

NATIONAL WATER & SEWERAGE CORPORATON

**REPORT  
ON EVALUATION OF  
THE 100-DAYS PROGRAMME TO IMPROVE  
NWSC SERVICES**

NWSC CORPORATE MANAGEMENT DOCUMENT

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## EXECUTIVE SUMMARY

The 100-Days Programme is a turn around initiative that was launched with the objective of improving National Water and Sewerage Corporation (NWSC) services. This followed the appointment of a new Board in July '98 and the subsequent appointment of a new Chief Executive in November 1998. At the time, the Corporation was overburdened with the problem of financing un-viable towns, high cost of electricity, inefficient large labour force numerous operational problems and an unfriendly VAT law.

The 100-days Programme addressed five key areas follows:

- ?? Water Production and Sewerage Services
- ?? Water distribution
- ?? Revenue improvement
- ?? Cost reductions
- ?? Customer Care

In the implementation of the Programme, a participatory Management style was adopted where a Task Force with five committees was formed at the Headquarters to oversee the implementation of the Programme. Similar Committees were also formed at the Area levels as the core activities of the programme were done in the Areas.

An Evaluation Workshop was held at the end of the 100-Days Programme to evaluate the achievements:

The results show the following major achievements:

### **a) Water production and Sewerage Services;**

- ?? Water production increased by a monthly average of 66.6 million litres (from an average of 3,808million litres per month). This increase is equivalent to a monthly consumption of Gulu and Lira towns combined.
- ?? All the planned PPM and Breakdown maintenance programmes were effectively carried out contrasting with the irregular and inadequate maintenance programmers, which were being done.

- ?? Bulk flow meters were installed in Tororo, Masaka, Jinja and Mbale resulting in accurate measurement of flows.
- ?? Significant reduction in sewerage overflows was achieved with average response time to reported blockages falling within 24 hours.
- ?? Masaka Wetland was refurbished to provide tertiary sewage treatment hence enabling final effluent to meet NEMA standards.
- ?? 65 No. Storm water ingress points into manholes were identified in Kampala. 44 of these manholes were raised a result with work on the remainder continuing.
- ?? A short sewage disposal pit was constructed in Kasese, an Area that has no sewage system.

**b) Water Distribution**

- ?? Unaccounted for water (UFW) for the other Areas except Kampala reduced from an average of 44% to 34% over the period.
- ?? A total of 764 meters were installed on previously un-metered connections representing a 12% increase.
- ?? The response time to reported leaks has been reduced to 24 hours in all Areas.

**c) Revenue Improvement**

- ?? Monthly collections increased from Shs.1, 939 million to Shs.2, 187 million.
- ?? Arrears reduced from Shs. 33 billion to Shs. 32 billion (3% reduction)
- ?? Over 404 illegal connections were unearthed with about 80% in Kampala over the period
- ?? Suppressed accounts were reduced from 19,310 to 17,316 representing a 10% reduction over the period.

**d) Cost Reduction**

- ?? The monthly deficit of Shs.348 million before the 100- Days Programme was transformed into an average monthly surplus of Shs.331 million over the period.
- ?? The average monthly expenses were reduced from Shs. 2,287 million to Shs.1, 856 million.

e) **Customer Care**

- ?? An effective system to respond customer complaints have been instituted resulted into an average response time 48 hours.
- ?? Several meetings were held with local communities in all Areas with a view to appraising them of their roles and responsibilities.
- ?? A lot of efforts were made to protect customers by unearthing illegal connections and meter defilement.
- ?? Payment modalities were worked with customers to pay arrears and get connected back on supply.

It is clear therefore that the 100-Days Programme is a success story. The way forward is therefore to consolidate and improve on the gains made. It has been resolved that similar programmes should be carried out by the NWSC. The monitoring and evaluation mechanisms established during the 100-Days Programme are to be maintained and strengthened. The NWSC service delivery is therefore expected to continue to improve.

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## **1.0 INTRODUCTION**

### **1.1 Background**

In the beginning of this financial year, a new Board was appointed to manage the affairs of National Water and Sewerage Corporation (NWSC). The Board in turn appointed a new Managing Director after expiry of the contract of the previous Chief Executive.

Prior to the appointed of the new Board, the Corporation was over burdened by numerous problems. These included: financing un-viable towns, high cost of debt servicing, huge arrears, an expensive and inefficient labour force, high cost of electricity, inefficient operational mode and an unfriendly VAT law.

