercial operation is improved.

In conclusion, I take this opportunity to thank various development partners, especially USAID's SUWASA South Sudan project for its continuous support, particularly with capacity building and facilitating the process of developing this three-year corporate plan. I also thank my fellow board members and the hard working management and staff of SSUWC.

Despite significant challenges facing the sector and South Sudan as a whole, SSUWC has managed to achieve successes in the delivery of water services to the citizens of this great nation.



Jemma Nunu Kumba (MP)

Minister, Ministry of Electricity, Dams, Irrigation and Water Resources
Chairperson, SSUWC Board of Directors

March 2015

Executive Summary

Introduction

The South Sudan Urban Water Corporation (SSUWC) is the only recognized urban water service provider in South Sudan. Its headquarters are in Juba. It currently operates in six urban areas: Juba, Malakal, Wau, Renk, Bor and Maridi. These cities have a combined population of 1,358,980 of which only 392,496 – 29 percent – have access to piped water supplied by SSUWC.

SSUWC's corporate plan was developed with support from the U.S. Agency for International Development (USAID) through its Sustainable Water and Sanitation in Africa (SUWASA) project. The SUWASA project is part of the policy reform process that is aimed at strengthening SSUWC's institutional framework and improving the sustainability and quality of urban water supply services in South Sudan. The objective is to help SSUWC achieve commercial viability.

SSUWC operates under the SSUWC Act of 2011. The act established SSUWC and granted it the responsibility of managing urban water supply services. The act also requires that SSUWC formulate long-term plans. The act stipulates that a three-year corporate plan be established and that it serve as SSUWC's guiding policy document. The SSUWC Corporate Plan 2015–2018 was prepared in fulfillment of this legal obligation. The plan outlines strategic goals and milestones for the next three years and proposes multiple strategies to achieve them.

This is SSUWC's first corporate plan and it lays the foundation for strategic planning and institutional reforms aimed at building capacity and turning around SSUWC's operational and financial performance. It focuses on the introduction of commercialization and corporatization principles with the goal of achieving better service delivery.

The corporate plan builds on SSUWC's existing management and operational frameworks. It aims to add a consolidated and coordinated framework for performance assessment, improve stakeholder engagement and identify quick but sustainable wins in financial and technical operations. The corporate plan also establishes a foundation for performance improvement programs (PIPs) as necessary catalysts to attracting development partners and private partner participation in water service delivery.

Performance Achievements in the Period before 2014

SSUWC commenced operations in the post-independence era in 2011 and realized some key achievements by 2014. For example:

- In 2013, total monthly collections averaged 270,924 South Sudanese pounds or 3.251 million South Sudanese pounds annually.
- Staff members who were formerly employed by the Sudan National Water & Electricity Corporation were retained.

- Qualified engineers and support staff were recruited – this is an on-going effort.
- Coverage of safe water coverage increased by making existing water supply facilities functional. Efforts included:
 - Emergency rehabilitation and expansion work resulting in water service of 7,200 cubic meters a day in Juba and 6,000 cubic meters a day in Wau.
 - Emergency replacement of electromechanical equipment at the Malakal station and procurement and installation of a package treatment plant with a capacity of 240 cubic meters an hour.
 - Three tanker truck filling stations, donkey cart filling stations, water kiosks and public tap stands in Juba.
 - Completed construction of new water supply facilities in Bor that manage 4,800 cubic meters a day.
 - Assumed operational and management responsibilities for the newly completed water treatment plant in Maridi, which has a capacity of 3,000 cubic meters a day.

Challenges Faced in the Period before 2014

Notable challenges faced by SSUWC before 2014, the year before the corporate plan went into effect, were identified by management as:

- The existing water infrastructure is very aged, limited and much of it is not operational. This leads to low coverage of safe water supply.
- The limited distribution capability of the pipe network results in water vending by operators of water tanker trucks at high prices. The water is mainly from untreated sources.
- High non-revenue water (NRW) estimated at more than 50 percent, which includes illegal connections and an aged pipe network. SSUWC is unable to scientifically establish levels of NRW due to low coverage and an ineffective metering system.
- A lack of institutional capacity and adequate skilled manpower to operate and maintain the water infrastructure.
- An inadequate revenue base because of low tariffs, an inadequate billing system and poor collection efficiency. The revenue problems are complicated by an accumulation of government and non-government customers that have not paid their water bills.
- A growing number of power shortages that require SSUWC to use generators, which increases the cost of production and causes water supply shortages because less than half of the installed plant capacity can be utilized.
- A large number of inactive accounts, about a half of the total number of accounts.
- A very limited data management system that often is completely out of service.
- A lack of financial, management and operational autonomy.

Way Forward:

The SSUWC Corporate Plan 2015 – 2018

The SSUWC Corporate Plan 2015 – 2018 builds on the findings of a recent SWOT analysis and new vision and mission statements. The corporate plan features four strategic goals that position SSUWC as a reliable utility with a sound infrastructure that is capable of providing safe, reliable, adequate and affordable water services to growing populations in Juba, Malakal, Wau, Renk, Bor and Maridi.

Vision

To be the leading and most vibrant service provider in South Sudan

Mission

To develop and provide safe, adequate, affordable water supply services in an efficient, sustainable, customer-oriented and environmentally friendly manner

Corporate Strategic Goals for 2015 – 2018

To achieve the desired goals, SSUWC will adopt both long-term (three years) and short-term (within a year) strategies. They are:

Long-term Strategies

Adoption of performance contracting frameworks between different sector agents aimed at enhancing the autonomy of SSUWC and memorandum of understanding (MoUs) with different business stations.

Development of an investment strategy for capital projects and other key business processes.

Strengthening partnerships with development partners for continued technical assistance.

Strengthening SSUWC's institutional capacity of with targeted restructuring.

Short-term Strategies

The transformation of SSUWC will be realized by adopting short-term tactical PIPs.
Design and implementation of tailor-made internally delegated management contracts and MoUs.

Adoption of a comprehensive annual budgeting process and an autonomous self-accounting framework.

Management information system (MIS)
- expanded computerization of SSUWC activities.

Review of the tariff policy and structure

Many capacity building programs for SSUWC staff.

Investment in expansion of the transmission and distribution network to increase service coverage in all urban areas.

In developing the goals for 2015 to 2018, SSUWC adopted four strategic themes. The themes span multiple business areas and align strategy development with decision-making and investment. The themes and the associated goals are:

Strengthened Institutional Capacity

- Improve the staff's technical and managerial skills and empower SSUWC staff to effectively manage the business of water service delivery.
- Invest in a management information system (MIS) and decision support systems that support the Geographic Information System (GIS), IT and billing and asset management register.
- Improve performance through business re-engineering and performance-based contracts for area managers.
- Initiate stakeholder engagement to ensure coordination with line ministries and improve engagement with development partners to increase public awareness and visibility of SSUWC activities.
- Achieve autonomy for SSUWC in accordance with the law. This means SSUWC, without the involvement of the Ministry of Finance of South Sudan, should be able to prepare its accounts and balance sheets, meet all its financial obligations and establish a budget.
- Provide regulatory oversight for other private water operators and investors to ensure compliance.

Improve Financial Sustainability

- Billing: Increase billing of consumers to 90 percent by performing a consumer enumeration and mapping exercise.
- Revenues: Increase annual revenue from 4.3 million South Sudanese pounds to 11.7 million South Sudanese pounds by increasing SSUWC's customer base, its billing and collection efficiency.
- Cost optimization: optimize electricity and fuel costs.
- Tariffs: Ensure affordable and efficient tariffs linked to the cost of operation and maintenance.
- Autonomy: Improve financing operations with the goal of ending dependency on the government for operation and maintenance funding.
- Mobilization: Mobilize resources as an autonomous and self-accounting corporation.

Sustainable, Efficient and Equitable Technical Operations

- Increase water service coverage from 29 percent to 40 percent.
- Increase water production to 80 percent of current production capacity.
- Improve water supply reliability: Ensure 18 hours of water supply a day in all SSUWC stations.
- Reduce water losses: Determine the level of NRW in all six stations by providing district and domestic water meters.
- Construct 123 kilometers of mains extensions and densify the network.

- Increase service to the poor by improving coverage to informal settlements and peri-urban areas.
- Enhance distribution efficiency by metering, reducing leakages and improving compliance with water quality standards.
- Build a central store for all the stations.
- Establish an asset management structure. Currently, there is no clarity on the ownership of assets (the water infrastructure) operated by SSUWC. An asset identification and management structure has not been identified and an asset register is needed.

Improve Commercial Operations

- Adopt a customer-centered management policy to improve customer care.
- Improve billing and customer account management by automating billing processes to raise revenues.

Financing Strategy

SSUWC will require considerable resources in order to realize its goals and objectives in the next three years. The amount needed is more than US\$14.14 million over the three-year period – an average of US\$4.7 million a year. As a strategy, SSUWC will use a mix of financing options to cover its operation and maintenance and capital investment costs. This amount is in addition to a capital investment of more than US\$77 over a three-year period.

All operation and maintenance costs and minor investments strictly will be covered by internally generated sources and grants. For major capital investments, SSUWC will mobilize funds using various financing options. These will include funds from the central government and development partners.



