# BUSINESS PLAN 2026 SUMMARY

# Table of Content

# Introduction

The 2026 Business Plan is developed at a pivotal time for MWSC. As the national provider of essential water and sewerage services, our responsibility extends beyond infrastructure to ensuring sustainability, resilience, and value creation for the people of the Maldives. This plan brings together the collective priorities of our Strategic Business Units (SBU's) and Support Functions into one integrated roadmap, anchored around our modified big hairy audacious goal (BHAG) for 2026.

The 2026 Business Plan was formulated through a comprehensive and participatory process beginning with a series of departmental consultations, leadership reviews, and cross functional discussion followed by the two day Strategic Review sessions where every department presented their objectives. Each Strategic Business Unit and Support Function contributed to shaping the plan's direction, ensuring that the final document captures the collective insight, discipline, and ambition of the entire organisation.

The Business Plan outlines where we stand today, the challenges ahead, and the focused choices we must make to strengthen financial performance, optimize costs, and build one united MWSC. At its core, the plan emphasises growth in revenue streams (especially building a USD revenue stream), greater efficiency in operations, enhanced stakeholder trust, and continued assurance of water security at the most optimal levels.

Designed to be both practical and ambitious, this document serves as a guide for all teams across MWSC to align efforts, monitor progress, and remain accountable. It sets out clear goals, priorities, and investments, ensuring that every action taken in 2026 moves us closer to realising our long-term vision.

# Moving Forward into 2026

At the centre of this year's strategy is the evolution of MWSC's Big Hairy Audacious Goal (BHAG). The original 2017 BHAG, which targeted MVR 2.5 billion in total revenue by 2027 with 55% from non-utility sectors, symbolized MWSC's transformation from a service-focused utility into a diversified enterprise. While that ambition guided significant progress over the years, the current macroeconomic reality demanded a course correction. In 2026, the BHAG has been reframed to emphasize sustainability, integration, and national contribution through four strategic imperatives:

- **Cost Optimisation –**
  Driving operational efficiency, financial discipline, and process improvement across all functions to ensure long-term viability.
- **Expanding Revenue Streams –**
  Sustaining growth through diversified markets, private-sector engagement, and the creation of sustainable USD income sources.
- **OneMWSC –**
  Fostering collaboration, data integration, and shared accountability across all divisions, replacing functional silos with unified systems and culture.
- **Sustainable Service Excellence –**
  Safeguarding national utility infrastructure through innovation, resilience, and responsible resource stewardship, aligned with government priorities and delivering consistently high-quality, reliable services.

The 2026 Plan consolidates these imperatives across the entire organization. It integrates the goals of the Core Service Divisions (Operations, Engineering, Wastewater & Networks, Customer Service, and Utility Collections), the Commercial & Growth Units (Manufacturing and Business Development Division), and the Support & Enabling Services (Finance, Human Capital & Administration, IT, Procurement, Corporate Affairs, Legal, Internal Audit, Risk & Compliance, and Quality Assurance).

Each functional cluster has articulated clear objectives and KPIs aligned with the four BHAG pillars — enabling MWSC to act as one coordinated enterprise focused on performance, transparency, and service reliability. Together, these objectives reflect a mature, data-driven organization that measures success not by expansion alone but by stability, self-sufficiency, and the enduring value it delivers to the nation. In essence, the 2026 Business Plan represents a pragmatic, forward-looking roadmap for MWSC. It balances ambition with realism, growth with discipline, and innovation with accountability. It positions MWSC to navigate a challenging economic environment while continuing to fulfill its mandate as the Maldives' trusted utility provider — delivering safe, reliable water and sewerage services, advancing national water security, and contributing to the country's long-term resilience

# Corporate Strategic Direction

## Core purpose:

**"to help our communities lead a PURE life"**

## Pure Values:

### Passion
Passionately loving your work at MWSC,

Passionately seeking knowledge,

Passionately serving your customers.

### Unbiased
Unbiased while working for an SOE,

Unbiased professionally despite political affiliations,

Unbiased towards ideas & opinions of others.

### Respect
Respect for the environment,

Respect for resources,

Respect for who a person is (regardless of title, power, nationality, gender, ideology & individuality)

### Entrepreneurial
Entrepreneurial in mindset seeking opportunities,

Entrepreneurial in decisions boosting efficiencies and effectiveness

Entrepreneurial in actions streamlining business operations.

## Corporate Challenges

MWSC has identified critical strategic challenges through comprehensive consultations with leadership and departments. This document prioritizes these challenges by impact and presents mitigation strategies for a resilient 2026. These challenges are not merely operational concerns—they are strategic imperatives that will define the company's sustainability, profitability, and performance culture moving forward.

| Tier | Challenge |
|---|---|
| **Critical imperatives** (immediate focus) | **1. Mitigating the USD exchange rate crisis**<br>The official MVR 15.42 rate is no longer attainable. Actual market rates have reached MVR 20 in 2025, creating severe pressure on imports, operations, and project financing.<br>**2. Addressing water security imperatives**<br>Aging infrastructure, crumbling pipelines, and outdated treatment facilities cause frequent breakdowns and service disruptions. Limited budget constrains necessary upgrades, creating a costly operational cycle. |
| **Strategic enablers** (medium-term focus) | **3. Embedding a cost-optimization culture**<br>Volatile dollar rates and oil prices demand a deeply embedded cost-conscious mindset across all SBUs and departments.<br>**4. Integrating performance management with reward systems**<br>Despite investments in SAP and Asana, performance monitoring tools remain underutilized. KPIs are not consistently applied or tied to rewards.<br>**5. Expanding market opportunities beyond local operations**<br>MWSC has overlooked the resort sector (150+ luxury resorts) and international consulting markets, representing substantial untapped revenue.<br>**6. Accelerating digital transformation and system integration**<br>Legacy systems operate in silos, limiting operational efficiency and data-driven decision-making. |

| | |
|---|---|
| **Foundational capabilities** (ongoing development) | **7. Strengthening human capital**<br>Staff turnover, skill gaps in digital systems and advanced technologies, and inadequate staffing levels for core operations and growth initiatives.<br>**8. Cultivating an entrepreneurial mindset**<br>Traditional utility mindset limits innovation and opportunity identification. Departments lack incentives to develop new revenue streams or scalable solutions.<br>**9. Establishing a comprehensive sustainability framework**<br>New PCB and AGO guidelines require annual ESG reporting aligned with IFRS S1 and S2 standards. Current operations lack integrated sustainability objectives.<br>**10. Strengthening organizational coordination and communication**<br>Siloed departmental operations and unclear communication pathways create fragmented teams, poor project execution, and weak strategic alignment.<br>**11. Strengthening strategic alignment with government**<br>As a state-owned enterprise, MWSC must align with government stakeholders and national development priorities. |

The specific BHAG for 2026 reflects these prioritized challenges and the organization's strategic commitment to addressing them in the short to medium term.

## The BHAG

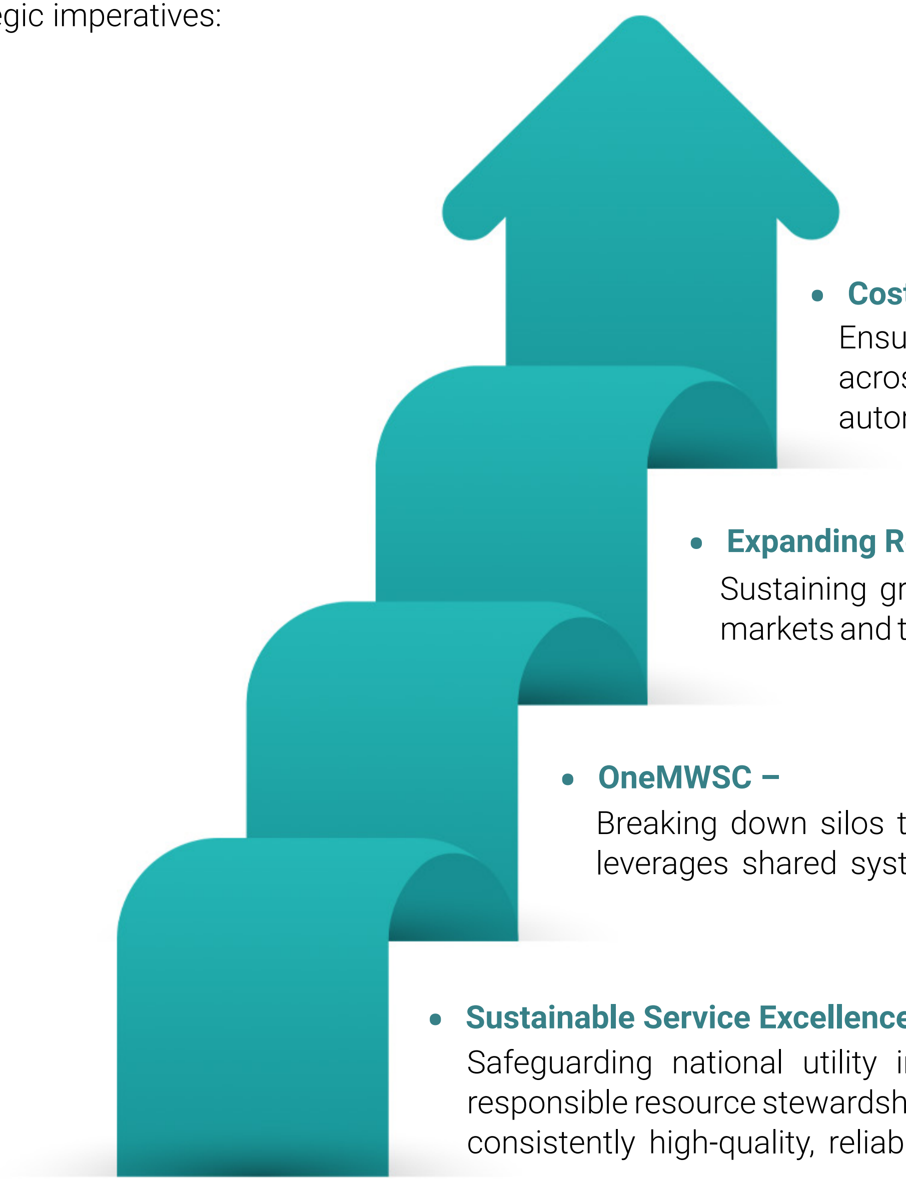
Since its introduction in 2017, MWSC's Big Hairy Audacious Goal (BHAG); to achieve MVR2.5 billion in total revenue by 2027, with 55% derived from the non-utility sector; has guided the company's expansion journey. It captured MWSC's transformation from a service-focused utility provider into a diversified enterprise, spanning manufacturing, engineering, trading, and project management. Over the past eight years, this BHAG inspired every division to contribute toward a shared commercial ambition — improving operational performance, strengthening product lines such as TaZa and ARO, and enabling MWSC to undertake large-scale infrastructure projects both locally and regionally.