The above problems posed major constraints on the cash flow situation, which subsequently affected the implementation of planned programs, as the revenue generated could not support the exorbitant expenditure. As a matter of fact the Corporation was experiencing a monthly deficit of 348m in its budget.

It is with this background that Management launched the 100-Days Programme in order to improve NWSC services.

### **1.2 Objectives**

The 100-Days Programme was set with the sole aim of improving the performance of NWSC within 100 days through:

- ? ? Improvement of capacity utilization of NWSC water treatment plants and assurance of good quality water supplied to the customers.
- ? ? Improvement in sewage collection, transportation and disposal methods and timely response to sewer blockages.
- ? ? Improvements in reliability of supply and service coverage through improved response time to bursts/ leaks and extension of services.

? ? Improvement of revenue generation in order to sufficiently finance the Corporation activities.

? ? Reduction of operational costs.

? ? Improvement of customer care.

### **1.3 Financing**

The 100-Days Programme was essentially the Corporations FY 1998/99 planned activities in the NWSC Corporate Plan were picked for implementation within 100-Days. There was therefore no need for a supplementary budget for financing of the 100-Day Programme, apart from minor re-allocation of funds.

### **1.4 Implementation**

The programme was formulated by a Task Force chaired by the Director Technical Services. Five committees, led by committee Chairpersons were set up with clear terms of reference (TOR) to address specific areas of planned activities enlisted below:

? ? Water Production and Sewerage Services Committee

? ? Water Distribution Committee

? ? Revenue Improvement Committee

? ? Cost Reduction Committee

? ? Customer Care Committee

The Area Managers were fully involved in the exercise as the core activities in the 100-Days Program were to be carried out in the Areas. Consequently, similar committees were set up at Area levels to carry out tasks and achieve the specified targets. Other stakeholders within the Corporation were also involved to create general consensus on the on the whole program.

### **1.5 Duration**

The 100-Days Programme was launched on 8<sup>TH</sup> February 1999 but effectively began on 15.2.99. It officially at the end of May 1999.

## **1.6 Monitoring and Evaluation**

The individual committee was responsible for monitoring and evaluating the performance of the activities that fell under their jurisdiction. The Area Committees met weekly to monitor and evaluate progress and submit weekly and monthly reports for further evaluation by Task Force committee in Headquarters. The Task Force used verifiable parameters.

Monthly evaluation of achievements of targets and expected outputs was carried out the best performing Area determined.

## **1.7 Award of Prizes/ Trophies**

To keep the momentum of the 100- Days Programme alive throughout, trophies and prizes for the following were established: -

- ? ? The overall best performing best performing Area Manager
- ? ? The second overall best Area- This trophy was in addition awarded on monthly basis the best performing Area for the months in question.
- ? ? The best Area in Water Production and Sewerage Services
- ? ? The best Area in Revenue Improvement
- ? ? The best Area in Suppressed Accounts
- ? ? The best Area in Cost Reductions
- ? ? The best Area in Customer Care

These prizes are to be given out at the end of the 100-Day Programme

In addition to the above, the monthly best performing Area was awarded with a trophy. The Area also hosted the monthly Area Managers' meeting for the following month, which was accompanied by a bull roasting and an award giving ceremony.

## **1.8 Evaluation Workshop**

A workshop to evaluate the achievements of the 100 Days Programme was held on 24-26 June 1999. The Terms of Reference (TOR) for this workshop is shown in annex 1. The

subsequent chapters of this report contain the results of the evaluation as carried out during the workshop.

## 2.0 WATER PRODUCTION AND SEWERAGE SERVICES

The Committee on Water Production and Sewerage Services was charged with examining the water production Capacity Utilization and the provision of Sewerage Services in all the areas. Quality aspects for both treated water and sewage effluents were also examined.

This chapter includes the achievements made, the constraints and weaknesses encountered during the 100-Days and the proposed follow-up measures.

### 2.1 Water Production

The overall objective given for Water Production was to improve the capacity utilization of the water treatment plants and to ensure that the quality of water produced meets the UNBS/WHO guidelines.