Peet-to-peer training in South Sudan

I.0 Introduction: The Water Sector in South Sudan

The lead ministry for the Water, Sanitation and Hygiene (WASH) sector is the Ministry of Electricity, Dams, Irrigation & Water Resources (MEDIWR). MEDIWR is responsible for urban and rural water supply in South Sudan. It is the central policymaking, management and coordinating body for the sector, though some subsectors remain under other ministries. For example, urban sanitation is part of the Ministry of Lands Housing and Physical Planning (MLHPP).

The South Sudan Urban Water Corporation (SSUWC) was established in 2007. In 2008, SSUWC was put under the supervision of MEDIWR.

At the state level, the WASH sector is represented by directorates of water and sanitation as part of the Ministry of Physical Infrastructure (MoPI). However, the proper establishment of these directorates remains a challenge.

At the county level, there usually is a department for water and sanitation headed by an assistant commissioner. WASH staffs in state and county offices are often seconded from MEDIWR. Non-funded WASH committees exist at the Payam (a subdivision of a county) level, and at the Boma or village level, called village water committees.

The Local Government Act places authority for local water supply and management under the jurisdiction of multiple organizations operating at different levels of government. However, the act requires that local government councils establish and maintain water drainages and potable water facilities in their jurisdictions.

I.1 The South Sudan Urban Water Corporation

The SSUWC Act of 2011 established SSUWC as the body responsible for meeting South Sudan's short- and long-term urban water needs and for financial control of the country's water supply.

In accordance with the act, the MEDIWR minister supervises SSUWC. The minister has the authority to direct the SSUWC board.

SSUWC is the only body recognized as a water service provider in South Sudan. Its headquarters are in Juba and it currently operates in Juba, Malakal, Wau, Renk, Bor and Maridi. SSUWC's mandate to provide water services in urban areas currently excludes sewerage services.

The six cities where SSUWC operates have a total population of 1,358,980, of which only 392,496, 29 percent have access to piped water supply.



Figure 1: Map of towns served by SSUWC

1.2 The Planning Process

The SSUWC Corporate Plan 2015 – 2018 was formulated in a consultative and participatory manner. Meetings were conducted with stakeholders, which helped to obtain a better understanding of expectations. The meetings included:

- SSUWC Managing Director and the management team members
- MEDIWR Minister
- U.S. Agency for International Development (USAID)

Other information was obtained from different SSUWC officials.

The SSUWC planning process involved two stages: the long term strategic process, which will be translated into short-term annual plans in the annual budgeting process; and the tactical performance enhancement programs, which will serve as strategies for achieving strategic and short-term objectives.

1.2.1 Long-term Corporate Planning

The long-term corporate plan establishes a structured mechanism for SSUWC to

effectively achieve its short- and long-term objectives. The long-term corporate plan is in effect for three years, but is revised annually.

The objectives of the SSUWC Corporate Plan are:

- To be management's primary tool to negotiate, establish and communicate corporate priorities with stakeholders.
- To be a dynamic and living document.
- To guide strategic reform and institutional development initiatives.
- To coordinate departments so they can efficiently work toward a common purpose in human, material, and financial terms.
- To ensure that organizational policies, programs and projects support and re-enforce each other.
- To guarantee internal consistency of purpose in order to eliminate conflicts and duplications.
- To align and adopt corporate objectives and strategies with changes in the business environment.
- To guide the planning and preparation of resources needed to deliver SSUWC objectives.

1.2.2 Short-term Tactical Planning

Short-term plans are derived from the corporate plan and are focused on delivering the goals outlined in the corporate plan. The short-term plans set annual targets that are translated into annual work plans and activities aimed at meeting the targets.

Annual Budgets

Annual budgets will be prepared to show expenditure and revenue estimates linked to section, function, service and station activities. These revenues and expenditures form SSUWC's annual budget.

Review

The corporate plan will be reviewed every six months to ensure it remains relevant in changing business environments. For example, the rapid pace of technological advancement may open new opportunities to improve billing processes, which, in turn, could improve revenue streams.

1.3 Monitoring and Evaluation

Monitoring and evaluation (M&E) are an integral part of the implementation of the corporate plan. A monitoring system will be put in place to ensure that planned activities are implemented and that setbacks and variations are addressed as they arise.

M&E will be conducted on three distinct levels: government, corporate and business or station levels.

- Government monitoring will occur in the annual review of performance contracts and MoUs between SSUWC and government entities.
- The board will monitor the implementation of the corporate plan with quarterly and annual budget performance reviews.
- Station-level business plans will be monitored by management in monthly performance reviews as part of the MoU framework.
- The six stations will be required to make comprehensive monthly performance reports to SSUWC's managing director and the director general for project and planning, whose function shall be expanded to include M&E.

The implementation of the M&E framework depends on successful implementation of performance contracts, MoUs and short-term performance improvement plans.



NWSC at practical training with Treatment staffs

2.0 Review of Operational Performance before 2014

South Sudan is emerging from a civil war. As a result, SSUWC has many information gaps for the period before 2014. The report however tries to build on available data and form a baseline for future data collection and analysis.

2.1 Institutional Capacity

Before 2014, the management of water services in South Sudan was carried out adhoc. The long civil war had deprived South Sudan of a stable political and economic environment to build capacity and provide sustainable water services. No legally recognized institution existed with a mandate to supply water services. Therefore, there is little or no record of Key Performance Indicators (KPI).

The reforms envisioned under the new corporate plan lay a foundation for future institutional change and will allow for tracking of information for future analysis. There is significant evidence that investment in institutional capacity at all levels is critical for improving the utility's services.

2.2 Technical Operations

Most of SSUWC's water comes from surface water sources and from rivers, especially the Nile. SSUWC has a total production capacity of about 30,200 cubic meters a day. However, due to power supply challenges, less than half of the capacity is utilized. In addition, the very low level of metering and the aged pipe network lead to water losses estimated at more than 50 percent.¹ The absence of bulk meters in most coverage areas makes it difficult to establish the water production figures.

The total pipe network length in the service area is about 372 kilometers with about 11,472 connections about half of which are inactive. SSUWC has 17 generators, 17 office buildings or premises, 35 vehicles, 23 motorcycles and 54 computers.

The systems consist of small water treatment facilities with limited storage and distribution networks unable to cover major parts of the urban areas. Operational time for most of the facilities varies between six and eight hours a day. At present, only a few maps are available on the urban water facilities, zoning or other pertinent details. None of the data is digitized.

The distribution networks are inadequate to cover rapidly expanding new urban centers and are in need of immediate rehabilitation and expansion.

¹ This is an estimated NRW percentage; the corporation is ill equipped to measure water loss in the absence of water meters.

Table 1: SSUWC Technical Status

Station	Plant	Capacity (m ³ /d)	Number of connections	Pumps	Generators	Pipes/Lengths (Kms)	Office building	Houses	Vehicles	Motors	Computers
HQ's	-	-	-	-	-	-	-	-	-	-	-
Juba	2	7,200	3,593	20	5	71 km	4	2	10	10	26
Wau	2	6,000	880	5	3	36 km	3	1	5	2	7
Malakal	2	6,000	3,000	12	2	144 km	2	4	4	-	1
Maridi	1	3,000	113	5	3	29 km	1	-	1	1	-
Renk	2	5,000	3,773	4	2	69 km	5	6	2	7	2
Bor	1	3,000	113	5	1	23 km	1	-	2	-	1
TOTAL	9	30,200	11,472	51	17	372kms	17	14	35	23	54

2.2.1 Summary Baseline Data for Technical Indicators

The table below shows the status of the current operational and technical performance at SSUWC's six stations.

Table 2: Baseline Data for Stations

Baseline Data for Stations		Juba	Wau	Malakal	Maridi	Renk	Bor
Indicator	Unit	Baseline	Baseline	Baseline	Baseline	Baseline	Baseline
Plant Production Capacity	m ³ /d	7,200	6,000	6,000	3,000	5,000	3,000
Water Produced (Annualized)	m ³	1,659,655	562,465	591,300	46,929	720,000	172,800
Water Produced (Daily Average)	m ³	4,547	1,541	1,620	129	2,000	480
Plant Capacity Utilization	%	63%	26%	11%	4%	40%	16%
Water Sold/billed (Annualized)	m ³	939,875	60,882	532,512	33,108	576,000	25,500
NRW (Estimated)	%	43%	89.20%	9.90%	29.50%	20.00%	85.20%
Leakage Handling Efficiency	%	75%		40%	100%	63%	50%
Average Response Time to Leaks/Bursts	Days	1 to 2	2	2	1	2	3
New Water Connections (Annualized)	No.	312	25	30	7	24	24
Total Water Connections	No	3,637	925	2,350	113	3,070	97
Estimated Population in Service Area	No.	800,000	151,320	150,000	18,000	137,000	61,716
Estimated Population Actually Served	No.	200,000	45,396	25,300	6,000	82,000	21,600
Estimated Coverage	%	25%	29%	20%	22%	60%	35%
Active Water Connections	No	1,430	834	1,360	48	2,140	93
Suppressed/Inactive Water Connections	No	2,207	91	990	65	930	4
Connection Efficiency	%	39%	90%	72%	42%	70%	96%
Total Metered Connections	No	89	0	0	113	0	0
Total Flat Rate Connections	No	3,548	925	3,000	0	3070	97
Metering Efficiency	%	2%	0%	0%	100%	0%	0%
Total Number of Kiosks/PSPs/PTs	No	64	8	0	100	9	13
Number of Operational Kiosks/PSPs	No	5	0	0	38	6	13
Kiosk/PSP Operational Efficiency	%	8%	0%	0	38%	67%	100%
Turbidity Tests Compliance (WTP)	%	100%		50%	75%	No	50%
Residual Chlorine Tests Compliance (WTP)	%	94%		0%	100%	No	60%

Baseline Data for Stations		Juba	Wau	Malakal	Maridi	Renk	Bor
Customer Complaints Handling Efficiency	%	90%	80%	70%	100%	71%	25%
Response Time to Customer Complaints	Days	1	2	2	1	2	3
Total Amount Billed (monthly)	SSP	305,298	87,000	110,940	40,000	60,000	20,000
Total Collections (monthly)	SSP	137,924	28,000	40,000	25,000	40,000	18,835
Collection Ratio	%	45%	32%	36%	63%	67%	94%
Total Operating Expenditure (monthly)	SSP	301,280	62,000	468,684	30,431	32,000	49,900
Working Ratio	%	99%	71%	12%	76%	53%	250%
Expenditure/Collection Ratio	%	218%	2.21	23	122%	0.8	2.65
Total Arrears	SSP	100,057	59,000	70,940	60,000	20,000	6,000

Notes: Computations for volume of water sold/billed are estimated because of the lack of bulk and consumer meters. Population figures are best estimates from the last census. The OPEX figure is not all inclusive; it covers only salary, chemicals and electricity. There is no data provided on the quality compliance parameters. The volume of water sold is an estimate based on the actual metered consumption registered only in Maridi for June and July 2013.