However, the macroeconomic environment entering 2026 has changed significantly. The national economy faces severe liquidity constraints and USD shortages as the Government undertakes major external debt repayments, tightening fiscal space and reducing infrastructure investments. For MWSC, these conditions have direct implications — higher input costs, delayed receivables, constrained foreign exchange access, and greater pressure on cash flow and capital funding.

In light of these challenges, it became clear that the company's growth-driven BHAG could no longer be pursued in isolation. The ambition to reach MVR2.5 billion remains, but the pathway must now focus on discipline, integration, and resilience rather than pure expansion.

# Reframing the BHAG for 2026

During the 2025 strategic retreat and subsequent departmental planning sessions, MWSC's leadership collectively redefined the BHAG framework to better reflect current realities and the organization's long-term sustainability priorities. The revised BHAG for 2026 is built around four strategic imperatives:



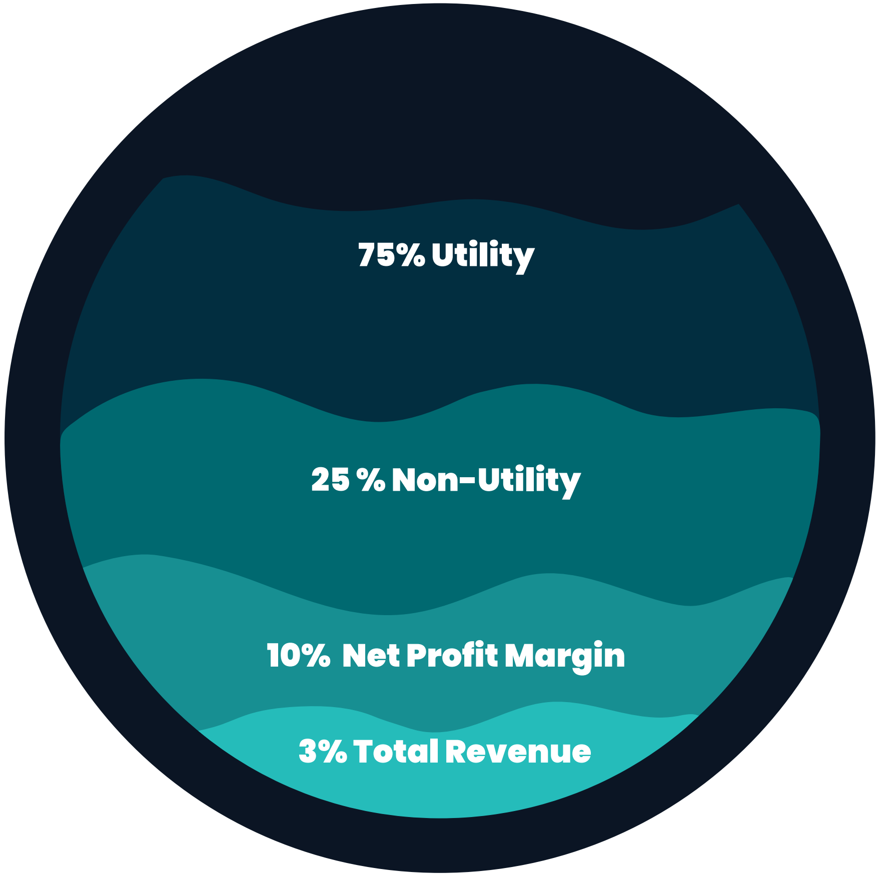
- **Cost Optimisation –**
  Ensuring operational efficiency and disciplined spending across all functions through process improvement, automation, and financial prudence.
- **Expanding Revenue Streams –**
  Sustaining growth through the creation of new and diversified markets and the generation of a sustainable USD revenue stream.
- **OneMWSC –**
  Breaking down silos to create a unified, collaborative organization that leverages shared systems, data, and talent across divisions.
- **Sustainable Service Excellence —**
  Safeguarding national utility infrastructure through innovation, resilience, and responsible resource stewardship, aligned with government priorities and delivering consistently high-quality, reliable services.

This shift marks MWSC's evolution from a company focused on growth at scale to one driven by sustainable performance — where every rufiyaa saved or earned strengthens national resilience and corporate stability. The 2026 BHAG:

***"by 2026, MWSC will achieve stability through cost optimization across all levels, build strong inroads toward US Dollar revenue streams and unite as OneMWSC with a powerful voice — all while ensuring utility security is maintained at optimal levels."***

# Annual Financial Goal 2026

Reach MVR 1.6 billion in total revenue by 2026, of which 25% of income will come from non-uitility sector and 75% from utility sector, resulting in a net profit of MVR 186.9 million.




**MVR 1.6 billion**
**(Total Revenue 2026)**

(Utility: 1.2 billion, Non-Utility: 397 million)

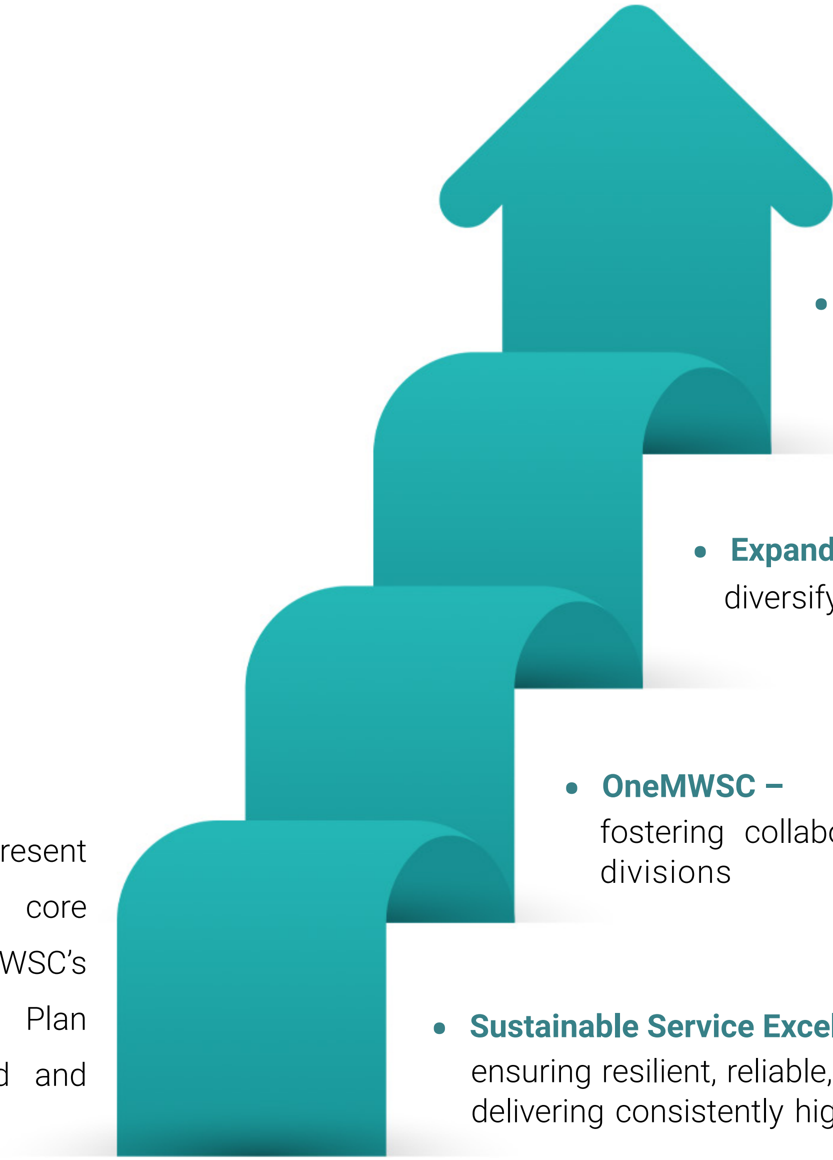
# Budgeted Revenue 2026

(MVR 000s)

| Sector | Q1 | Q2 | Q3 | Q4 | Year 2026 |
|---|---|---|---|---|---|
| Utility | 296,879 | 300,816 | 302,901 | 309,839,126 | **1,210,435** |
| Manufacturing | 51,526 | 56,035 | 54,104 | 50,458,613 | **213,870** |
| Ice Manufacturing | 593 | 593 | 593 | 593 | **2,372** |
| External Projects | 33,958 | 33,958 | 33,958 | 33,958 | **135,832** |
| Trading | 13,228 | 13,228 | 13,228 | 13,228 | **52,912** |
| | **396,184** | **404,630** | **404,784** | **409,823** | **1,615,421** |

# Business Objectives 2026

The 2026 objectives are presented under four strategic perspectives that collectively define MWSC's Big Hairy Audacious Goal (BHAG) for 2026:



- **Cost Optimisation –** strengthening efficiency and financial discipline across all operations
- **Expanding Revenue Streams –** diversifying income sources and pursuing new growth markets
- **OneMWSC –** fostering collaboration, alignment, and shared accountability across divisions
- **Sustainable Service Excellence –** ensuring resilient, reliable, and sustainable utility systems across the country and delivering consistently high-quality, reliable services

Together, they represent the operational core through which MWSC's 2026 Business Plan will be executed and measured.