#### 2.1.1 Achievements of targets and expected outputs

Out of many targets set the major achievements made and the expected outputs are outlined in Table 2.1

**Table.2.1 Achievements of Targets and expected outputs**

	<b>SITUATION AS BY FEB'99</b>	<b>ACHIEVEMENTS AND OUTPUTS BY END MAY'99</b>
1.	Overall water production Capacity Utilization was at 3,808,350 m <sup>3</sup> /month (58% capacity utilization)	Increased production to 3,874,845 m <sup>3</sup> /month an increase of 66,595 m <sup>3</sup> (59% capacity utilization) See Annex 2.1
2.	Inadequate PPM and BD MTCE of water treatment plants	PPM and BD MTCE was carried out in all areas enhancing plant reliability
3.	Lack of measurement of flows from the water works in Mbale, Jinja, Tororo, Masaka and Mbarara	BULK flow meters were installed in Tororo, Masaka, Mbale and Jinja resulting in accurate measurement of flows in these areas.
4.	Inappropriate powder chlorination systems in use in Kampala, Jinja and Entebbe (No standby dosing units for powder chlorine).	Standby powder chlorination units installed in Gaba I and Entebbe

A summary of the targets, evaluation of achievements, estimated cost and actual cost is given in Table 2.2

**TABLE 2.2: SUMMARY OF TARGETS, EVALUATION OF ACHIEVEMENTS, ESTIMATED COST AND ACTUAL COST FOR WATER PRODUCTION**

ITEM	TARGET	EVALUATION OF ACHIEVEMENT	ESTIMATED COST U Shs.	ACTUAL COST U Shs.
1.	Carry out PPM and BD MTCE	PPM and BD MTCE carried out in all areas resulting in increased water production ii some areas such as Masaka, Entebbe ad Kampala	42,547,600	8,100,000
2.	Provide specified pipes, fittings, laboratory chemicals, equipment and tools for Operation and Maintenance	Only part of the items requested for were procured	29,900,000	17,000,00
3.	Maintenance of intake/abstraction points at water works	Not done in Mbale, Tororo and Masaka due to design problems that could not be handled in100 days	12,200,000	Nil
4.	Installation powder chlorine dosing systems	Installations done in Gaba I ad partly tackled in Entebbe. Stand by chlorination now in place reducing intermittent dosing that was previously done, hence improved water quality i.e. compliance to WHO guide lines	3,680,000	Nil
5	Installation of bulk meters	Installations done in Tororo and Masaka resulting in accurate measurement of water	19.000,000	3,000,000
6	Resanding of filters	Not achieved (DWD unable to provide the sand media)	37,732,400	30,500,000
7	Achieve not more than 1 hr average of daily lost pumpage due to UEB power failure	Load shedding and power fluctuation still a problem though some improvement was registered	N/A	N/A
8	Provide additional radio communication	Not achieved (procurement delays)	27,600,000	-
<b>TOTAL</b>			<b>172,600,000</b>	<b>58,600,000</b>

*PPM (Plant Preventive Maintenance), BD (MTCE Breakdown Maintenance), DWD (Directorate or Water Development)*

ITEM	TARGET	EVALUATION OF ACHIEVEMENT	ESTIMATED COST (U.Shs)	ACTUAL COST (U.Shs)
1.	Carry out Planned Preventive maintenance and Break down maintenance	PPM and BD MTCE carried out in all areas resulting in increased water production in some areas such as Masaka, Entebbe and Kampala	42,547,600	8,100,000
2.	Provide specified pipes, fittings, laboratory chemicals, equipment and tools for Operations and Maintenance	Only parts of the item requested for were procured	29,900,000	17,000,000
3.	Maintenance of intakes/abstraction points at water works	Not done in Mbale, Tororo and Masaka resulting in accurate measurement of water	12,200,000	Nil
4.	Installation of bulk meters	Installations done in Tororo and Masaka resulting in accurate measurement of water	19,000,000	3,000,000
5.	Install power chlorine dosing systems	Installations done in Gaba I and partly tackled in Entebbe. Stand by chlorination now in place reducing intermittent dosing that was previously done, hence improved water quality i.e. compliance to WHO guide-lines	3,680,000	Nil
6.	Resanding of filters	Not achieved (D.W.D unable to provide the sand media)	37,732,400	30,500,000
7.	Achieve not more than one hour average of daily lost pumpage due to UEB power failure	Load shedding and power fluctuation still a problem through some improvement was registered.	N/a	N/a
8.	Provide additional radio communication	Not achieved (procurement delays)	27,600,000	-
<b>TOTAL</b>			172,600,000	58,600,000

Key: PPM Plant Preventive Maintenance, BD MTCE Breakdown Maintenance, D.W.D Directorate of Water Development