2.2.2 Water Production

The total installed plant capacity for SSUWC's six stations is 30,200,000 cubic meters a day or 3.75 million cubic meters a year. Average water production is 10,317 cubic meters a day translating into a plant capacity of 26 percent.

Overall, water production infrastructure is inadequate to satisfy existing demand except in Maridi where there is excess production capacity. SSUWC's main challenge is expanding the transmission and distribution networks to unserved areas, which requires dedicated investment financing.

2.2.3 Water Distribution Extensions

Transmission and distribution pipe network is limited in all stations because of inadequate government investment. SSUWC is currently unable to mobilize adequate funding for extensions and improvements. With reforms and willingness to adopt commercialization principles, it is expected that SSUWC will be able to attract necessary startup donor grants and private sector participation for infrastructure development.

2.2.4 New Water Subscriptions

The number of new connections is very low due to the limited distribution network in each of the city's stations. Despite a few USAID interventions that rehabilitated a few meters of the network in Wau and Maridi, connectivity levels are very low. Therefore more investment in the transmission and distribution network is needed to tap into the available demand for clean water.

2.2.5 Installation of Kiosks, Public Stand Posts, Browsers and Donkey Carts

Over 80 percent of the water consumed in Juba and other areas comes from vendors using browsers, tankers and donkey carts. The vending is done mainly by the private sector

and it is often of questionable quality. Sometimes the gap between water demand and supply is bridged by distribution tankers that deliver untreated water from the Nile.

2.2.6 Water Service Coverage

In the period before 2014, water service coverage increased 29 percent. The table below indicates the comparative situation of water coverage as of December 2014.

Table 3: Water Supply Service Coverage in South Sudan

#	Stations	Population	Population Served	Coverage
1.	Juba	800,000	200,000	25%
2.	Wau	151,320	45,396	30%
3.	Malakal	126,483	25,300	20%
4.	Maridi	18,000	6,000	22%
5.	Renk	137,000	82,000	60%
6.	Bor	61,716	21,600	35%
Total		1,358,980	392,496	29%

2.2.7 Non-Revenue Water (NRW)

The term non-revenue water (NRW) refers to the difference between the volume of water supplied and authorized billed consumption. The available statistics on NRW in Table 2 are estimates and are not based on scientific metered measurement. Investment in metering technology is needed so SSUWC can track volumes of water transmitted, distributed and sold through the network. The corporate plan calls for SSUWC to establish correct NRW levels.

2.2.8 Meter Coverage

Most of the distribution network and customer connections are not metered. Technical support is required to install water meters alongside the expansion of the network. The USAID initiatives that provided water meters in Wau and Maridi should be supported and expanded.

2.2.9 Staff Rationalization

Currently, SSUWC has 464 staff members of which 425 are active. There are about 19 engineers on staff, which is very inadequate compared with SSUWC's technical needs. Ideally, SSUWC should have a staff of 656 – a deficit of about 180 people. The deficit, according to management, comes from a scarcity of skilled workers to fill the positions.

Table 4: SSUWC Workforce

Stations	Workforce	Active	Non-active	Number of Engineers	Pensioners
HQ's	88	61	-	6	3
Juba	200	158	3	5	12
Wau	144	87	1	6	9
Malakal	116	90	3	3	4
Maridi	30	48	-	3	-
Renk	48	48	2	2	3
Bor	30	19	-	2	4
Total	656	511	9	27	34

The SSUWC has recruited 57 staff members: 10 engineers, six administrators and assistants, 26 technicians and 15 laborers. In a bid to foster harmony in management, SSUWC absorbed five staff members formerly employed by the Sudanese government, two engineers and three technicians. Some staff members were promoted to managerial and middle service levels. The main staffing challenge is the delay in the enforcement of the government pension policy, which is expected to benefit many retiring staff members.

2.3 Financial Performance before 2014

This section highlights SSUWC's key financial performance for the period ending December 2014.

All SSUWC's collections are passed on to the government treasury. The government funds SSUWC activities. Funding from the government is provided in three categories:

- Chapter 1 funds are allocated for salaries and chemicals.
- Chapter 2 funds are allocated for operation and maintenance costs.
- Chapter 3 funds are allocated for investment or capital development.

Over the years, allocations have dwindled, stifling SSUWC activities.

The Ministry of Finance, which controls the money, also delays payments. Delays were caused by the austerity measures adopted by the central government following a decline in oil revenues.

Cooperating partners coordinated by USAID through its Sustainable Water and Sanitation in Africa (SUWASA) program, proposed ring fencing SSUWC revenues. The first step was for SSUWC to retain money collected so it could use it for fuel to run generators and cover other maintenance expenses.

The table below summarizes the funds remitted to SSUWC by the government in the past five years.

Table 5: Budget and Outturn Figures in 1,000s South Sudanese Pounds

Year	2008			2009			2010		2011		2012		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	Budget	Actual	Budget	Actual	%
Salaries	5,617	3,213	57%	6,860	3,786	55%	10,892		12,106		15,378	12,417	81%
O&M costs	6,880	3,746	54%	4,639	3,926	85%	2,695		3,523		3,777	2,609	69%
Capital Expenses	2,502	1,384	55%	1,000	152	15%	1,912		3,051		12,216	1,913	16%
Total	15,000	8,343	56%	12,500	7,864	63%	15,500		18,680		31,372	16,945	54%

Notes: Actual figures for 2010 and 2011 not available

The table makes clear the lack of funding available to carry out basic operation and maintenance activities and for expansion and investment activities. As a result, SSUWC has stagnated. Government intervention has been very low. Based on the three years in which records were available, the government provided on average only 57 percent of the budgeted amounts.

Due to the fact that SSUWC is dependent on government funding, it finds itself in a precarious position. SSUWC does not have a grasp on proper accounting and financial management systems. The financial trends are restricted to an analysis of cash inflows and expenditures. Therefore, SSUWC does not have standalone profit and loss statements or supportive balance sheets. The cash flow statement is also rudimentary because it is restricted to government subventions and expenses, leaving out the critical aspects of cash flows from operation and changes in the working capital items.

The lack of a balance sheet implies that SSUWC is only aware of its physical assets, but has no idea of the value of its assets. Therefore, the allowance for depreciation of assets cannot be established, one of the reasons for the rapid deterioration and dilapidation of assets.

SSUWC should rapidly be transformed into an independent, self-accounting institution in order to sustainably evolve. In addition, SSUWC cost centers need to be established and all assets valued.

2.3.1 Revenue Performance

In addition to the difficulties with government funding, SSUWC has not tapped into markets of unserved customers. It also has a limited ability to collect adequate revenues and to expand the network and meet operational obligations. Table 6 is a simplified illustration of remittances from the Ministry of Finance compared with operational expenditures from June to October 2014. The civil war made it impossible to provide information on previous periods.

Table 6: Statement of Revenue and Expenditure June to October 2014

	Station	Revenue Collection SSP	Expenditure SSP	Balance SSP
1	SSUWC/WBGS/Wau	428,230	414,165	14,063
2	SSUWC/CES/Juba	708,545	377,897	330,648
3	SSUWC/WES/Maridi	167,687	150,540	17,061
4	SSUWC/UNS/Renk	31,954	31,593	361
5	SSUWC/UNS/Malakal	-	-	-
6	SSUWC/JES/Bor	-	-	-
	Total	1,336,330	974,195	362,35

Note: Collection figures for Bor and Malakal not available

The information above is insufficient to provide conclusions about SSUWC's financial performance. However, it is clear that SSUWC has losses and is unable to meet its basic operation and maintenance costs.

2.4 The Commercial Operations

SSUWC uses multiple kinds of billing systems within its different areas of operation. The Juba station has a computerized billing system. Most of the other stations and divisions have manual billing systems. Because of the very low metering levels, most customers pay a flat rate regardless of consumption. Meter coverage is less than 5 percent of the total connections. Of the consumers that receive bills, collection efficiency is very low.

2.4.1 Tariff Structure

Currently SSUWC has a flat tariff for all customers. The tariff is not disaggregated except in Maridi, which was metered recently.