# Summary of Business Objectives 2026

| Pillar | Strategies | Goals | Actions |
|---|---|---|---|
| Pillar 1 Cost Optimization | 5 | 62 | 153 |
| Pillar 2 Expand Revenue Generation | 4 | 22 | 82 |
| Pillar 3 OneMWSC | 4 | 43 | 115 |
| Pillar 4 Sustainable Service Excellence | 3 | 10 | 28 |
| Total | 16 | 137 | 378 |

16

# Pillar 1: Cost Optimization

# Pillar 1: Cost Optimization

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| **1.1: REDUCE ENERGY COSTS THROUGH ALTERNATIVE POWER SOURCES** | | | | | | | | | |
| 1.1.1 | Increase MWSC's renewable energy share by commissioning 2.5 MWp of solar PV capacity across service islands by December 2026. | • Install distributed solar PV (regional).<br>• Integrate solar output into SCADA dashboard. | • Solar PV = 2.5 MWp.<br>• Solar share ≥ 10 % of total energy. | | | | ✓ | Operations Division | ED, FD, OD |
| 1.1.2 | Introduce at least one sustainable financing initiative by 2026. | • Explore green bonds or blended financing. | • New financing model introduced = 1<br>• Finance cost ↓ 10%. | | | ✓ | | Finance Division | BD, ED,OD |
| **1.2: ENSURE BUSINESS CONTINUITY AND ASSET RELIABILITY THROUGH OPERATIONAL RESILIENCE** | | | | | | | | | |
| 1.2.1 | Achieve **Preventive** Maintenance (PM) compliance > 80 % by December 2026. | • PM scheduling.<br>• Train staff on reliability-based maintenance.<br>• Review compliance monthly. | • PM compliance ≥ 80 %.<br>• Backlog ≤ 10%<br>• Work order completion rate > 90% | | | | ✓ | Operations Division | FD, P&L |
| 1.2.2 | Achieve **Predictive** Maintenance compliance > 90 % by December 2026. | • Add condition-monitoring sensors.<br>• Link SCADA alerts to CMMS (Computerized Maintenance Management System).<br>• Run quarterly reliability analysis. | • Predictive compliance ≥ 90 %.<br>• MTBF (Mean Time Between Failures) ↑ 10 %.<br>• Assets under monitoring ≥ 95 %. | | | | ✓ | Operations Division | IT, FD, P&L,ED |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 1.2.3 | Strengthen preventive maintenance and refurbish production lines to cut downtime by 20%. | • Upgrade key equipment.<br>• Enforce preventive maintenance schedules.<br>• Monitor downtime trends monthly. | • Downtime ↓ 20%.<br>• Maintenance compliance ≥ 90%.<br>• % completion of refurbishment projects | | | | ✓ | Manufacturing Division | FD, S&L |
| 1.2.4 | Reduce vehicle and vessel downtime with 85% maintenance compliance. | • Enforce preventive maintenance schedules.<br>• Monitor through fleet dashboards. | • Compliance ≥ 85%.<br>• Downtime ↓ 15%. | | | | ✓ | Procurement & Logistics | IT, FD |
| 1.2.5 | Reduce emergency service calls by 20% vs 2025 baseline. | • Implement predictive maintenance program.<br>• Train rapid-response teams.<br>• Monitor recurring issues monthly. | • Emergency calls ↓ 20%.<br>• Average response time ↓ 15%. | | | | ✓ | Wastewater & Networks Division | CS |
| 1.2.6 | Modernise pumping station equipment and integrate real-time monitoring. | • Upgrade pumps, motors, and controls.<br>• Link stations to SCADA for real-time monitoring.<br>• Automate performance alerts. | • Stations modernised ≥ 80%.<br>• SCADA coverage = 100%.<br>• Downtime ↓ 15%. | | | | ✓ | Wastewater & Networks Division | FD, ED, IT, P&L |
| 1.2.7 | Reduce Unaccounted-for Water (UAW) by 20% from 2025 level by end of 2026. | • Identify and map leak-prone areas.<br>• Conduct water balance studies.<br>• Implement leak detection and repair program. | • UAW reduction ≥ 20%.<br>• Leak incidents ↓ 25%.<br>• Recovery volume ($m^3$). | | | | ✓ | Wastewater & Networks Division | ED, OD, FD,S&L |
| 1.2.8 | Achieve 40% completion of service upgrades by end of 2026. | • Implement planned service upgrade works.<br>• Prioritise ageing network segments.<br>• Track quarterly progress. | • Upgrade completion ≥ 40%.<br>• Projects on schedule ≥ 90%. | | | | ✓ | Wastewater & Networks Division | ED, FD, OD, P&L |
| 1.2.9 | Enhance implementation of the Quality Management System (QMS) across all SBUs by December 2026 | • Identify QMS gaps and conduct awareness sessions.<br>• Strengthen compliance and internal audits. | • QMS compliance ≥ 90%.<br>• All SBUs certified by Dec 2026. | | | ✓ | | Quality Assurance and Control Department | HC&A |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| **1.3: ACHIEVE COST OPTIMIZATION THROUGH PROCESS EFFICIENCY AND MONITORING** | | | | | | | | | |
| 1.3.1 | Improve system efficiency by completing > 85 % of planned refurbishments by December 2026. | • Prioritise high-impact refurbishments (RO, pumps, tanks).<br>• Track via Power BI (Business Intelligence) dashboard.<br>• Verify performance after completion. | • Refurbishment completion ≥ 85 %.<br>• Energy use ≥ 2 % kWh/m³.<br>• Plant availability ≥ 98 % | | | | ✓ | Operations Division | ED, FD, IT, P&L |
| 1.3.2 | To provide MWSC's operational and strategic divisions with actionable, data-driven recommendations for efficiency improvements by completing three major research initiatives by the end of 2026. | • Conduct two research studies on energy, network, and asset efficiency.<br>• Share findings with R&D and Strategy.<br>• Integrate key recommendations into annual plans. | • Research projects completed = 3.<br>• Recommendations implemented ≥ 70%.<br>• OPEX (operating expenditure) reduced ≥ 5%. | | | | ✓ | Operations Division | ED, FD |
| 1.3.3 | Optimise field operations to reduce re-disconnection instances. | • Streamline disconnection workflow.<br>• Track repeat disconnections.<br>• Coordinate with Finance. | • Re-disconnections ↓ 25%.<br>• Field efficiency ↑ 10%. | ✓ | ✓ | ✓ | ✓ | Utility Collections Division | CS, FD, IT |
| 1.3.4 | Achieve disconnection target by end of Q1 2026 and maintain compliance throughout the year. | • Disconnect all meters with overdue bills.<br>• Maintain real-time disconnection tracking.<br>• Review monthly. | • Disconnection compliance = 100%.<br>• Overdue meters = 0%.<br>• Additional hires = 0. | ✓ | ✓ | ✓ | ✓ | Utility Collections Division | CS, IT |
| 1.3.5 | Achieve a 10% reduction in manufacturing operational costs by Q4 2026 through smart technologies, and lean practices. | • Adapt Smart predictive maintenance technologies<br>• Apply GMPS, Kaizen and 5S for process improvement.<br>• Use tools such as TPM to optimize production and maintenance. | • Operational cost ↓ 10%.<br>• % completion of smart tehnologies implementation<br>• Efficiency improvement ≥ 10%. | | | | ✓ | Manufacturing Division | ED, FD, IT, P&L |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 1.3.6 | Reduce production cost per unit by 10% through energy-efficient systems, reduce raw material cost and process automation. | •Install automation and control systems to improve operational reliability and control.<br>•Implement energy and water saving initiatives to reduce utility costs.<br>•Monitor production KPIs through dashboards for data-driven decision-making.<br>•Optimize raw material usage and negotiate cost reductions without compromising quality | • Cost per unit ↓ 10%.<br>• Energy efficiency ↑ 10%.<br>• Automation coverage ≥ 80%. | | | | ✓ | Manufacturing Division | IT, FD, S&L,ED |
| 1.3.7 | Achieve on-time completion of at least 80% of all ongoing engineering projects by December 2026. | • Strengthen project planning and scheduling.<br>• Streamline approval and site coordination.<br>• Review delays monthly. | • Projects on schedule ≥ 70%.<br>• Average delay ≤ 10%. | | | | ✓ | Engineering Division | FD, PL, BD, HC&A, |
| 1.3.8 | Review and re-prioritise government-awarded projects based on released financing. | • Align project plans with Finance and Procurement.<br>• Focus resources on funded projects.<br>• Track fund release status. | • Projects with timely funding ≥ 90%.<br>• Reprioritisation completed by Q1 2026. | ✓ | | | | Engineering Division | FD, BD |
| 1.3.9 | Ensure at least 90% of utility projects are delivered within cost benchmarks. | • Apply value-engineering reviews for key projects.<br>• Control variations through strict cost monitoring.<br>• Review cost variance quarterly. | • Projects within cost limits ≥ 90%.<br>• Avg. cost variance ≤ ±10%. | ✓ | ✓ | ✓ | ✓ | Engineering Division | FD, PL, HCA |
| 1.3.10 | Achieve effective overhead cost control by ensuring that 90% of commercial projects are completed within the budget. | • Standardise costing templates.<br>• Monitor site overheads monthly.<br>• Optimise workforce and logistics. | • Overhead cost overrun ≤ 10%<br>• Projects within cost limits ≥ 95%.. | ✓ | ✓ | ✓ | ✓ | Engineering Division | FD, PL, HCA |
| 1.3.11 | Achieve 90% compliance in timely procurement planning for material delivery. | • Prepare quarterly procurement plans.<br>• Use digital tracking for material flow.<br>• Review lead times monthly. | • Ontime MRP > 90%<br>• Materials Order delay < 5% | ✓ | ✓ | | | Engineering Division | FD, PL |
| 1.3.12 | Expand in-house design and build capabilities for commercial contracts. | • Build multi-disciplinary design team.<br>• Integrate BIM (Building Information Modeling) tools for project design.<br>• Train staff on design-build delivery. | • Design-build projects delivered ≥ 2.<br>• In-house design capacity ↑ 10%. | ✓ | ✓ | ✓ | | Engineering Division | IT, HCA |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 1.3.13 | Implement Annual Procurement Plans for all SBUs. | • Develop BU-specific procurement calendars.<br>• Monitor progress quarterly. | • Plans submitted = 100%.<br>• On-time procurement ≥ 90%. | | | | | Procurement & Logistics | |
| 1.3.14 | Reduce demurrage costs by 20% by end of 2026. | • Improve shipment planning and customs clearance.<br>• Review supplier delivery timelines. | • Demurrage cost ↓ 20%.<br>• Clearance efficiency ↑ 10%. | | | | ✓ | Procurement & Logistics | FD |
| 1.3.15 | Optimize Sales Inventory and Strengthen Supply Chain Efficiency | • Implement a structured program to clear non-moving and aged stock and improve working capital liquidity. | • Slow-moving stock reduction: ≥ 10% annually<br>• Transfer cost reduction: ≥ 10%<br>• On-time ordering and procuring : ≥ 95% | | | | ✓ | Business Development Division | FD, PL, HCA, IT |
| | | • Develop product-level sales and marketing plans based on historical data, market trends, and seasonality. | | | | | ✓ | | |
| | | • Establish a dedicated storage space in Male' for fast-moving items to cut transfer costs and boost customer satisfaction | | | | | ✓ | | |
| | | • Implement integrated inventory analytics, monitoring, and reporting systems | | | | | ✓ | | |
| 1.3.16 | Improve inventory process efficiency and achieve 95% accuracy by Dec 2026. | • Conduct monthly stock reviews.<br>• Implement system-based cycle counts. | • Inventory accuracy ≥ 95%.<br>• Variance ≤ 5%. | | | | ✓ | Procurement & Logistics | ED, OD, WWN, IT, HCA |
| 1.3.17 | Optimise inventory by reducing non-moving stock and unnecessary orders. | • Review inventory usage quarterly.<br>• Encourage substitute use where possible. | • Non-moving stock ↓ 20%.<br>• Stock turnover ↑ 15%. | | | | ✓ | Procurement & Logistics | All SBUs |
| 1.3.18 | Achieve 5% cost savings on total procurement spend in 2026. | • Strengthen supplier collaboration.<br>• Improve planning and bulk purchasing. | • Cost savings ≥ 5%.<br>• Supplier compliance ≥ 95%. | | | | | Procurement & Logistics | FD, all SBUs |