### 2.1.2 Constraints and Weaknesses

During the implementation of 100- Days Programme, some of the targets set for water production were not achieved. A number of constraints and weaknesses were encountered and are listed below: -

- ? ? Delays in procurement of laboratory chemicals, equipment, tools and materials
- ? ? Not all targets were achieved in the 100-Day period:
  - a. Tororo - Poor design of Vortex system – modification of the intake
  - b. Masaka - Dredging of the intake
  - c. Manafwa - Damming of the river
- ? ? Under estimation of cost e.g. re-calibration of electronic meters in Kampala and Mbarara
- ? ? Suppliers unable to meet demands. E.g. D.W.D was unable to supply sand media
- ? ? Lack of heavy-duty trucks. General Breakdown of Lorries and lack of licenses.
- ? ? U.E.B not able to guarantee reliable power supply
- ? ? Evaluation of on ground situation not possible due to lack of site visits to the areas by the committee members.
- ? ? Lack of radio Communication equipment

### 2.1.3 Follow-up measures

The following remedial measures are proposed to address the constraints stated in 2.1.2 (Table 2.3)

**Table 2.3 Follow up measures**

Task	ACTION BY
Site visits constituted team	Committee chairman
Realistic deadlines for procurement of items not obtained during the 100-Days Programme	Task Force Chairman
Revisit the issue of expatriate contractor for KENT meters and lay new strategy	CE (O)
Repair Lorry for Kampala Area	CE (M)
Public awareness campaigns on importance of good drinking water. Liaise with health authorities	WQM, PPRO
Purchase small and sieving machine for NWSC	CE (O)
Continue negotiations with UEB on issue of load shedding and power fluctuations	Board Chairman, M.D
Consider hiring of lorries fro bulk supplies. All economical vehicles should be boarded of and new ones purchased.	CE (M)
Motivation of staff	CHRM
Procurement of radio equipment to be finalized	CE (O)

## 2.1 Sewerage Services

The overall objective for Sewerage Services was to ensure efficient operation of the sewerage Treatment Plants such that the quality of the effluents meets NEMA standards. The minimization of public complaints over sewerage overflows was paramount.

### 2.2.1 Achievements of targets and expected outputs

A number of targets were set and the achievements and the expected outputs are shown below in Table 2.4

**Table 2.4 Achievements of targets and outputs**

	<b>SITUATION AS BY FEB'99</b>	<b>ACHIEVEMENTS AND OUTPUTS BY END MAY'99</b>
1.	Frequent complaints from the public on sewerage overflows as a result of frequent blockages and low manhole cover levels especially in Kampala.	?? Entry points for storm water ingress identified in Kampala and Lira. 44 out of 65 identified manholes consequently raised in Kampala ?? Two of the three high-level siphon pipes on Jinja Rd. (Kampala) was cleared using a jetting machine. ?? As a result sewerage overflows have significantly reduced.
2.	Slow responses to blockages	Most blockages are now attended to within 24 hrs in all areas resulting in less complaints
3.	Inadequate PPM and BD MTCE of sewage treatment plants	PPM and BD MTCE carried out at Bugolobi sewage treatment works BSTW as planned enhancing plant reliability
4.	Poor performance of sewage treatment plants hence low efficiency	Masaka Sewage treatment works was overhauled resulting in improved efficiency
5.	No sewerage system in Kasese	Short-term disposal pit constructed in Kasese and now in use. Safe sewage disposal now in place.
6	Final effluent not meeting NEMA standards	Masaka wetland was refurbished to provide tertiary treatment hence final effluent now meets standards of NEMA