The tariff does not reflect the cost of providing service and therefore SSUWC cannot sustainably meet its financial obligations. A comprehensive review of the current tariff structure is required and an indexation formula should be considered to insulate the tariff from erosion from inflation and exchange rate depreciation.

2.5 Performance of Emergency Rehabilitation Works on Infrastructure before 2014

In the past, SSUWC has focused on improving access to potable water by carrying out emergency repairs and rehabilitating and expanding water treatment facilities in its six stations. Operating with minimal resources and in a politically turbulent time, only a few emergency interventions have been carried out. As a result, South Sudan's water network requires a lot of improvement. With the establishment of SSUWC in 2008 and South Sudan's independence in 2011, focus has been on increasing water coverage by making existing water supply facilities functional. Interventions carried out included:

- Completion of emergency rehabilitation and expansion works in Juba for a capacity of 7,200 cubic meters a day and in Wau for a capacity of 6,000 cubic meters a day.
- Emergency replacement of electromechanical equipment for the Malakal stations and procurement and installation of a mobile treatment plant, which has a capacity of 240 cubic meters an hour.
- Construction of three tanker truck filling stations, donkey cart filling stations, water kiosks and public tap stands.
- Completion of new water supply facilities in Bor with a capacity of 4,800 cubic meters a day and in Maridi with a capacity of 3,000 cubic meters a day.

2.6 Major Challenges Encountered before 2014

The following major challenges still exist for SSUWC including:

- Water infrastructure is largely underdeveloped and does not support the existing population.
- Much of the existing water infrastructure is not operational.
- There is low coverage of safe drinking water supply.
- There is a lack of institutional capacity and adequately skilled staff.
- There is an inadequate revenue base.
- Arrears have accumulated from government and non-government customers; household arrears are a particular problem.
- Increases in the number of power shortages lead to an increased use of generators. The power shortages mean that the cost of production rises, resulting in a shortage of water supply because less than half of plant capacity is utilized.
- NRW is estimated to be more than 50 percent because of an aged pipe network.
- Low meter coverage.
- Drought conditions that affected water sources and the quantity and quality of water.
- High inactive accounts – about half of SSUWC's accounts.
- Limited number of storage and distribution networks and therefore an inability to cover growing urban areas.
- Limited and sometimes non-existent data management systems.
- Low capital expenditure performance.

3.0 SWOT Analysis

The strengths, weaknesses, opportunities and threats (SWOT) analysis is a tool used for determining a company's strategic position. The analysis consists of an evaluation of the organization's internal and external environment in order to determine its strengths and weaknesses, the availability of external opportunities and potential threats. SSUWC's SWOT analysis was carried out in a consultative workshop with management and staff in 2013. The aim was to develop feasible and practical strategies for the next three years.

3.1 Strengths

SSUWC's strengths were identified as:

- **Some relatively new water treatment stations in Bor and Maridi**

A mobile treatment plant with a capacity of 480 cubic meters a day was constructed in Bor. A new water treatment plant was constructed in Maridi and has now been connected to the local electricity company.

- **Staff eager to work**

The SSUWC has a committed and motivated staff that carries out its duties diligently and in a spirit of teamwork.

- **Registered land for the stations**

SSUWC has titled land for all its infrastructure assets, allowing it to expand its infrastructure and accommodate any future investments.

- **Management willingness to adopt new and best operation practices**

SSUWC management and staff are willing to embrace change and innovative managerial practices such as corporatization, commercialization and reforms.

- **Established monthly reporting system**

A new monthly reporting system lays a foundation for subsequent performance evaluation and data tracking, which will give the corporation a basis for management and policy decision-making.

- **Able and experienced leadership**

The corporation is led by a team with many years of experience. The team can achieve a turnaround in service delivery in South Sudan, exercise good corporate governance principles in operational and administrative roles, adhere to employment laws, encourage workers unions and provide representation to user committees.

3.2 Weaknesses

SSUWC's internal weaknesses were identified as:

Technical Performance

- **Aged and inadequate infrastructure**

The current water distribution infrastructure is aged, inadequate and ill-equipped to expand to reach new customers. SSUWC must serve growing urban populations and needs to expand and improve on the water supply systems.

- **Inability to accurately measure water production and supply**

The current infrastructure is not metered therefore it cannot measure water production and supply quantities. As a result, the statistical information used to assess production and supply are estimates based on pump calibration.

- **High water losses**

Due to the aged and dilapidated infrastructure, there is NRW of over 50 percent.

- **Poor operation and maintenance of facilities**

The long civil war left most of the water infrastructure in a dilapidated state. Some of the water treatment plants and part of the distribution network was vandalized. Capacity gaps and inadequately skilled staff has made operation and maintenance of the infrastructure difficult. Most of the technical staff is not skilled enough to operate the equipment.

- **Lack of pipes and water meters for service expansion**

The corporation is financially incapable of providing necessary materials for service expansion.

Commercial Performance

- **Manual billing systems in most areas**

Manual billing systems and a lack of databases make commercial operations unpredictable, unreliable and difficult.

- **Low billing efficiency and collection rates**

As a result of a limited distribution system, the customer base is still very small because many of the potential customers are not connected.

- **Very Low meter coverage hence high level of estimation of bills.**

Most of the distribution and service points are not metered because no investment was made in metering.

- **Non-payment of bills by government**

SSUWC has huge arrears from government customers that constrain operations.

- **Poor Customer Care**

Staff attitudes need to embrace customer satisfaction principles.

Unwillingness of Customers to Pay for Water Services

- Though currently unwilling to pay, if service were clean, reliable, adequate and

available, customers would be willing to pay. However, investments in water treatment plants and distribution to homes are required.

Financial Sustainability

- **Insufficient tariff and low cost recovery**

SSUWC operates with a uniform tariff structure in most of its areas. The tariff is progressive and based on the principle that higher income and higher consumption categories should pay more for services. However the tariffs are too low to allow for any meaningful recovery of costs.

- **Low revenues**

Low tariffs, high NRW and inadequate transfers from the central government through the Ministry of Finance lead to low SSUWC revenues.

- **Complex tariff structure**

Staff has not been trained to fully appreciate tariff setting and management principles. A review of the tariff policy and structure is required.

- **Inadequate finance for long-term investment.**

SSUWC is unable to generate enough funds to finance all its long-term investment needs because, in part, of the tariff. Government and donor support is required for longer-term investment.

- **No financial statements and valuation of assets**

SSUWC is ill equipped to identify and value its assets or compute related depreciation values. Rudimentary accounting systems are still in use that make it difficult to prepare financial statements.

Institutional Human Resource and Administration

- South Sudan lacks skilled personnel to manage operations of the utility and vacant positions exist.
- Inadequate office space, which constrains supervision and management.
- Inadequate remuneration and staff incentives, which demoralized staff and affect performance.
- Training is lacking for staff in tasks including meter reading, plumbing and repairs.
- Corruption.
- Poor logistics, transport, tools and resources.
- Lack of adequate and reliable data management systems.
- No staff performance evaluation system.

3.3 Opportunities

The external opportunities were identified as follows:

- **Support from Development Partners**

SSUWC hopes to benefit from donor support from agencies including JICA, GIZ, SUWASA and USAID. Emergency rehabilitation works were financed by JICA, USAID and GIZ. Greater development partner participation is needed to restore the urban water supply system to levels of utilities worldwide.

- **Growing urban population**

Relative political stability has attracted citizens from exile, which has created a greater demand for SSUWC services, providing a larger market. This is an opportunity for SSUWC to expand its service coverage to meet the increasing demands for water services.

- **Relatively adequate clean water resources**

The Nile and tributaries within its basin provide adequate and relatively clean raw water to four out of the six cities SSUWC services.

- **Demand for Services**

A large part of the urban populations is without potable piped water. This is an untapped market.

- **Government support as a priority sector**

The government supports SSUWC by providing an enabling operating framework and funding. It is hoped that the government will continue to provide some capital investment for activities such as provision of services to the poor and emergency services, activities that are not commercially viable. For example, government funding could be used for intake and distribution networks.

- **Adequate land for construction and expansion of water facilities**

- **Support from MEDIWR**

MEDIWR continues to assist by coordinating planning for water resources. It also establishes strategic alliances with development partners in order to expand and improve services.

- **Growing economy**

The construction and services industries are growing rapidly and will require reliable water supply. The relatively stable and predictable macroeconomic environment provides SSUWC with the opportunity to carry out long-term planning and thus provide services to a wider cross section of customers.

- **Cooperation with neighboring countries**

Cooperation with other countries could provide SSUWC with chemicals and knowledge and skills transfer.

- **Supportive local governments**

The six cities where SSUWC operates have local governments that support its operations.

3.4 Threats

The following issues were identified as possible threats:

- **Insufficient power**

Water production and distribution rely heavily on thermal generators, which are expensive to maintain. Cheaper renewable energy sources should be explored.

- **Low income levels due to limited customer base and counterpart funding**

SSUWC depends on limited government subsidies, which limits the scope of work that can be carried out in any planning period. SSUWC should receive assistance attaining financial, operational and management autonomy and self-accounting status.

- **Dependence on development partners**

Donor funds can be erratic and unsustainable in the long run.

- **Dependence on government operation and maintenance subsidies**

A single treasury system provides operational revenues that are transferred to agencies for operational and maintenance activities. As a result, government agencies including SSUWC cannot fully execute their mandate or manage investments.