| 1.3.19 | Publish updated Procurement Procedure Manual by Q1 2026. | • Revise and circulate updated guidelines.<br>• Conduct awareness sessions. | • Manual released by Q1 2026.<br>• Staff awareness = 100%. | | | | | Procurement & Logistics | SBUs |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 1.3.20 | Conduct monthly cost-monitoring exercises starting Q1 2026. | • Review divisional cost reports monthly.<br>• Present findings to management. | • Monthly reports = 12 per year.<br>• Action closure ≥ 90%. | ✓ | ✓ | ✓ | ✓ | Finance Division | All |
| 1.3.21 | Implement a cost-conscious and entrepreneurial mindset across all departments by Dec 2026. | • Embed cost accountability through department activities | Cost-Optimization initiatives ≥ 5 | | | | ✓ | Human Capital & Administration | |
| | | • Kaizen program | Conduct 2 kaizen cycles within the year | | | | ✓ | Human Capital & Administration | All SBUs |
| 1.3.22 | Build internal AI and data-analytics capabilities to support predictive maintenance, smart metering, and commercial services. | • Develop AI-based predictive tools.<br>• Train technical teams on analytics platforms.<br>• Integrate smart metering data. | • Predictive models operational by Q3 2026.<br>• Smart data utilisation ↑ 30%.<br>• Maintenance accuracy ↑ 15%. | ✓ | ✓ | ✓ | ✓ | IT Division | All SBUs |
| 1.3.23 | Establish clear governance framework with digital tools to reduce admin costs. | • Streamline approvals and reporting hierarchy.<br>• Conduct governance framework review. | • Framework implemented by Q3 2026.<br>• Admin costs ↓ 10%. | | | | | Corporate Affairs Department | FD, IT |
| 1.3.24 | Partner with management and Board to ensure timely implementation of audit recommendations for cost optimisation. | • Track all audit recommendations. | • Implementation rate ≥ 70% (Annual) | | | | ✓ | Internal Audit Department | All SBUs |
| | | • Support management in executing cost-related actions. | • Cost-optimisation recommendation implemented ≥ 80% by Q3 | | | ✓ | | Internal Audit Department | All SBUs |
| 1.3.25 | Strengthen governance, risk management, and control through timely completion of audits. | • Execute all audits per the approved plan. | • Annual audit plan completion ≥ 75%. | | | | ✓ | Internal Audit Department | All SBUs |
| 1.3.26 | Identify and recommend cost optimisation improvements through audit engagements. | • Conduct targeted cost-efficiency audits. | • Cost-optimisation findings implemented ≥ 80%. by Q3 | | | ✓ | | Internal Audit Department | All SBUs |
| 1.3.27 | Conduct a study of test methods to validate cost-effective and compliant analytical alternatives by Q2 2026. | • Review current testing practices.<br>• Evaluate new analytical options.<br>• Recommend improvements. | • Study completed by Q2 2026.<br>• Cost savings ≥ 10%. | | ✓ | | | Quality Assurance and Control Department | FD, OD, WWN |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| **1.4: DIGITIZE & AUTOMATE PROCESSES TO ACHIEVE SERVICE EXCELLENCE AND ENABLE DATA DRIVEN DECISION MAKING** | | | | | | | | | |
| 1.4.1 | Processing 100% of service applications and 30% of payments through kiosks and digital platforms by Q4 2026. | • Deploy self-service kiosks and integrate billing and application to kiosks.<br>• Promote usage through awareness campaigns and customer support.<br>• Shift all service forms to digital platforms.<br>• Monitor system uptime and user adoption. | • Kiosks installed = 100% by Q3 2026.<br>• Payments via kiosks ≥ 30%.<br>• Service applications processed = 100%.<br>• Digital applications = 100%.<br>• Platform uptime ≥ 99%. | | | | | Customer Service Division | IT, BD |
| 1.4.2 | Adopt paperless recovery communication to optimize costs by end of Q1 2026. | • Shift to digital invoicing and recovery notices.<br>• Use phone/email for follow-up communication. | • Printing and stationery costs ↓ 10%.<br>• Paper usage ↓ 80%.<br>• Digital communication adoption = 100%. | | ✓ | | | Utility Collections Division | IT, CS |
| 1.4.3 | Enhance sales efficiency through automation and analytics. | • Implement SAP Hana sales automation and analytics system, including dashboard by Q3 2026.<br>• Implement lab-portal system to external client | • Automate key sales process= 100%<br>• Online lab-portal services= 100%<br>• Reduce manual sales reports by 90% | | | | | Business Development Division | IT, QAC, FD, PL |
| 1.4.4 | Digitization and automation of 80% of the work carried out by HCAD by December 2026 | • Shift to digital approvals and documentation. | • Digital document rate = 80% | | ✓ | | | Human Capital & Administration | IT |
| | | •Monitor paper usage monthly. | • Paper usage ↓ 50%. | | | | ✓ | Human Capital & Administration | |
| 1.4.5 | Digitise internal workflows to reduce manual work and improve efficiency. | • Automate key administrative processes.<br>• Introduce workflow tracking dashboards. | • Manual processes ↓ 50%.<br>• Process time ↓ 20% | ✓ | ✓ | ✓ | ✓ | IT Division | All SBUs |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 1.4.6 | Embed a cost-optimisation culture through financial transparency and workflow automation. | • Digitise finance workflows.<br>• Share financial insights across divisions.<br>• Conduct cost-awareness sessions. | • Automated workflows ≥ 80%.<br>• Cost efficiency ↑ 10%. | ✓ | ✓ | ✓ | ✓ | Finance Division | IT, all SBUs |
| 1.4.7 | Launch Procurement & Tendering, Vendor Registration, and Invoice Monitoring Portals. | • Digitise procurement processes.<br>• Track vendor performance. | • Portals live by Q2 2026.<br>• Process efficiency ↑ 20%. | | | | | Procurement & Logistics | |
| 1.4.8 | Complete full digital transformation of procurement by Q3 2026. | • Integrate e-procurement and approval systems.<br>• Train staff on new tools. | • Digital processes = 100%.<br>• Manual steps ↓ 50%. | | | | | Procurement & Logistics | FD, HCA |
| 1.4.9 | Implement Data Analytics across all divisions by Q2 2026. | • Deploy data analytics tools for management reporting.<br>• Train staff on data-driven decision-making. | • Digital reports = 100%.<br>• Reporting time ↓ 30%. | ✓ | ✓ | | | IT Division | All SBUs |
| 1.4.10 | Maintain the annual increase in HC and Administrative budget below 20% for 2027 and subsequent years | •Review operations budget & expenses quarterly. | • Support cost over the years increase ≤ 20%. | | | | ✓ | Human Capital & Administration | |
| | | • Manpower audits | • Conduct 1 SBU audit within the year | | | | ✓ | Human Capital & Administration | |
| 1.4.11 | Consolidate software licenses and migrate to open-source/in-house systems by Q3 2026. | • Review and rationalise existing licens-es.<br>• Migrate at least two major systems. | • Systems migrated ≥ 2.<br>• License cost ↓ 25%. | ✓ | ✓ | ✓ | ✓ | IT Division | FD |
| **1.5: STRENGTHEN LIQUIDITY POSITION THROUGH PROACTIVE AND INNOVATIVE RECOVERY EFFORTS** | | | | | | | | | |
| 1.5.1 | Minimise institutional and non-government commercial receivable days by Q2 2026 and lower domestic receivable days by 6%. | • Strengthen follow-up on overdue accounts.<br>• Improve billing accuracy and payment tracking.<br>• Coordinate with Finance for faster recovery. | • Receivable days ↓ 6%.<br>• Institutional recovery rate ≥ 95%.<br>• On-time payments ≥ 90%. | | ✓ | | | Utility Collections Division | FD, CS |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 1.5.2 | Streamline processes by encouraging Direct Debit and part-payment plans for domestic and commercial customers by Q3 2026. | • Launch direct debit and part-payment options.<br>• Promote adoption through awareness campaigns.<br>• Track enrolment monthly. | • Direct debit adoption ≥ 30%.<br>• Avg. collection time ↓ 20%.<br>• Customer participation ≥ 80%. | | | ✓ | | Utility Collections Division | IT, FD, CS |
| 1.5.3 | Achieve 10% reduction in average receivable days compared to Dec 2024. | • Prioritise collection of high-value accounts.<br>• Monitor performance monthly. | • Receivable days ↓ 10%.<br>• Collection efficiency ≥ 95%. | | | | ✓ | Utility Collections Division | FD, CS |
| 1.5.4 | Achieve 95% collection of monthly billed amounts for domestic and non-government commercial customers, & 75% for institutional and government commercial customers. | • Ensure timely disconnections for overdue accounts.<br>• Use call reminders and SMS alerts.<br>• Monitor daily collection performance.<br>• Conduct proactive communication with clients.<br>• Develop tailored payment options.<br>• Track recovery progress quarterly. | • Monthly collection ≥ 95%.<br>• Outstanding accounts ↓ 15%.<br>• Cash flow stability index ≥ 90%.<br>• Institutional collection ≥ 75%.<br>• Overdue institutional accounts ↓ 20%.<br>• Payment plan compliance ≥ 90%. | ✓ | ✓ | ✓ | ✓ | Utility Collections Division | FD, CS |
| 1.5.5 | Implement targeted follow-up actions for overdue accounts by updating the customer database. | • Cleanse and update customer contact data.<br>• Send digital reminders and follow-ups. | • Database updated = 100%.<br>• Overdue accounts ↓ 15%.<br>• Contact success rate ≥ 90%. | | | | ✓ | Utility Collections Division | IT |
| 1.5.6 | Implement efficient collection strategies by end of 2026 to enable MWSC to self-finance new expansions and reduce external debt. | • Execute targeted recovery campaigns.<br>• Prioritise high-value overdue accounts.<br>• Strengthen coordination with Finance and Utility Collections. | • Collection efficiency ≥ 95%.<br>• Debt reliance ↓ 20%.<br>• Cash flow coverage ≥ 1.2x. | | | | ✓ | Utility Collections Division | FD, CA |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 1.5.7 | Maintain continuous monitoring of high-value institutional accounts. | • Track large accounts via BI dashboard.<br>• Conduct quarterly review with Finance.<br>• Prioritise follow-up for risk accounts. | • High-value accounts monitored = 100%.<br>• Default rate = 0%.<br>• Quarterly reports submitted on time. | | | | | Customer Service Division | |
| 1.5.8 | Introduce automated disconnection and real-time reconnection for paying customers. | • Implement automated control system.<br>• Integrate with billing and payment gateway. | • Automation system live by Q4 2026.<br>• Reconnection turnaround ≤ 2 hours.<br>• Field labour cost ↓ 10%. | | | | ✓ | Utility Collections Division | FD, IT |
| 1.5.9 | By Q4 2026, implement and enforce a new process to recover 100% of eligible penalties and rectification costs from non-compliance cases. | • Define recovery process and documentation flow.<br>• Coordinate with Legal and Finance for enforcement.<br>• Track recovery monthly. | • Recovery rate = 100%.<br>• Cases resolved within 30 days ≥ 90%. | | | | | Customer Service Division | FD, Legal |
| 1.5.10 | Maintain optimal liquidity by managing cash flow and short-term investments. | • Keep minimum cash reserve of MVR 30M (20% in USD). | • Cash reserve ≥ MVR 30M. | | | | ✓ | Finance Division | UDC |
| 1.5.11 | Provide data support for water-security projects requiring timely payments. | • Share project-related billing and recovery data.<br>• Monitor funding alignment with project stages. | • Data reports delivered on schedule = 100%.<br>• Payment delays ≤ 5%. | | | | | Finance Division | UDC |
| 1.5.12 | Improve MWSC's cashflow by achieving recovery or progress toward recovery on 70% of receivables referred to Legal by Q4 2026. | • Prioritise recovery and enforcement cases.<br>• Collaborate with Finance on receivable tracking. | • Recovery progress ≥ 70%.<br>• Cashflow improved by Q4 2026. | | | | | Legal Department | FD, UC |