**SUMMARY OF TARGETS, EVALUATION OF ACHIEVEMENTS, ESTIMATED COST AND ACTUAL COST FRO SEWERAGE SERVICES**

<b>ITEM</b>	<b>TARGET</b>	<b>EVALUATION OF ACHIEVEMENT</b>	<b>ESTIMATED COST UShs.</b>	<b>ACTUAL COST UShs</b>
1	Carry out Planned Preventive Maintenance and Break Down Maintenance at Bugolobi Sewage Treatment Works in 3 months	PPM and BD MTCE was carried out on the burst 525 mm. Low level rising main. Cleaning materials fro sewage booster stations were procured and are in use. Proposals for increasing number of operators forwarded to senior management and are being studied	2,610,000	2,500,000
2	Reduce storm water inflow into manholes in Kampala by50% in 2 months	Entry points of storm water into old sewer manholes were identified and raising of manholes is on going. Entry points into manholes under lot 2 project have also been identified to be replaced by M/S GUAFF Consultants	4,250.000	1,989,600
3	Carry out preventive corrective and breakdown maintenance on all sewage works installations in 3 months	Achieved for Masaka and partly fro Bugolobi. Great improvement in the operation of Masaka Sewage treatment plant and refurbishment of wetland, resulting in improved effluent quality	39,200,000	5,458,000
5	Replenish Laboratory chemicals for sewage analysis in 3 months	Requisitions submitted but procurement process not completed	5,000,000	-
6	Provide short term alternative for disposal of sewage in Kasese in 2 months	Achieved hence short term safe disposal place	800,000	800,000
<b>TOTAL</b>			<b>66,750,000</b>	<b>12,147,600</b>

A summary of targets, evaluation of achievements, estimated cost and actual cost are given in table 2.5

### 2.2.2 Constraints and Weaknesses

During the implementation of the 100-Days Programme, some of the targets set for sewerage services were not achieved. A number of constraints and weaknesses were encountered: -

- ? ? Procurement delays in purchase of laboratory chemicals, equipment, materials and tools
- ? ? Over ambitious expectations. Problems at hand too big to be handled under the 100-Days Programme

- a) Lack of anaerobic ponds in Entebbe and facultative ponds in Kimaka ponds
- b) Low inflow of raw sewage into systems due to lack of demand/inadequate coverage e.g. Gulu, Mbarara, Masaka, Lira and Fort Portal
- c) Sewage works is not secured leading to vandalism and thefts
- d) The 4 inch sewer line in Gulu frequently blocks and needs replacement

### 2.2.3 Follow up Measures

The following remedial measures are proposed for improvement of sewerage services

**Table 2.6 Follow up measures**

<b>TASK</b>	<b>ACTON BY</b>
Site visits by constituted team	Committee Chairman
Realistic deadlines for procurement of items not obtained during the 100- Days Programme	Task Force Chairman
Waiving off reconnection fees for sewage	Task Force Chairman
Educate public on proper use of toilet facility and the danger of illegal diversion of storm water in backwards to sewer lines	PPRO
Set up liaison with municipal authorities in waste management	PPRO
Purchase new Cesspool Emptier	CE (M)
Liaise with UEB to identify the cause of intermittent power failure of East Bugolobi pump No. 2	CE (O)
Continue in house sensitisation on the importance of sewage collection, treatment, disposal and effluent quality	WQM
Continue pressurizing Guaff Engineers to complete work in BSTW	Task Force Chairman
Fencing of all Sewage Works	CE (O)
Replace the 4 inch sewer line in Gulu	CE (O)

Sewage effluent quality in all areas should be addressed	WQM
Measurement of sewage flow in all areas to be enhanced by constructing V-notches flumes and channels	AM's
Continue negotiations with UEB on issue of load shedding and power fluctuation	Board Chairman, M.D

### **2.3 Reporting and Evaluation**

Reports on Water Production and Sewerage Services were received from all the areas on weekly basis. The reports reflected the progress on the targets and activities set as per the 100-Day Action plan. Continuous assessment and evaluation was therefore made possible throughout the 100-Days Programmes.

The Water Production and Sewerage Services task force members carried out evaluation for each month as well as the overall 100-Day programme evaluation Criteria used were uniform through out and are given in the annexes attached.

Details of the final evaluation are shown in Annexes 2.2-2.8 Performance of the areas was based on variance from targets as well as improvements and carried 80% of the total marks allocated to Water Production and Sewerage services. Activities covered 20% of the marks allocated. The overall best performing area for Water Production and Sewerage Services was Masaka area.

## **3.0 WATER DISTRIBUTION**

### **3.1 Introduction**

Prior to 100-Day Programme, the Corporation was losing a considerable amount of revenue partly due to inadequate maintenance of its distribution systems. This coupled with illegal connections, under-registration of consumption and incorrect meter readings accounted for a high percentage of unaccounted for water (UFW).

At the inception of the programme the unaccounted for water stood at 49% representing about 1,862,072 m<sup>3</sup> per month.

Many customers were connected illegally and others were not identified. Other customers were not metered and response time to leaks was very poor.

The above scenario therefore, had to be reversed and this led to the formulation of the targets and detailed activities.