- **Single Treasury system of government**

The single treasury system results in a lack of accounting and financial autonomy that limits SSUWC's ability to conduct transactions in an independent manner or manage investments.

- **Inadequate resources from government**

Since the current tariff does not allow SSUWC to recover its costs, the corporation does not have sufficient funds to carry out critical capital investment programs.

- **Non-payment of bills from government**

The government's arrears constrain SSUWC's cash flow and limit its ability to meet operation and maintenance costs.

- **Climate change**

The recent prolonged dry climatic conditions have affected the water sources. This has reduced the water levels in the Nile and in other water sources. The drought and potential flood conditions threaten water supply and quality.

- **Lack of adequate skilled workers in South Sudan**

- **Lack of proper sanitation increasing the rate of water and environmental pollution**

Lack of investment in sanitation initiatives and poor water disposal habits continue to pose great health challenges such as cholera outbreaks. Reforms, dedicated investments and a mandate for SSUWC to provide sanitation services are required.

3.5 Conclusion of SWOT Analysis

SSUWC has taken note of its external threats and internal weaknesses and will endeavor to minimize their impact by:

- Carrying out innovative change management programs and effectively utilizing infrastructure and human resources.
- Taking advantage of opportunities to consolidate expansion programs and enhance efficiency gains.
- Offering platforms for self-assessment and rethinking innovative changes that will spur transformation into a leading service provider in South Sudan.

4.0 Vision, Mission and Strategic Goals

The vision, mission and strategic goals provide the overarching aspirations of a business. This chapter outlines SSUWC's future focus.

4.1 Vision

The vision statement expresses the desires of an organization and its hopes for the intermediate future. It is a description of what the organization hopes to achieve.

SSUWC's vision is:

To be the leading and most vibrant service provider in South Sudan

4.2 Values

The system of shared values and norms in an organization shapes its culture. SSUWC recognizes that the right values will result in increased efficiency, higher productivity and better focus. SSUWC's values are:

Satisfied customers: Happy and satisfied customers who pay bills promptly.

Reliability: Adequate water supply in all the towns where SSUWC operates.

Excellence and respect: Commitment to the highest standards of service and esteem for our interactions with colleagues and development partners irrespective of race, nationality, sex, religion or political beliefs.

Innovation: Continuously develop and apply creative and innovative managerial solutions to improve service delivery.

Commitment: A strong, secure and committed workforce dedicated to serving SSUWC.

Overall objective: Contribute to national development by providing adequate water services to all sectors, a critical role in the economic development of South Sudan.

4.3 Mission

A mission statement articulates an organization's purpose. SSUWC's mission is:

To develop and provide safe, adequate, affordable water supply services in an efficient, sustainable, customer-oriented and environmentally friendly manner.

4.4 Corporate Strategic Goals 2015 – 2018

In developing the goals for 2015 – 2018, SSUWC adopted strategic themes that align strategy development with decision-making and investment. The themes and associated goals are:

4.4.1 Strengthened Institutional Capacity

Goals:

- **Human resources capacity**

This goal aims at training and empowering SSUWC staff with the technical and managerial skills required to effectively manage the business of water service delivery.

- **Invest in MIS and decision support systems and databases**

In the absence of an effective MIS system to support the utility's operational and commercial functions, focus within the next three-year period will be to invest in information systems that support decision making including GIS, IT, billing and asset management register systems.

- **Performance management**

The goal is to introduce business re-engineering principles as a catalyst to institutional reform and quick turnaround wins through the adoption of commercialization, performance improvement and accountability mechanisms. Performance-based contracts will be introduced for all area managers.

- **Stakeholder engagement**

SSUWC's goal will be to ensure coordination with MEDIWR and other support ministries and government departments and to promote constructive engagement with development partners, increase public awareness and visibility of SSUWC activities, and attract private investments.

- **Self-accounting framework**

SSUWC will aim to become an autonomous, self-accounting and financially viable state enterprise.

- **Regulatory oversight**

SSUWC will provide regulatory oversight over its activities and the activities of other private water operators and investors to ensure compliance with health standards and legal frameworks.

4.4.2 Improved Financial Sustainability

Goals

- **Billing:** Increase billing by performing a customer enumeration and mapping exercise that will allow SSUWC to increase billing capacity. Establish a tariff that will allow for revenue collections that cover costs and enhance SSUWC's financial position and bankability.
- **Revenues:** Increase annual revenue from 4.3 million South Sudanese pounds in fiscal year the 2015–2016 to 11.7 million in fiscal year 2017-2018 and increase collection and billing ratios, including arrears, to 70 percent of all the water supplied
- **Cost optimization:** Optimize electricity and fuel costs. Optimize administrative costs, fleet management costs, transport and mobile costs, static plant and pipe network costs and other costs such as chemical costs.
- **Tariff efficiency:** Ensure affordable and efficient tariffs that support financial sustainability.
- **Self-Accounting framework:** To become semi-autonomous from the government of South Sudan, transforming SSUWC into an independent state enterprise that oversees its own accounting.

- **Financing operations:** End dependency on government transfers for operations and maintenance costs.
- **Resource mobilization:** Evolve into an autonomous corporation that handles its own accounts, mobilizes internal revenues and attracts investment finance for capital development. SSUWC will also explore concessional financing and grants for refurbishments and investment in new infrastructure.

4.4.3 Sustainable, Efficient and Equitable Technical Operations

Goals

- **Water service coverage:** Increase water service coverage from 29 to 40 percent.
- **Water production:** Increase water production to 80 percent of installed production capacity.
- **New connections:** Increase new water connections 20 percent from 10,192 to 12,230 a year.
- **Water supply:** Ensure 18-hour a day water supply from all SSUWC stations.
- **Water losses:** Determine the level of NRW in all six stations within the plan period.
- **Mains extensions and densification of the network:** Construct 123 kilometers of main extensions and undertake densification of the distribution pipe network to reach unserved areas.
- **Staff productivity:** Improve staff productivity and limit staff levels from 40 to less than 30 employees per 1,000 water connections and ensure staff costs are rationalized. The staff rationalization will be achieved by increasing the number of connections to the network. Though a staff shortfall exists, the increase in connections should help reduce the ratio of staff per 1,000 connections.
- **Service to the poor:** Increase service coverage to informal settlements and establish 186 public stand posts and install yard taps within the settlements.
- **Distribution efficiency:** Refurbish sections of the old and dilapidated network, reduce the number of leaks and bursts, and increase meter population.
- **Water quality:** Ensure adequate compliance with national turbidity, bacteriological, physiochemical and residual chlorine standards.
- **Water supply reliability:** Extend distribution networks, ensure adequate monthly plant maintenance and restore water supply and delivery infrastructure.
- **A central store for all the stations:** Construct offices in all stations with facility for storing tools.

4.4.4 Improved Commercial Operations

Goals

- **Customer orientation and care**
SSUWC will develop and implement a customer care management policy. A

customer charter will be prepared focusing on improving customer interaction with the corporation.

- **Billing and customer accounts management**

SSUWC will improve and automate billing processes with the objective of raising revenues.

4.5 Planned Capital Investment Projects 2015 – 2018

In order to restore the network, a number of capital investment projects have been identified and prioritized for the next three years. Grants, long-term soft loans, private capital and public private partnerships will be used where internally generated revenues can be leveraged for private capital. The projects include:

Juba Master Plan Phase I

The US\$48 million project involves:

- Construction of a water treatment plant and intake with a capacity of 10,800 cubic meters.
- Construction of 51 kilometers of transmission and distribution pipe network.
- Construction of a ground storage facility with a capacity of 5,000 cubic meters.
- Eight tank truck stations and 120 kiosks.

The project scope is anticipated to be expanded into Phase II and Phase III. The costs of those phases are yet to be determined

Wau Distribution Network Expansion

The project involves construction of over 90 kilometers of distribution network to increase access and connectivity to customers in Wau including customers east of the Jur River. The project cost is yet to be finalized. SSUWC plans to execute 13 kilometers of the extension in the next three years. Pipes exist underground throughout the state of Unity and provide an attractive initiative that will ensure that the project can be completed with minimal financial requirements. The network improvement will also involve construction of four water bowser and tanker truck stations and public water kiosks.

Malakal Emergency Rehabilitation of Treatment Plant and Distribution Network

The project involves the rehabilitation of existing network infrastructure and a treatment plant, construction of four tanker truck stations and 50 kiosks. The planned capacity of Malakal also requires repair and rehabilitation of about 90 kilometers of transmission and distribution mains. However, SSUWC intends to expand distribution network by 40 kilometers. The government is also proposing funding for an emergency rehabilitation project valued at 3.36 million South Sudanese pounds that resulted from the December 15, 2013 crisis. The project is at an advance stage. The total project cost is not finalized.

Replacement of 10 Kilometers of Water Distribution Network Line in Juba

The project, which is financed by the Ministry of Finance, is expected to benefit residents of Juba and the peri-urban areas. The contract has already been awarded and work has commenced. The work is expected to conclude in June 2015.

A 10-kilometer extension of a water distribution line to Juba International Airport and Juba Na-Bari Residential Area.

The contract for this project has already been awarded and work is expected to commence in April 2015.

A 90-Kilometer Extension of Water Distribution Line in Juba

The project is expected to benefit residents of Gudele, Nyakuron, Rock City, Logologo, and Gumbo. It is expected to take two to five years.