# Pillar 2: Expanding Revenue Streams

# Pillar 2: Expanding Revenue Streams

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| **2.1: EXPAND SERVICE CAPABILITIES TO MEET GROWING CUSTOMER DEMAND** | | | | | | | | | |
| 2.1.1 | Complete 100% of utility and infrastructure expansion projects in line with demand forecasts by end 2026. | • Deliver all planned utility expansions.<br>• Align with demand and capacity forecasts.<br>• Track milestones quarterly. | • Project completion = 100%.<br>• New capacity added ($m^3$/day).<br>• Schedule variance ≤ 10%. | | ✓ | ✓ | ✓ | Engineering Division | OD, WWN |
| 2.1.2 | Expand water testing capacity to fully meet URA requirements by December 2026. | • Implement projects under approved investment plan.<br>• Upgrade testing facilities and equipment. | • URA compliance = 100%.<br>• Capacity utilisation ≥ 90%. | | | | ✓ | Quality Assurance and Control Department | OD, ED |
| 2.1.3 | Establish a fast-tracking mechanism for routine water and dewatering tests by December 2026. | • Develop and implement a priority testing process.<br>• Train staff for high-volume handling. | • Fast-track process operational by Q4 2026.<br>• Processing rate ↑ 25%. | | | | ✓ | Quality Assurance and Control Department | BD |
| 2.1.4 | Ensure all registered customers are billed in every billing cycle by Q1 2026, achieving 100% KPI with zero missed accounts. | • Roll out estimate billing<br>• Conduct monthly audits for billing accuracy. | • Billing coverage = %100.<br>• Missed accounts = 0. | ✓ | | | | IT Division | |
| **2.2: DIVERSIFY AND EXPAND MANUFACTURING PORTFOLIO TO STRENGTHEN MARKET POSITION.** | | | | | | | | | |
| 2.2.1 | By Q4 2026, grow the Manufacturing Division's share of MWSC's total revenue from 10% to 15%, producing 10M products and generating MVR 200M. | • Improve order fulfilment to ≥90%.<br>- Comprehensive material requirement planning<br>• Enhance production efficiency , reliability and profitability. | • Division revenue share ≥ 15%.<br>• Total revenue = MVR 200M.<br>• Order fulfilment ≥ 90%. | | | | ✓ | Manufacturing Division | BD, FD S&L, IBM |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 2.2.2 | Make Dhuvaafaru Bottling operations, Glass Bottling, and Pipe units profitable through improved production planning and cost control. | • Review cost structures and pricing to improve margins.<br>• Achieve >90% order fulfillment.<br>• Implement actions under the Dhuvaafaru Sustainability Plan.<br>• Resolve Glass Line issues to enable product availability and expand into new markets.<br>• Secure funding for full-scale pipe manufacturing operations and study alternative operating models.<br>• Scale operations to achieve volume-driven cost efficiencies. | • Profit margin ≥ 10%.<br>• Order fulfillment >90%.<br>• Percentage progress of Dhuvaafaru Sustainability Plan<br>• Percentage progress of glass line improvement project | | | | ✓ | Manufacturing Division | BD,HR&C,ED FD, OD S&L |
| 2.2.3 | Achieve 50% productivity on the backup bottling line to enhance capacity. | • Service the line<br>• Train operators and monitor efficiency.<br>• Complete line integration project | • Productivity ≥ 50%. | | | | ✓ | Manufacturing Division | FD,HR&C. S&L , Sales |
| 2.2.4 | Develop production systems for new product development to enable timely 2026 product launches and the creation of export-ready product lines. | • Execute new product launches as per plan.<br>• Conduct technical feasibility studies and export compliance checks. | • New product launch milestones.<br>• new product revenue Actual Vs targets | | | ✓ | | Manufacturing Division | FD,BD,ED |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 2.2.5 | Drive revenue growth and profitability across manufacturing investments (Dhuvaafaru Taza & Ice, glass bottles, and pipes) through improved sales performance, market expansion, and operational optimization by 2026 | • Onboard sales agents / bulk buyers to cover N, R, B, and LH atolls.<br>• Conduct a feasibility study for establishing MWSC's own distribution to cover N, R, B, and LH atolls and implement the initiative if deemed viable<br>• Improve sales tracking, reporting, monitoring & accountability<br>• Implement a targeted sales and marketing program including resorts in R. Atoll.<br>• Assess Dhuvaafaru ICE operations and decide on their future direction by Q2, 2026<br>• Strengthening Key Account Management<br>• Enhance Sales Team Capability<br>• Strengthen Brand Positioning & Marketing | • Total revenue Taza = MVR 11,928,325,<br>• Taza sales ↑33%.<br>• Total revenue Ice = MVR 1,981,148<br>• Flake Ice sales ↑ 33%.<br>• Glass bottle sales ↑ 15%.<br>• Pipe sales ↑ 60%. | | | | ✓ | Business Development Division | |
| 2.2.6 | Strengthen the product portfolio by launching new beverage offerings | • Lauch ARO Sparkling | • Additional revenue = MVR 7.5M.<br>• New revenue streams ≥ 3.<br>• Repeat Purchase Rate: ≥ 60% | | ✓ | | | Business Development Division | |
| | | • Commence production of Taza Pet 1.1 | | | | | | | |
| | | • Commence production of Taza Pet 2.5 | | | ✓ | | | | |
| 2.2.7 | Conduct feasibility studies to expand manufacturing capabilities by exploring new product lines and markets. | • Complete feasibility studies for:<br>• Pipes (Rigid conduit, PPR, PVC) & fittings<br>• Plastic bags<br>• Tupperware<br>• Tissue paper<br>• Flavored and tonic water<br>• Evaluate the feasibility of producing pipes of alternative standards and implement the initiative if found viable. | • Market studies completed: =100%<br>• Full Feasibility studies completed: = 60% | | | | ✓ | Business Development Division | |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| **2.3: BROADEN TRADING PRODUCTS, SERVICES, AND COMMERCIAL PROJECTS TO CAPTURE NEW REVENUE STREAMS** | | | | | | | | | |
| 2.3.1 | Establish and manage a FOG Trap Installation and Maintenance Program by Q1, achieving coverage of 80% of targeted sites while securing partnerships with 100 commercial clients by Q4. | • Identify target sites and schedule rollout.<br>• Set up service protocols.<br>• Install and maintain FOG traps in commercial outlets.<br>• Conduct periodic performance inspections.<br>• Track maintenance through database.<br>• Sign service agreements with priority outlets.<br>• Conduct awareness sessions.<br>• Provide installation support. | • Program launched by Q1.<br>• Service coverage ≥ 80%.<br>• Maintenance compliance ≥ 90%.<br>• Blockage incidents ↓ 20%.<br>• Clients onboarded ≥ 100.<br>• Partnership renewals ≥ 90%.<br>• Service satisfaction ≥ 85%. | | | | ✓ | Wastewater & Networks Division | CA, FD.BDD, QACD |
| 2.3.2 | Strengthen engineering offerings through the introduction of new engineering services by Q4, 2026. | • Identify market opportunities<br>• Assess viability and prioritize services<br>• Develop and pilot new services<br>• Monitor financial returns. | • New revenue stream launched = 1. | | | | ✓ | Business Development Division | FD, ED |
| 2.3.3 | Enhance trading offerings through the introduction of new products and services . | • Identify and prioritize high-potential products and services<br>• Assess revenue potential & profitability<br>• Procure and introduce the products / services<br>• Monitor financial returns. | Introducing ≥ 3 products/services | | | ✓ | | Busineass Development Division | |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 2.3.4 | Expand into the resort and private sector market to drive growth and foreign currency earnings | • Create a dedicated team to drive growth in the resort market<br>• Build strong awareness of MWSC's offerings among resort operators and developers through targeted marketing and engagement.<br>• Build resort partnerships with developers, operators and contractors.<br>• Focus on USD billing - actively pursue and secure USD-denominated contracts.<br>• Prepare proposals targeting resorts, industrial zones, and private clients.<br>• Generate engineering revenue from non-government contracts | • Acquiring Infrastructure project ≥ 1<br>• New resort clients ≥ 10.<br>• USD billing ≥ 50% of resort customers.<br>• USD billing ≥ 20% from projects | | | | ✓ | Business Development Division | |
| 2.3.5 | Enhance sales growth of existing manufacturing & trading products by strengthening sales execution, expanding market reach, and optimizing operational support by 2026 | • Develop and implement Sales / Showroom Service Improvement Program<br>• Implement structured customer base expansion programs to acquire 20 new B2B customers.<br>• Implement structured customer retention programs, to maintain 90% retention rate among key product clients in 2026.<br>• Improve product availability | • Total revenue = MVR 261M<br>• Manufacturing revenue = MVR 208,864,338<br>• Trading revenue= MVR 47,935,952<br>• USD Billing (trading) 2% ($62,174/-)<br>• New B2B customers = 20<br>• Customer retention = 90%<br>• Fast moving product availability = 85% | | | | ✓ | Business Development Division | |
| 2.3.6 | Increase brand awareness and position of MWSC's commercial products and services | • Launch a Targeted B2B Marketing Campaign<br>• Strengthening direct engagement with key sectors<br>• Enhance MWSC's Digital and Online Presence<br>• Participating in major industry events and trade shows | • B2B campaigns: ≥ 5<br>• Target segment reach: ≥ 80%<br>• Tradeshow participated: ≥ 1<br>• Monthly client engagement: 3<br>• Onboard new customers: 10 | | | | ✓ | Business Development Division | |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 2.3.7 | Develop a revenue-generation plan for Gulhifalhu by Q2 2026. | • Conduct feasibility and market analysis.<br>• Define operational and revenue model.<br>• Secure approvals for launch. | • Plan completed by Q2 2026.<br>• Revenue model approved.<br>• Project initiation = 100%. | | ✓ | | | Finance Division | HR&C, MF,BD |
| 2.3.8 | Initiate logistics development in Gulhifalhu for new revenue streams by Q2 2026. | • Set up parking and docking facilities.<br>• Launch commercial logistics operations. | • Facilities completed by Q2 2026.<br>• New revenue stream initiated = 1+. | | ✓ | | | Procurement & Logistics | FD, BD, ED, HR&C |
| **2.4: MAXIMIZE UTILITY REVENUE THROUGH SUSTAINABLE FINANCING, ADDITIONAL REVENUE STREAMS, AND COST REFLECTIVE PRICING STRATEGIES** | | | | | | | | | |
| 2.4.1 | Secure MVR 200M in financing through capital market instruments by 2026 to support new revenue generation capacity | • Build on MVR 400M bond initiative.<br>• Channel funds into high-risk utility and new revenue projects.<br>• Engage investors and regulators. | • Financing secured = MVR 200M.<br>• Projects funded = 3+.<br>• Investor participation ↑ 15%. | | | ✓ | | Finance Division | CA |
| 2.4.2 | Develop models for ESG and green financing. | • Design sustainable funding models.<br>• Align with ESG principles and global standards.<br>• Partner with green finance institutions. | • ESG model approved by Q2026 4.<br>• Green finance projects initiated ≥ 2. | | | | ✓ | Finance Division | CA |
| 2.4.3 | Optimize MWSC's tariff and service charge | • Prepare a cost-reflective tariff structure for sewerage and waste management services.<br>• Prepare penalty charges for damaged utility services.<br>• Prepare charges for water meter replacement.<br>• Review existing water connection costing model<br>• Complet feasibility study for FOG trap.<br>• Introduce FOG Trap based on viability | Complete tariff and services charge :100% | | ✓ | | | Business Development Division | |