#### **The targets were as follows:**

1. To equip all areas with basic tools for distribution maintenance
2. Stock quality materials for water mains maintenance
3. Repair all leaking reservoirs and overflows within 30 minutes of occurrence
4. Repair bursts on water mains greater than 50 mm within 24 hrs of reporting
5. Control/Repair leaks on Tertiary and Service pipes within 36 hours
6. Implement planned preventive maintenance of sluice valves, air valves, fire hydrants and wash outs
7. Enforce pipe laying standards on house connections
8. Install at least 8 meters daily in each zone/Area
9. Enforce standard meter installation/location on house connections
10. Establish meter management systems in areas
11. Update Block maps in all areas

12. Unearth at least 2 illegal connections daily
13. Install bulk meters in pilot Zone in Kampala-Kitintale

### 3.2 Achievement of Target and Outputs

The 100-Day Programme focuses on the two major categories of unaccounted for water (UFW); the system losses and administrative losses. The level of UFW at the beginning of the 100-Days Programme in mid February 1999 was estimated at 50%. This was equivalent to 1,894,545 m<sup>3</sup> of water per month. The system losses accounted for 30%, which is equivalent to 558,623 m<sup>3</sup> of water and the administrative losses accounted for 20% of the total UFW, which is equivalent to 353,795 m<sup>3</sup> of water.

The 100-Days Programme has had a positive impact with respect to water distribution management, billing efficiency, growth in number of active accounts and reliable service.

The total UFW for other Areas except Kampala was reduced to 33.6%, which is equivalent to 101,375 m<sup>3</sup> of water in all areas as of end of May 1999.

**Table 3.1 Level of UFW as of 31.5.99**

Area	Current Average monthly water production- Mar -May 1999	% UFW Before Feb 1999	Average% UFW March-May 1999	UFW m3 per month
Kampala	2,765,098	51	55.0+	1520804
Jinja	320,750	53	32.5-	104,244
Entebbe	160,184	39	27.0-	43250
Masaka	55,499	50	31.5-	17482
Mbarara	130,997	23	29.4	38513
Tororo	61,326	30	35.1-	21525
Mbale	164,153	57	50.3-	82570
Lira	33,954	33	17.6-	5976
Gulu	29,122	23	37.2+	10833
Kasese	36,725	43	40.2-	14763
Fort Portal	31,282	23	15.7-	4911

(+) UFW increased (-) UFW decreased

The average unaccounted for water for ten towns other than Kampala is computed as follows:

Total monthly water production for the ten towns excluding Kampala: 1,023,992 m<sup>3</sup>

The total unaccounted for water for the ten towns =344,067m<sup>3</sup>

UFW= 344,067

$$\frac{344,067}{1,023,992} \times 100 = 33.6\%$$

The analysis for the UFW before the 100- Days Programme for ten towns is as below:

Total monthly water production fro the ten towns = 1,011,840m<sup>3</sup>

Total monthly unaccounted fro water for ten towns =440,035m<sup>3</sup>

$$\frac{440,035}{1,011,840} \times 100 = 43.5\%$$

The reduction in the unaccounted for water for ten towns other than Kampala in (43.5-33.6) = 9.9%. This is equivalent to 101,375m<sup>3</sup> (1,023,992 x  $\frac{9.9}{100}$ ) of water per month.

100

### 3.2.1 Increase in number of active accounts

The number of active accounts increased during the Programme as presented in Table 3.2 below.

**Table 3.2 Increased in Number of Active Accounts**

Area	No. of Accounts End Feb.	No. of Accounts End May
Kampala- Krip	20,137	20,308
Jinja	3,333	3,8-1
Entebbe	2,177	2,276
Masaka	1,385	1,426
Tororo	946	937
Mbale	1,595	2,374
Lira	564	591
Gulu	837	839
Kasese	793	806
Fort Portal	954	1005

As a result of 100-Days Programme a total of 920 accounts were attracted back into the billing system

### 3.2.2 Metering of Unmetered Accounts

Table 3.3 below gives the total number of meters installed on un-metered accounts during the 100-Days Programme

**Table 3.3- meter installation**

Area	Number of unmetered accounts Feb.1999	No. of unmetered accounts metered Feb-May 1999	% Change
Kampala	1,628	115	7.1
Jinja	1,571	331	21.1
Entebbe	708	118	16.7
Masaka	All accounts are metered		
Mbarara	871	39	4.5
Tororo	540	100	18.5
Mbale	909	41	4.5
Lira	390	11	2.8
Gulu	All accounts are metered		
Kasese	30	9	29
Fort Portal	All accounts are metered		
<b>Total</b>	6,647	764	11.5%

The number of un-metered accounts reduced by 11.5% during the 100-days programme. A total of 764 meters were installed on un-metered accounts.