A Five-Kilometer Extension of Water Distribution Line

The project is expected to benefit residents of Maridi County West and Malaka.

Table 7: Summary of Investment Plan 2015 – 2018

Area/ Goals	Fiscal Year 2013–2014			Fiscal Year 2017–2018			Investment Plan	
	Plant Capacity	Actual Water Production/day	Plant Capacity Utilization %	Plant Capacity	Actual Water Production /day	Plant Capacity Utilization %	Required investment plan	Estimated cost in US\$ Millions
Juba	7,200	4,457	62%	18,000	14,000	78%	To increase the current treatment by 10,800 m3/day and expand the distribution by 51 km	55
Wau	6,000	1,541	25%	6,000	4,000	67%	Increase Water Distribution Network by 13kms	2.5
Malakal	6,000	1,643	12%	14,000	10,000	71%	Rehabilitate the aging distribution network and Increase water distribution network by 40 kms	8
Maridi	3,000	129	4%	3,000	2,500	83%	Increase Water Distribution Network by 15kms	2.5
Renk	6,000	2,000	33%	6,000	4,000	67%	Rehabilitate the aging distribution network and Increase Water Distribution Network by 5kms	4
Bor	4800	480	10%	4,800	3,000	63%	Increase Water Distribution Network by 10kms	5
Total	30,200	10,250	25%	51,800	37,500	72%		77

The Urban WASH Subsector Investment and Implementation Plan, developed by MEDIWR, anticipates a need to invest an estimated US\$944 million in water service extension by the end of 2018. It is summarized in the table below. These investments will be made in coordination with this corporation plan.

Table 8: Water Investments in US\$ Millions

Urban Center Categories	Physical Investment	Non-Physical Investment	TOTAL
Cities	197	28	225
Major Towns	303	40	343
Minor Towns	179	23	202
Small Towns	133	17	150
Sanitation Subsidy	0	25	25
TOTAL	812	133	945

4.6 Assumptions

In order to achieve these goals, the following key assumptions are:

- That SSUWC is granted autonomy and empowered to operate on a commercial basis.
- Short-term performance improvement plans based on this corporate plan will be implemented and turn SSUWC into a commercially viable and sustainable service provider.
- Government funding is scaled up especially for infrastructure rehabilitation, but scaled down for operation and maintenance costs because these costs should be met by internally generated revenue.
- Donor funding increases for critical investments in network expansion and distribution.
- Distribution network extension projects will be realized in the first and second year of the corporate plan period if they are embarked on immediately. It is however not expected that the major projects will be completed during the corporate planning cycle.
- A tariff policy and structure is developed and approved and is linked to cost recovery especially for operation and maintenance.
- SSUWC retains all revenue collection.
- South Sudan experiences political and institutional harmony.

4.7 Station and Area Goals for 2015 – 2018

Table 9 summarizes strategic goals for 2015 – 2018. The corporate goals are made up of all the station and area goals.

Table 9: Area Strategy Goals 2015 – 2018

Area/Goals	Water production per day by June 2018	Public stand posts installed	New connections installed	Extensions kms by June 2018	Average collections/month by FY 2015/16
Juba	14,000	243	880	40	300,000
Wau	4,000	42	1,700	13	180,000
Malakal	10,000	100	900	40	200,000
Maridi	2,500	103	435	15	50,000
Renk	4,000	100	900	5	180,000
Bor	3,000	92	120	10	63,000
Total	37,500	680	4,935	123	973,000

4.8 The Annual Targets for Fiscal Year 2015 – 2016

Within the framework of the corporate strategic goals stated above, the key tactical objectives that management intends to achieve during fiscal year 2015 – 2016 have been defined as:

- Determine the level of NRW in the six stations within the first year.
- Improve staff productivity from 40 to 30 staff per 1,000 connections.
- Ensure that total staff costs as a percentage of operating costs are limited to no more than 45 percent.
- Enhance customer care in all areas and ensure effective response to customer complaints within 18 hours.
- Increase collections, including arrears of over one year, from 289,795 South Sudanese pounds to 579,518 South Sudanese pounds a month.
- Increase the collection ratio from 46 percent to 50 percent.
- Establish 62 public stand posts in all areas and strengthen the existing water vending management system for the urban poor.
- Ensure that water and effluent quality conform to national standards.
- Carry out mains extensions of 51 kilometers.
- Install 52 new water connections in all areas.
- Increase service coverage from 29 percent to 40 percent.
- Reduce average debt for arrears from 315,000 South Sudanese pounds to 200,000 South Sudanese pounds.

5.0 Corporate Strategies 2015 – 2018

This chapter outlines the steps SSUWC intends to take to achieve its goals for 2015 to 2018. The strategies outlined below are grouped according to the themes used in the formulation of the strategic goals.

5.1 Strengthened Institutional Capacity

Strengthened institutional capacity includes six major goals. Each corresponds to specific outputs and appropriate strategies will be implemented to achieve them. The goals are:

Human Resource Capacity

Train and empower SSUWC staff members so they have the technical and managerial skills to effectively manage the water service delivery business. The strategies to achieve the goal are:

- Assess capacity of SSUWC staff.
- Conduct capacity building for all staff members, including on-the-job training, to equip them with necessary technical skills.
- Recruit skilled workers for vacant positions.
- Design and implement an incentive structure that provides adequate rewards for staff based on performance.
- Develop a human resources manual.

Invest in MIS and Decision Support Systems and Databases

In the absence of an effective MIS system to support SSUWC's operational and commercial functions, focus in the next three years will be on investing in information systems that support decision-making. The strategies implemented will be:

- Procure MIS software to help in analyzing management information such as production, supply, consumption, billing, and revenue collection.
- Procure GIS and block mapping equipment.
- Design and implement an asset register.
- Procure necessary IT infrastructure.
- Procure a billing system that supports commercial functions.

Performance Management

Introduce business re-engineering principles as a catalyst to institutional reform and quick turnaround wins through adoption of commercialization, performance improvement and accountability mechanisms. The strategies will be:

- Adopt commercialization, institutional development and business re-engineering principles aimed at fulfilling the enhanced mandate.
- Prepare performance improvement plans to guide improvements in service delivery.
- Design adequate performance accountability mechanisms such as M&E, performance contracts and others.

Stakeholder Engagement

The key strategies to achieve this goal includes:

- Ensure coordination with MEDIWR and gain other support from ministries and government departments.
- Promote constructive engagement with development partners who will want to know that the construction of their project is properly detailed and that the sustainability of their completed project is also assured.
- Mitigate political instability and assure independent investors who will want to know that their security and that of their assets is under control.
- Increase public awareness and visibility of SSUWC activities through the media and corporate publicity campaigns.
- Carry out corporate social responsibility activities.

Self-Accounting Framework

SSUWC will aim to achieve autonomy and will function as an independent, self-accounting and financially viable state enterprise. Key strategies include:

- Adopt reforms that support evolution to autonomy including incorporating.
- Devolution of financial responsibility from the centralized government system.
- Establishment of an internal accounting system independent of the Ministry of Finance.
- Adoption of incentive frameworks for staff.
- Preparation of annual budgets.
- Aim to achieve less dependence on government subventions for operations and maintenance.

Regulatory Oversight

Until the government and ministry have defined the institution that will take over responsibilities, SSUWC will provide regulatory oversight for itself and private water operators and investors to ensure compliance with health standards and legal frameworks. The strategies include:

- Monitor water quality
- Monthly and annual performance assessments for all operations
- Annual tariffs that will allow SSUWC to recover operation and maintenance costs
- Review annual investment plans
- Arbitration and negotiation of contracts with private operators

5.2 Improved Financial Sustainability

There are seven goals as part of this theme. Each has a strategy. The goals and strategies are:

Billing: Increase billing by performing a customer enumeration and mapping exercise.

- Currently SSUWC is faced with low water sales and a low tariff that does not reflect the cost of providing service. SSUWC plans to increase water sales from 10,317 cubic meters to 20,447 cubic meters a day by 2018.
- SSUWC will conduct a tariff review study with the objective of formulating a tariff structure that enhances its financial position and bankability.
- Invest in metering for all connections.

Revenues: Increase annual revenue from 4.3 million South Sudanese pounds to 11.70 million South Sudanese pounds.

- Increase billing ratios, including accounts in arrears, to 70 percent.
- Increase collection ratios from 44 percent to 50 percent.
- Minimize government arrears.
- Ensure growth in net operating profit from losses to 2.15 million South Sudanese pounds.
- Reduce arrears to three months of billings.
- Strengthen customer services in all service areas to ensure prompt and effective response to all customer needs and complaints to the satisfaction of customers. As a result, SSUWC expects customers to pay bills promptly.
- Determine the level of NRW in all the six stations.

Cost Optimization: Optimize electricity and fuel costs

Key strategies include:

- Connect to the national grid, especially in Maridi.
- Optimize administrative costs, fleet management costs, transport and mobile costs, static plant and pipe network costs and other costs such as chemical costs.

Tariff Efficiency: Establish an affordable and efficient tariff

- Review SSUWC's current tariff structure.
- Create a uniform tariff structure in all cities instead of having different tariffs for each station, ensuring equity in supply and pricing and enhancing economic efficiency.

Self-Accounting Framework:

- Quickly transform into an autonomous, self-accounting and sustainable corporation.
- Adopt internally delegated management systems where possible.

Financing Operations: To end dependency on government funding transfers for operations and maintenance costs.