# Pillar 3: OneMWSC

# Pillar 3: OneMWSC

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| **3.1: BUILD A COLLABORATIVE CULTURE THAT DRIVES SHARED GOALS AND IMPROVE STAKEHOLDER RELATIONSHIPS** | | | | | | | | | |
| 3.1.1 | Strengthen "One MWSC" brand identity, awareness and loyalty through PR and CSR programs, corporate events and engagement activities | • Launch Core-varu program across the organization and implement awareness campaign<br>• Run town halls meetings on annual basis across all divisions in a consistent format.<br>• Develop and implement an integrated PR and communications plan to strengthen the 'One MWSC' brand | • Launch Core-Varu campaign by Q1 2026<br>• Participation rate: ≥ 100% | ✓ | | | | Business Development Division | All |
| 3.1.2 | Successfully run OneMWSC initiatives | • Host launch event and workshops. | Program launched by start of Q2, 2026. | | ✓ | | | Human Capital & Administration | All SBUs |
| | | • Promote shared values and purpose. | Engagement scores to be retained at or above baseline (70% of 5) | | | | ✓ | | All SBUs |
| | | • Conduct awareness and cross-functional leadership workshops across all SBUs. | Conduct 01 Workshop per quarter | | | | ✓ | | All SBUs |
| | | • Strengthen MWSC's employer brand to attract and retain high-caliber talent | Launch employer branding campaigns by Q2 2026 | | ✓ | | | | All SBUs |
| | | • Improve employee value proposition. | Establish EVP parameters by Q2 2026 | | ✓ | | | | All SBUs |
| | | • Club FEN activities | Conduct 85% of planned Club FEN Activities | | | | ✓ | | All SBUs |
| | | • Build workforce capacity and resilience to sustain operations critical to national water and wastewater services | Cover 85% of staff identified in upskilling and re-skilling program | | | | ✓ | | All SBUs |
| | | | Develop emergency preparedness fire safety & security plan by Q2 | | ✓ | | | | |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 3.1.3 | Strengthen cross-divisional collaboration to fully utilise the R&D Department and share technical innovations across operational areas by Q3 2026. | • Align stakeholder engagement and continuously measure collaboration culture<br>• Set up cross-department/division job shadowing and communities of practice<br>• Run co-designed cross-department/division induction sessions and improvement projects<br>• Document and circulate innovations quarterly<br>• Create a simple, visual collaboration playbook and shared forums/dashboards | • # of innovations shared.<br>• % implemented ≥ 70%.<br>• Quarterly progress reports completed. | | | ✓ | | Operations Division | IT |
| 3.1.4 | Establish a comprehensive resource requirement plan through cross-divisional coordination. | • Develop integrated resource plans.<br>• Align material, manpower, and capital needs.<br>• Review plan biannually. | • Resource plan completion = 100%.<br>• Cross-divisional approval ≥ 90%. | ✓ | | | | Manufacturing Division | FD, HC, S&L |
| 3.1.5 | Strengthen collaboration across divisions to promote financial discipline and accountability. | • Conduct joint budget reviews.<br>• Share monthly cost-performance reports. | • Divisional compliance ≥ 95%.<br>• Cross-divisional review meetings = 12 per year. | ✓ | ✓ | ✓ | ✓ | Finance Division | All |
| 3.1.6 | Conduct quarterly financial performance reviews with all SBUs. | • Review divisional budgets quarterly.<br>• Identify efficiency improvement areas. | • Reviews = 4 per year.<br>• Performance actions implemented ≥ 90%. | ✓ | ✓ | ✓ | ✓ | Finance Division | All |
| 3.1.7 | Conduct annual procurement planning workshops with all divisions by Q2 2026. | • Organise yearly planning sessions.<br>• Share best practices and common templates. | • Workshops conducted = 1 per year.<br>• Participation ≥ 90%. | | | | | Procurement & Logistics | All |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 3.1.8 | Improve corporate communication to strengthen MWSC's brand image and increase public awareness of MWSC's services | • Develop and implement corporate communication plan.<br>• Develop & implement strategic PR campaigns<br>• Implement impactful CSR initiatives<br>• Optimize social media platforms to boost brand visibility.<br>• Maximize media benefits utilization to strengthen brand visibility.<br>• Implement revised CSR policy to enhance community and stakeholder value while optimizing costs. | • Run MWSC services awareness campaigns: ≥ 2<br>• implement communication Plan: ≥ 90%<br>• PR campaigns executed: ≥ 3<br>• High impact CSR initiatives delivered: ≥ 3<br>• Social media engagement increase: ≥ 10–15% annually<br>• Media benefit utilization rate: ≥ 90% of allocated media benefits are used annually.<br>• CSR policy implementation : 100% rollout | | | | ✓ | Business Development Division | |
| 3.1.9 | Design and develop compensation model whereby staff are paid out for performance by December 2026 | • Initiate payroll study within Q1 of 2026. | • Conduct full study and reporting by Q4 2026 | | | | ✓ | Human Capital & Administration | FD |
| 3.1.19 | Foster strong inter-divisional collaboration to enhance efficiency, service delivery, and the 'One MWSC' culture | • Conduct joint reviews and workshops with key divisions | • Joint reviews and workshops ≥ 4<br>• Collaboration meetings ≥ 4 | | | | ✓ | Corporate Affairs Department | |
| 3.1.11 | Enhance MWSC's business plan performance through systematic monitoring and control. | • Conduct quarterly business plan performance reviews, and reporting. | Reviews = 4 per year. Action closure ≥ 100% | | | | ✓ | Strategic Planning and Monitoring Department | |
| 3.1.12 | Finalise and deploy a structure that supports BHAG. | • Align organisation chart with BHAG objectives. | Structure approved and live by Q4 2026. | | | | ✓ | Human Capital & Administration | All SBUs |
| | | • Clarify divisional accountability. | "Expectation at Work" score to be retained at or above baseline (70% of 5) | | | | ✓ | Human Capital & Administration | |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 3.1.13 | Enhance management reporting with segmental insights by Q1 2026. | • Introduce dashboard-style reporting.<br>• Train users for report interpretation. | • Reporting system live by Q2026 1.<br>• Decision-making time ↓ %20. | ✓ | | | | Finance Division | |
| 3.1.14 | Build trust with shareholders, regulators, and investors through transparent communication and timely reporting. | • Share quarterly reports and ESG updates.<br>• Publish annual reports on schedule. | • Reports delivered on time = 100%.<br>• Investor confidence index ↑ 10%. | | | | | Corporate Affairs Department | FD, HC&A |
| 3.1.15 | Unify MWSC's ethical standards by Q3 2026 through a refreshed Code of Conduct/Ethics. | • Collaborate with HR and Corporate Affairs to update Code of Conduct.<br>• Roll out training and staff acknowledgment. | • Code implemented by Q3 2026.<br>• Staff acknowledgment = 100%.<br>• Ethics training completion ≥ 90%. | | | | | Legal Department | HC&A, CA |
| 3.1.16 | Build a stronger culture of compliance and accountability by Q4 2026. | • Embed legal and ethics awareness through training programs.<br>• Include topics on contract discipline, compliance, and anti-corruption. | • Company-wide training conducted by Q4 2026.<br>• Compliance awareness score ↑ 15%. | | | | | Legal Department | All |
| **3.2: ENHANCE ORGANISATIONAL VISIBILITY THROUGH DIGITAL PLATFORMS AND DATA INTEGRATION** | | | | | | | | | |
| 3.2.1 | Ensure 100% of divisional projects are tracked via Project Online/ Power BI by Q4 2026. | • Implement Project Online/Power BI tracking for all projects.<br>• Share dashboards with divisions and management. | • Projects tracked = 100%.<br>• Dashboard update accuracy ≥ 98%. | | | | ✓ | Engineering Division | |
| 3.2.2 | Develop a unified service-tracking dashboard accessible by all related divisions. | • Develop Power BI dashboard.<br>• Integrate key metrics across systems.<br>• Train users. | • Dashboard live by Q2 2026.<br>• Data accuracy ≥ 95%.<br>• User adoption ≥ 90%. | | | | | Customer Service Division | |
| 3.2.3 | Implement a shared Business Intelligence (BI) dashboard across Sales, Inventory, and Manufacturing. | • Develop Power BI dashboard.<br>• Integrate key metrics across systems.<br>• Train users. | • Dashboard live by Q2 2026.<br>• Dashboard implenentaion and utilization progress | | ✓ | | | Manufacturing Division | BD, S&L |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 3.2.4 | Improve reporting and user access to dynamic dashboards. | • Implement real-time dashboards.<br>• Train user departments for self-access. | • Dashboards active by Q2 2026.<br>• User access rate ≥ 95%. | | | | | Procurement & Logistics | All |
| 3.2.5 | Develop and implement a centralised KPI monitoring system by June 2026 (Q2). | • Create KPI dashboards for all departments.<br>• Consolidate and visualise data for management use.<br>• Publish quarterly QAC reports. | • KPI system live by Q2 2026.<br>• Departments reporting = 100%.<br>• Quarterly dashboards published = 4 per year. | | ✓ | | | Quality Assurance and Control Department | FD, CS, Legal |