### 3.2.3 Response time to repair Leaks

All Area Managers reported time control/repair leaks/bursts is less than 24-hrs

### 3.3 Constraints and Weaknesses

The delay in procurement of tools was a major constraint during the 100-day programme. The spare parts for mains maintenance of were not procured and this hampered efficient maintenance of distribution network.

Reporting of leaks and bursts is still passive and the customers played a major role. The internal reporting by NWSC staff of leaks, illegal connections and other malpractices is still inadequate and the motivational strategies were not effective.

Enforcement of pipe laying standards is still a problem. Until NWSC takes over responsibility of supervising laying and maintenance of house connections it will not be possible to achieve much progress.

### **3.4 Follow up measures**

? ? The procurement of spare parts for distribution mains maintenance is still outstanding and the Procurement Manager should take up this task ASAP

? ? Repair of leaking reservoirs in Masaka, Gulu and Mbarara should be done to reduce unaccounted for water. The chief Engineer Operations and Chief Engineer Maintenance should expedite this task.

? ? There is need to enforce supervision of pipe laying particularly for house connections

? ? Sustaining planned preventive maintenance in water distribution is vital and the Area Managers should develop maintenance programmes for the Area networks to cover a period of 6 months. The same applies to meter management system.

### **3.5 Reporting and Evaluation**

The reports received from areas were adequate and all the necessary information was available. However, there is need to develop and a culture of measurement such that issues can be quantified and actual evaluation is done with minimum error or bias.

### **3.6 Way Forward**

In general the performance of all areas was good other Kampala and Mbale. There is need therefore to focus a lot attention in developing and implementing a programme geared towards reducing high UFW in these two Areas.

## **4.0 REVENUE IMPROVEMENT**

### **4.1 Introduction**

The 100-days programme was launched to address among other things Revenue Generation. In particular the Corporation was faced with a high level of unbilled water, a high arrears portfolio and low cash collection efficiency.

A number of targets were developed together with related activities to address the above broad objectives as outlined below.

### **4.2 Achievements of targets and expected outputs**

#### **4.2.1 Billing**

Billing efficiency (BE) is the total amount of water billed ( $m^3$ ) expressed as a percentage of the total amount produced ( $m^3$ ) expressed as a percentage of the total amount produced ( $m^3$ ) for the billing period.

At the time the programme was launched in February, 1999 the billing efficiency was 50%. A number of measures were put in place to reduce the un-accounted for water due to administrative and system losses. These measures included the following: -

##### **4.2.1.1 Zonal Teams**

For effective monitoring, areas were broken into zones and Zonal teams were formed and were charged with responsibility of investigating the accounts and unearthing illegal connections.

##### **4.2.1.2 Suppressed Accounts**

This term is used to refer to consumers who were disconnected from our supply due to non-payments of arrears. At the start of the programme about 19,600 accounts out of a total of 53,613 accounts were suppressed and there are not billed.

These were investigated with the aim of restoring supply. These were reduced from 7863 to 6246 at the end of the 100- days programme in other areas while KRIP reduced them from 11,456 to 11,070 accounts.

#### **4.2.1.3 Amnesty**

An amnesty was granted for illegal consumers who were discovered or voluntarily reported themselves. During the period over 404 illegal connections were discovered most of them Kampala.

#### **4.2.1.4 Estimated Bills**

Estimated of consumption was realized to be a major area of dispute of our bills by our consumers as it over estimation. The 100-Days Programme targeted in eliminating all unrealistic estimates.

These reduced from 3,800 accounts in March to 1,809 in May 1999, which represented a 52% reduction.

#### **4.2.1.5 Billing Timetable**

The billing time table agreed upon is now operational whereby all bills are produced and distributed by 5<sup>th</sup> and 10<sup>th</sup> of the following month respectively.

All these have resulted into an increase in billing efficiency to 66.4% from 51.4% for other areas 47% to 48% for Kampala KRIP giving an overall billing efficiency of 51%. Although the percentage increase is only 1%, volumes supplied into the network increased from 631,000 m<sup>3</sup> to 671,000m<sup>3</sup>. Billing in absolute terms increased to UShs 2,539 million from Shs. 2,498 million during the same period.