To do this, SSUWC will:

- Have an independent financial self-accounting system and control over its assets.
- Ensure that all the stations are self-sustainable in the medium and long term to meet

operations and maintenance costs

- Ring fence revenue to cover operations and maintenance costs.

Resource Mobilization

SSUWC will:

- Transform into an autonomous and self-accounting corporation that can mobilize internal revenues and attract investment financing for capital development
- Explore concessional financing and grants for refurbishments and seek investments in new infrastructure.

5.3 Sustainable, Efficient and Equitable Technical Operations

Goals under this theme should be achieved by 2018 and include:

Water Service Coverage: Increase water service coverage from 32 percent to 40 percent.

Water Production: Increase Water Production to 80 percent of the installed production capacity.

New Connections: Increase new water connections 20 percent from 10,192 to 12,230 a year

Water Supply: Ensure 18-hour a day water supply at all SSUWC stations.

Water Losses: Determine the level of NRW in all the six stations and enact a NRW reduction program.

Mains Extensions and Densification of the Network: Extend mains by 51 kilometers work on densification of the distribution pipe network to reach unserved areas.

Staff Productivity: Improve staff productivity and limit workforce levels from 40 to not more than 30 employees per 1,000 water connections; ensure staff costs are rationalized.

Service to the poor: Increase service coverage to informal settlements and periurban areas and construct and commission 186 public stand posts and install yard taps in settlements.

Distribution Efficiency:

- Refurbish sections of the old and dilapidated network using internal funds and funding from development partners.
- Reduce the number of leaks and bursts long the old network.
- Low metering efficiency: Increase meter population and install meters on all commercial, institution and domestic and homestead installation.

Water Quality: Ensure adequate compliance to national turbidity, bacteriological, physiochemical and residual chlorine standards.

Water Supply Reliability: Explore financing options and financing to extend grid electricity to multiple stations and plants.

- Explore financing options to extend electricity from the grid to stations and plants.

- Ensure adequate thermal fuel for plant operation in times of grid outages.
- Ensure monthly plant maintenance and restoration of infrastructure for delivery of water supply.
- Build a central store for all the stations.

5.4 Improved Commercial Operations

Goals under this theme include:

Customer Orientation and Care:

The SSUWC will develop and implement a management policy. This will aim at improving the customer's experience by:

- Investing in a robust customer complaint tracking and resolution system.
- Adopting a customer-centered management policy and attitude focusing on improving the customer's experience.
- Improving staff culture for handling customers.
- Participating in corporate social responsibility activities such as cleaning hospitals, markets, town roads, and sports events as a means of giving back to the community and strengthening alliance with customers.
- Enhancing customer interface and interaction through SMS platforms, the media and effective resolution of complaints.

Appendix I

SSUWC Corporate Plan Implementation Matrix 2015 – 2018

Table 10: SSUWC Corporate Plan 2015 – 2018 Implementation Matrix

Strategic Themes	Goals	Strategies	Estimated Cost (USD)
Strengthened Institutional Capacity	Human Resource Capacity	<p>This goal aims at training and empowering SSUWC staff with the technical and managerial skills required to effectively manage the water service delivery business. The following strategies will be implemented:</p> <ul style="list-style-type: none"> • Capacity assessment. • Conduct capacity building for all staff, including on-the-job training, to equip them with necessary technical skills. • Carry out recruitment of skilled workers for vacant positions. • Design and implement an incentive structure that provides adequate rewards for staff based on performance. 	US\$180,000
	Invest in a MIS and Decision Support Systems/Databases	<p>In the absence of an effective MIS system to support SSUWC's operational and commercial functions, focus in the next three years will be to invest in information systems that support decision-making. The strategies implemented will be:</p> <ul style="list-style-type: none"> • Procure MIS software to help in analyzing management information such as production, supply, consumption, billing, and revenue collection details. • Procure GIS and block mapping equipment. • Design and implement an asset register. • Procure necessary IT Infrastructure. • Procure a billing system that supports commercial functions. 	US\$1,000,000
	Performance Management	<p>Introduce business re-engineering principles as a catalyst to institutional reform and quick turnaround wins through adoption of commercialization, performance improvement and accountability mechanisms. The strategies will be:</p> <ul style="list-style-type: none"> • Adopt commercialization, institutional development and business re-engineering principles aimed at fulfilling the enhanced mandate. • Design tailor-made performance improvement plans to guide improvements in service delivery. • Design adequate performance accountability mechanisms such as M&E, performance contracts and others. 	US\$600,000
	Stakeholder Engagement	<p>The key strategies to achieve this goal will include:</p> <ul style="list-style-type: none"> • Ensure coordination with MEDIWR and gain other support from ministries and government departments. • Promote constructive engagement with development partners who will want to know that the post construction of their project is properly detailed and that the sustainability of their completed project is also assured. • Mitigate political instability and assure independent investors who will want to know that their security and that of their assets is under control. • Increase public awareness and visibility of SSUWC activities through the media and corporate publicity campaigns. • Carry out corporate social responsibility activities. 	US\$300,000

Strategic Themes	Goals	Strategies	Estimated Cost (USD)
	Self-Accounting Framework	SSUWC will aim to achieve autonomy and will function as an independent, self-accounting and financially viable state enterprise. Key strategies include: <ul style="list-style-type: none"> • Adopt reforms that support evolution to autonomy including incorporating. • Devolution of financial responsibility from the centralized government system. • Establishment of an internal accounting system independent of the Ministry of Finance. • Adoption of incentive frameworks for staff. • Preparation of annual budgets. 	US\$800,000
	Regulatory Oversight	SSUWC will provide regulatory oversight for itself and private water operators and investors to ensure compliance with health standards and legal frameworks. The strategies include: <ul style="list-style-type: none"> • Monitor water quality. • Monthly and annual performance assessments for all operations. • Annual tariffs reviews. • Review annual investment plans. • Arbitration and negotiation of contracts with private operators. 	US\$900,000
Improved Financial Sustainability	Increase billing by performing a customer enumeration and mapping exercise	<ul style="list-style-type: none"> • Currently SSUWC is faced with low water sales and a low tariff that does not reflect the cost of providing service. SSUWC plans to increase water sales from 10,317 cubic meters to 20,447 cubic meters a day by 2018. • SSUWC will conduct a tariff review study with the objective of formulating tariff structure that enhances its financial position and bankability. • Perform a consumer validation survey aligned to customer numbers in the system. • Invest in metering for all connections. • Invest in a new billing and IT system. 	US\$1,500,000
	Increase annual revenue from 4.3 million SSP pounds to 11.70 million SSP	<ul style="list-style-type: none"> • Increase billing ratios, including accounts in arrears, to 70 percent. • Minimize government arrears. • Ensure growth in net operating profit from losses to 2.15 million South Sudanese pounds. • Strengthen customer services to ensure prompt and satisfactory response, encouraging customers to pay bills promptly. • Reduce arrears to three months of billings. • Determine level of NRW in all stations. 	US\$1,400,000
	Optimize electricity and fuel costs	Key strategies include: <ul style="list-style-type: none"> • Optimize administrative costs, fleet management costs. • Review and optimize transport and mobile plant costs. Optimize static plant and pipe network costs and other costs such as chemical costs.	US\$200,000

Table 10: SSUWC Corporate Plan 2015 – 2018 Implementation Matrix cont...

Strategic Themes	Goals	Strategies	Estimated Cost (USD)
	Tariff Efficiency: Establish an affordable and efficient tariff	<ul style="list-style-type: none"> The current unit costs of production far exceed the average tariff. As a result, SSUWC is unable to cover its operating costs and depreciation costs and experiences net losses. A review of SSUWC's current tariff structure is necessary. The review should focus on creating a uniform tariff structure in all cities instead of having different tariffs for each station. A uniform tariff will ensure equity in supply and pricing for all consumers and enhance economic efficiency. Design an appropriate tariff indexation formula to insulate the tariff from inflation and currency depreciation. 	US\$360,000
	Self-Accounting Framework	<ul style="list-style-type: none"> SSUWC needs to quickly transform into an autonomous, self-accounting and sustainable corporation. Adopt internally delegated management systems where possible. 	US\$520,000
	Financing Operations to end dependency on government funding transfers for operations and maintenance costs	<p>To do this, SSUWC will:</p> <ul style="list-style-type: none"> Have an independent financial self-accounting system and control over its assets. Ensure that all the stations are self-sustainable in the medium and long term to meet operations and maintenance costs. Ring fenced revenue to cover operations and maintenance costs. 	
	Resource Mobilization	<p>SSUWC will:</p> <ul style="list-style-type: none"> Transform into an autonomous and self-accounting corporation that can mobilize internal revenues and attract investment financing for capital development. Explore concessional financing and grants for refurbishments and seek investments in new infrastructure. 	US\$80,000
Sustainable, Efficient and Equitable Technical Operations	Increase Water Service Coverage from 32% to 40%	<ul style="list-style-type: none"> Develop an investment plan to refurbish and expand the distribution network. Extend mains by 51kms and undertake a densification of the distribution pipe network to reach unserved areas. Take up new towns gazetted for SSUWC operations. 	US\$550,000
	Increase Water Production	<ul style="list-style-type: none"> Increase water production to 80% of the installed production capacity at the stations. Refurbish and increase plant capacity of water works in high growth areas such as Juba. Refurbish dilapidated intakes. Implement projects that have been planned to increase water production. Invest in other raw water sources such as boreholes for water-stressed areas. 	US\$1,000,000
	Increase New Connections	<ul style="list-style-type: none"> Increase new water connections from 10,192 to 12,230. Review the new connection policy to make it simpler for eligible applicants. Undertake consultancy to review connection policy. 	US\$200,000