| 3.2.6 | Implement an integrated QMS/ OHS documentation management system by December 2026. | • Migrate existing controlled documents.<br>• Improve accessibility and update workflows. | • Migration completed by Dec 2026.<br>• Document accuracy ≥ 95%. | | | | ✓ | Quality Assurance and Control Department | IT |
| 3.2.7 | Strengthen cross-divisional digital integration for real-time data sharing and unified reporting. | • Integrate data systems across divisions.<br>• Enable shared dashboards and reporting. | • Unified reporting across 100% of divisions.<br>• Data access efficiency ↑ 25%. | | ✓ | | ✓ | IT Division | All |
| 3.2.8 | Complete integration of Asana, SAP, and HRIS by Q2026 2. | • Merge workflows into unified platforms.<br>• Test and validate integrations. | • Integration completed by Q2026 2.<br>• System uptime ≥ %99. | | ✓ | | ✓ | IT Division | HC&A |
| 3.2.9 | Conduct brainstorming sessions with line managers to improve IT services and bi-annual digital literacy workshops to enhance collaboration. | • Bi-annual digital literacy workshops<br>• Conduct brainstorming sessions with line managers | • Sessions = 1 per year.<br>• Improvement ideas implemented ≥ %70.<br>• Workshops = 2 rounds per year.<br>• Participant adoption rate ≥ %85. | ✓ | ✓ | ✓ | ✓ | IT Division | HC&A |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| **3.3: ENSURE FULL REGULATORY COMPLIANCE AND SAFEGUARD ASSETS, MAINTAINING ZERO WORKPLACE INCIDENTS** | | | | | | | | | |
| 3.3.1 | By end of Q2 2026, implement a structured escalation process (Finance, CS, UCD) ensuring 95% of complex cases resolved or placed on payment plan within 30 days. | • Establish joint escalation protocol.<br>• Track case progress weekly.<br>• Review compliance monthly. | • Complex cases resolved/active plan ≥ 95%.<br>• Avg. resolution time ≤ 30 days. | | | | | Utility Collections Division | |
| 3.3.2 | Safeguard MWSC's foreign-currency income by ensuring all foreign-currency contracts include documented legal advice by Q4 2026. | • Review foreign-currency contracts for governing law and dispute clauses.<br>• Document all currency risk assessments and recommendations. | • Contracts reviewed = 100%.<br>• Legal documentation compliance = 100%. | | | | | Legal Department | |
| 3.3.3 | Embed contract risk discipline through a Legal Risk Tolerance Framework by Q4 2026. | • Define acceptable contractual and litigation exposures.<br>• Train departments on framework application. | • Framework implemented by Q4 2026.<br>• Contract risk exposure ↓ 15%. | | | | | Legal Department | |
| 3.3.4 | Implement a Supplier Due Diligence Protocol for high-value and foreign-currency contracts. | • Collaborate with Supply, Logistics, and Risk teams.<br>• Screen all counterparties for creditworthiness and compliance risk. | • Due diligence coverage = 100%.<br>• Contract default rate ↓ 10%. | | | | | Legal Department | |
| 3.3.5 | Strengthen contract resilience by including Legal's advice on payment security by Q4 2026. | • Review all payment-related clauses.<br>• Standardise contract templates for risk mitigation. | • High-value contracts compliant = 100%.<br>• Payment-related losses = 0. | | | | | Legal Department | HC&A |
| 3.3.6 | Drive to strengthen corporate governance in collaboration with management and the Board. | • Review and align governance frameworks with best practices.<br>• Conduct governance awareness sessions for senior management.<br>• Monitor Board and management compliance with governance standards. | • Governance framework updated by Q3 2026.<br>• Board and management compliance ≥ 95%.<br>• Governance maturity score ↑ 15%. | | | | | Corporate Affairs | |
| | | • Support management in executing governance related actions. | • Implementation of 70% of governance related audit recommendations by Q4 2026 | | | | ✓ | Internal Audit Department | All SBUs |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 3.3.7 | Develop a company-wide Key Obligations Register by October 2026. | • Identify key legal and regulatory obligations.<br>• Compile and digitise into a central register.<br>• Assign owners for regular updates.<br># Update the Key Obligations Register of Customer Service Division<br># Update the Key Obligations Register of Waste Water Network Department | • Register completed by Oct 2026.<br>• Department coverage = 100%.<br>• Update compliance ≥ 90%. | | | | ✓ | Risk & Compliance Department | |
| 3.3.8 | Launch Risk & Compliance Dashboard for management monitoring by Q3 2026. | • Design and implement a digital dashboard.<br>• Integrate real-time reporting from all divisions.<br>• Provide management access and training. | • Dashboard live by Q3 2026.<br>• Department reporting compliance ≥ 90%.<br>• Data accuracy ≥ 95%. | | | ✓ | | Risk & Compliance Department | |
| 3.3.9 | Develop and operationalise a centralised Risk Register to identify and mitigate high-impact risks across MWSC by Q3 2026. | • Collect risk inputs from all departments.<br>• Digitise and centralise reporting tools.<br>• Train Risk Champions on updates and monitoring.<br>• Launch company-wide Risk Register by August 2026.<br># Complete Risk assessment report of Customer Service Division<br># Complete Risk assessment report of Waste Water & Network Division | • Risk Register launched by Aug 2026.<br>• Departmental participation = 100%.<br>• High-risk mitigation plans implemented ≥ 90%. | | | ✓ | | Risk & Compliance Department | HC&A, CA |
| 3.3.10 | Conduct Risk & Compliance Training for staff involved in policy and procedure development. | • Organise structured training sessions.<br>• Include case studies on policy and compliance management.<br>• Monitor completion rates. | • Training completed by Q4 2026.<br>• Staff participation ≥ 90%.<br>• Post-training assessment score ≥ 80%. | | | | ✓ | Risk & Compliance Department | FD |
| 3.3.11 | Negotiate viable cost-recovery model for MWSC's utility infrastructure. | • Develop tariff and recovery framework.<br>• Coordinate with government agencies. | • Model approved by Q4 2026.<br>• Cost recovery ≥ %90. | | ✓ | | | Finance Division | ED, FD, BD |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| **3.4: DEVELOP WORKFORCE SKILLS AND KNOWLEDGE TO SUPPORT INNOVATION AND GROWTH** | | | | | | | | | |
| 3.4.1 | Strengthen staff capability through training and mentoring programs. | • Deliver targeted training on digital tools, governance, and cost control.<br>• Launch mentoring on project management and commercial mindset. | • Staff trained ≥ 80%.<br>• Training satisfaction ≥ 90%.<br>• Project efficiency ↑ 5%. | | | | ✓ | Engineering Division | |
| 3.4.2 | Implement quarterly knowledge-sharing programs to strengthen staff skills and cross-departmental expertise in application processing and complaint management. | • Conduct quarterly training sessions.<br>• Share best practices across divisions.<br>• Review improvement outcomes. | • Sessions held = 4 per year.<br>• Staff participation ≥ 90%.<br>• Complaint resolution time ↓ 15%. | | | | | Customer Service Division | HC&A, OD |
| 3.4.3 | Train and deploy specialised technicians for ongoing maintenance. | • Conduct training on FOG trap maintenance and safety.<br>• Assign teams by zone.<br>• Review technician performance quarterly. | • Technicians trained = 100%.<br>• Field deployment ≥ 95%.<br>• Service response time ↓ 15%. | | | | ✓ | Wastewater & Networks Division | HR, OD |
| 3.4.4 | Host regular intra-factory product knowledge sessions and cross-sectional forums for operational learning. | • Conduct quarterly forums for technical teams.<br>• Encourage inter-unit knowledge sharing. | • Forums held = 3 per year.<br>• Attendance ≥ 85%.<br>• Best practices shared ≥ 10. | | | | ✓ | Manufacturing Division | HC |
| 3.4.5 | Ensure all staff are covered under the 2026 training plan. | • Finalise annual training roadmap.<br>• Finalize Training & Development Policy | All staff to cover 12hrs of training | | | | ✓ | Human Capital & Administration | |
| 3.4.6 | Conduct mandatory health & safety training for 85% of staff by Q4 2025. | Deliver safety sessions across sites. | Training coverage ≥ 85%. | | | | ✓ | Human Capital & Administration | All SBUs |
| | | Track monthly safety compliance | Finalize compliance tracking framework by Q2 | | | | ✓ | Human Capital & Administration | QAC, All SBUs |
| 3.4.7 | Strengthen governance and best practices through active participation in national governance and ESG forums. | *Participate in 2–3 national governance or SOE best-practice forums.<br>• Represent MWSC in governance and ESG events.<br>• Share case studies and learnings. | • Forums attended ≥ 2 per year.<br>• Industry visibility ↑ 20%. | | | | | Corporate Affairs Department | |

# Pillar 4: Optimal Water Security

# Pillar 4: Sustainable Service Excellence

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| **4.1: EXPAND AND UPGRADE WATER INFRASTRUCTURE TO ENSURE CONTINUOUS AND RELIABLE SERVICE** | | | | | | | | | |
| 4.1.1 | Complete ≥80% of network expansions aligned with urban development plans. | • Implement pipeline and network expansion works.<br>• Align with local urban and utility plans.<br>• Track progress via BI dashboard. | • Expansion progress ≥ 70%.<br>• Milestone completion ≥ 90%. | | | | ✓ | Engineering Division | OD,WW&N |
| 4.1.2 | Coordinate with supporting divisions to secure a 10% increase in production and distribution system capacity and redundancy by December 2026, track related project requests to delivery, and operate the commissioned systems as the Operations Division. | • Coordinate initiation of capacity and redundancy projects, including formal requests to support divisions and maintaining a project register.<br>• Track and facilitate project progress to system delivery, escalating issues and conducting coordination meetings to resolve constraints.<br>• Oversee commissioning and operational takeover of new or upgraded assets, including testing, procedures, staffing, training, and integration into operations.<br>• Monitor production and distribution performance and recommend further operational changes or projects where gaps or new risks are identified. | • 100% of capacity/ redundancy project requests submitted with complete requirements.<br>• 100% of project requests tracked and status-updated until delivery.<br>• Monthly coordination report issued covering all active requests.<br>• All commissioned systems taken over with SOPs and trained operators in place | | | | ✓ | Operations Division | ED,WW&N |
| 4.1.3 | Identify bottlenecks in the network and conduct preventive maintenance programs starting Q2 2026. | • Map high-risk network zones.<br>• Launch preventive maintenance program.<br>• Monitor fault recurrence quarterly. | • Program launched by Q2 2026. Maintenance coverage ≥ 80%.<br>• Recurring faults ↓ 20%. | | | | ✓ | Wastewater & Networks Division | |
| 4.1.4 | Upgrade priority pipelines and valve systems to minimise leaks. | • Replace ageing pipelines and valves.<br>• Prioritise high-loss zones.<br>• Track progress via maintenance dashboard. | • Leak reduction ≥ 25%.<br>• Pipelines upgraded (km).<br>• Water loss (UAW) ↓ 15%. | | | | ✓ | Wastewater & Networks Division | ED, OD |

| No | Goal | Key Actions & Initiatives | KPIs | Q1 | Q2 | Q3 | Q4 | Lead Division | Other Implementing Division |
|---|---|---|---|---|---|---|---|---|---|
| 4.1.5 | Deliver ≥75% of ongoing water-security projects by end of 2026 | • Complete and hand over all active water-security projects.<br>• Monitor delivery milestones quarterly.<br>• Coordinate with Operations for commissioning.<br>• Document asset performance. | • Projects completed ≥ 75%.<br>• On-time delivery ≥ 95%. | | | | ✓ | Engineering Division | OD |
| **4.2: MAINTAIN RELIABLE, ACCURATE, AND TIMELY OPERATIONAL DATA FOR INFORMED DECISION MAKING** | | | | | | | | | |
| 4.2.1 | Improve service reliability and accountability through complete KYC database verification by Q2 2026. | • Conduct full customer KYC verification.<br>• Cross-check with billing and Utility Collections.<br>• Track progress monthly. | • KYC verification = 100%.<br>• Verified records accuracy ≥ %95.<br>• Completion by Q2 2026. | | | | | Customer Service Division | |
| 4.2.2 | Incorporate IFRS S1 & S2 ESG disclosures in 2026 financial statements. | • Develop ESG reporting framework.<br>• Train finance team on new disclosure standards. | • ESG disclosures included in 2026 reports.<br>• Compliance rate = 100%. | ✓ | | ✓ | | Finance Division | |
| 4.2.3 | Enhance cybersecurity readiness and network resilience to safeguard critical infrastructure. | • Strengthen network defences and monitoring.<br>• Conduct regular vulnerability assessments. | • System uptime ≥ 99.9%.<br>• Zero major breaches annually. | ✓ | ✓ | ✓ | ✓ | IT Division | |
| **4.3: STRENGTHEN WATER SECURITY THROUGH FINANCIAL SUSTAINABILITY AND RESILIENT SUPPLY CHAINS** | | | | | | | | | |
| 4.3.1 | Ensure financial sustainability to fund MWSC's national water-security and infrastructure projects, prioritizing financing for critical water-security assets under Engineering and Operations. | • Align financing strategy with long-term projects.<br>• Secure blended and concessional funding.<br>• Allocate budget for critical infrastructure.<br>• Monitor project funding utilisation. | • Funding secured for all priority projects.<br>• Financial sustainability index ≥ 90%.<br>• Funding coverage = 100%.<br>• Project delivery on schedule ≥ 90%. | ✓ | | ✓ | | Finance Division | |
| 4.3.2 | Strengthen local supply-chain resilience to support MWSC's infrastructure and water-security projects. | • Develop local supplier partnerships.<br>• Create contingency plans for critical materials. | • Local sourcing ↑ 20%.<br>• Supply disruptions ↓ 15%. | | | | | Procurement & Logistics | |