Strategic Themes	Goals	Strategies	Estimated Cost (USD)
	Reduce Water Losses	<ul style="list-style-type: none"> Reduce leakages through effective pressure management, active leakage control, and ensure speed and quality of repairs. Install bulk and distribution water meters on the network. Refurbish water kiosks. Develop and implement a comprehensive meter replacement policy. Carry out effective planned preventive maintenance activities. Carry out illegal use reduction programs. 	US\$1,200,000
	Expand water Services to the poor	<ul style="list-style-type: none"> Increase service coverage to informal settlements and periurban areas. Establish 186 public stand posts and install yard taps within these settlements. 	US\$1,500,000
	Achieve improvements in Distribution Efficiency	<ul style="list-style-type: none"> Refurbish sections of the old and dilapidated network using internal funds and funding from development partners. Reduce the number of leaks and bursts long the network. Increase number of meters and install meters for all commercial, institution and domestic and homestead customers. 	US\$870,000
	Water Quality: Ensure adequate compliance to national turbidity, bacteriological, physiochemical and residual chlorine standards	<ul style="list-style-type: none"> Construct laboratories for monitoring water quality. Procure reagents and laboratory water testing equipment. Conduct daily water tests and quality control monitoring. Conduct mobile random test samples at various off take points. Strengthen process control and water quality monitoring systems. 	US\$100,000
	Improve Water Supply Reliability	<ul style="list-style-type: none"> Explore financing options and sources for finance to extend grid electricity to multiple stations and plants. Ensure adequate thermal fuel for plant operation in times of grid outages. Ensure adequate monthly plant maintenance and restore infrastructure. 	US\$200,000
	Improve Staff Productivity	<ul style="list-style-type: none"> Improve staff productivity and limit workforce levels from 40 to not more than 30 employees per 1,000 water connections and ensure staff costs are rationalized. Carry out staff rationalization according to skills and focus on trainings. Recruit more skilled staff for technical and commercial functions. Enhance performance based pay. Increase the level of staff emoluments pegged to performance in order to foster and improve staff productivity. 	US\$80,000

Table 10: SSUWC Corporate Plan 2015 – 2018 Implementation Matrix cont...

Strategic Themes	Goals	Strategies	Estimated Cost (USD)
Improved Commercial Operations	Customer Orientation and Care:	SSUWC will: <ul style="list-style-type: none"> • Invest in a robust customer complaint tracking and resolution system. • Adopt a customer-centered management policy and attitude focusing on improving the customer’s experience. • Improve staff culture for handling customers. • Participate in corporate social responsibility activities such as cleaning hospitals, markets, town roads, and sports events as a means of giving back to the community and strengthening alliance with customers. • Enhance customer interface and interaction through SMS platforms, the media and effective resolution of complaints. • Establish front desk offices. 	US\$300,000
	Billing and Customer Accounts Management:	The following strategies are to be employed: <ul style="list-style-type: none"> • Increase number meter and install meters on all commercial, institution and domestic and homestead customers. • Invest in a computerized and uniform billing and customer accounts database management system. • Set credit limits to two months and hire debt collectors to strengthen collection of accumulated arrears. • Increase monitoring and achieve of collection targets a each station. • Read meters and produce and deliver bills by the 10th of each month. 	US\$300,000
			US\$14,140,000

Appendix 2

Area Specific Targets 2015 – 2018

Table 11: Station and area annual targets 2015 – 2016

AREA	Water Production M ³ /day	Water Sold M ³ /day	NRW %	Number of Public Stand posts	Number of New Water Connections	New Distribution network (km)	Collections SSP /Month in 1,000
Juba	6,210	3,105	50%	75	200	10	172,500
Wau	2,500	1,700	30%	12	1,000	5	84,354
Malakal	1,667	850	49%	22	200	10	100,000
Maridi	400	250	42%	103	10	5	25,000
Renk	2,770	1,800	36%	25	250	1	100,000
Bor	800	500	40%	25	24	3	33,000
Total	14,237	8,205	41%	262	1,684	34	359,604

Table 12: Station and area annual targets for 2016 - 2017

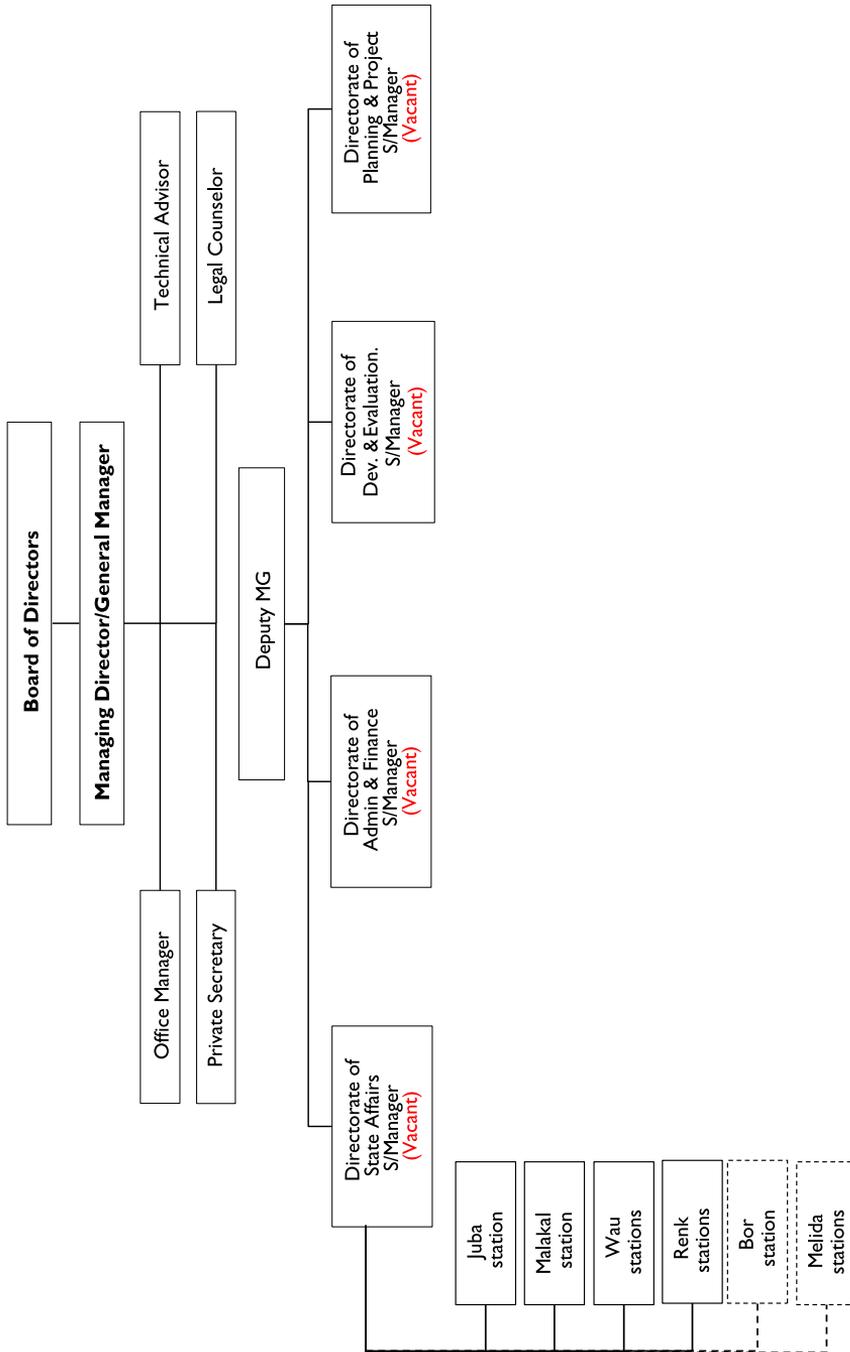
AREA	Water Production M ³ /day	Water Sold M ³ /day	NRW %	Number of Public Stand Posts	Number of New Water Connections	New Distribution network (km)	Collections SSP/Month in 1,000s
Juba	6,800	4,000	40%	80	280	10	250,000
Wau	3,000	2,197	27%	18	500	3	120,000
Malakal	2,778	1,800	36%	30	300	10	150,000
Maridi	700	450	36%	0	65	5	35,000
Renk	3,330	2,300	31%	35	300	1	150,000
Bor	1,000	700	30%	32	40	2	46,000
Total	17,608	11,447	33%	195	1485	31	751,000

Table 13: Station and area targets for 2017 – 2018

AREA	Water Production M ³ /day	Water Sold M ³ /day	NRW %	Number of Public Stand Posts	Number of New Water Connections	New Distribution network (km)	Collections SSP/Month in 1,000s
Juba	7,000	4,500	35%	88	400	20	300,000
Wau	4,000	2,747	33%	12	200	5	180,000
Malakal	4,500	3,000	33%	50	400	20	200,000
Maridi	1,100	800	28%	25	400	5	50,000
Renk	3,880	2,747	36%	40	350	3	180,000
Bor	1,600	1,200	25%	35	59	5	63,000
Total	21,747	14,994	31%	250	1,809	58	973,000

Appendix 3

SSUWC Organogram





SOUTH SUDAN URBAN
WATER CORPORATION