#### **4.2.1.6 Collection**

In order to ensure a coordinated approach to collection, a strategy to visit and implore customers to pay was developed at the beginning of the programme. The strategy involved demarcating areas into manageable zones. Based on these zones current bills were to be hand delivered by the 15<sup>th</sup> of every month. The zonal teams follow up the customers for payment

with disconnection notices. Overdue arrears are submitted to Commercial Manager for legal action after 30 days of disconnection and any legal action is taken after 7 days of receipt of the list with constant update to Area Managers on progress of legal action.

The new collection strategy was implemented in all areas resulted into an increased collection from an average monthly collection of Shs. 1,939 million to an average of Shs. 2,187 million representing an increase of 12% compared to target of 10%

#### **4.2.1.7 Arrears**

Arrears were reduced from Shs. 33 bn in February 99 to Shs. 32 bn in May, which represents 3% decrease in the arrears level. Government paid off part of the 96/97 and 97/98 debt totaling Shs.2.5 bn during the period with a promise of paying more before the end of financial year.

#### **4.2.1.8 Erroneous sewerage bills amounting to Shs.757 m were written off.**

### **4.3 Constraints and Weaknesses**

#### **4.3.1 Amnesty**

The customers did not quite appreciate the amnesty. It would have yielded better results if there were more concessions by the Corporation in say writing off reconnection fees for whoever wanted to be reconnected.

#### **4.3.2 Sewerage Write Off**

The impact of this will be felt later on as the write offs were effected only towards the end of the 100 Days Programme.

#### **4.3.3 Logistics**

- a) The areas have not been facilitated in terms of transport. The motorcycles planned for have not been procured as yet.
- b) Meter readers, Bill distributors, Arrears Inspectors and Plumbers are not sufficiently motivated to carry out their work.

#### **4.3.4 Departed Asian Property Custodian Board**

DAPCB debts are hampering billing of tenants willing to be connected to water supply. The case is still in court and is bound to take a long time before it is resolved.

#### **4.3.5 Bad Debt Policy**

A bad debt policy is not yet in place to address the problems of opening balances and other disputed balances carried forward from the manual system which form the bulk of the suppressed accounts in Kampala.

#### **4.3.6 Illegal Connections**

This is a practice that is difficult to eliminate as it is sometimes done with the assistance of our field staff, hence the need to motivate such staff appropriately.

#### **4.3.7 Tariff Review**

The tariff review report has not been implemented. This has implications for Revenue Generation as certain elements of the tariff are viewed by customers as impediments to their enjoyment of our services.

#### **4.3.8 GOU Arrears**

These are still not being paid monthly and yet VAT is still being demanded on invoices, with a resultant cash flow constraint on the Corporation.

#### **4.3.9 Legal Action**

Except from Kampala (KRIP) other areas have not yet appointed Debt Collectors as agreed. This strategy has not therefore been exploited in the drive to reduce arrears!

#### **4.4 Follow Up M measures**

- ? ? Review of Amnesty to encourage disconnected customers to return to supply
- ? ? Provision of adequate transport for meter readers and Bill distributors
- ? ? There is need to resolve DPACB debts

- ? ? Formulation of a bad debt policy fro NWSC is needed
- ? ? Intensify tracking down of illegal
- ? ? Implement the tariff review report
- ? ? Area Mangers to appoint debt collectors
- ? ? Continue negotiations with Govt on charging VAT on billings
- ? ? There is a need to improve billing efficiency especially Kampala Area
- ? ? There is need to improve collection efficiency especially in Kampala
- ? ? There is a need to ensure that all areas break even
- ? ? Established revenue collection strategies should be strengthened for better performance.
- ? ? Due to Slow response from the areas on feedback comments made to their reporting it was difficult to assess them readily. Areas should respond to feedback comments.
- ? ? There was hardly enough time to exhaustively discuss issues in a single meeting which had several items fro consideration. More visits to areas should have been made.

#### **4.5 Reporting and Evaluation**

Evaluation was based on the monthly and weekly reports from the areas on planned targets/ activities.

## **5.0 COST REDUCTION.**

Prior to the 100-Days Programme, the corporation was faced with a fiscal crisis whereby expenditure exceeded collections causing a monthly deficit of shs 348 million.

Given this scenario, a number of cost reduction areas were identified and clear targets set for addressing these cost escalations. The cost reduction measures combined with the enhanced revenue collections, resulted in improved monthly trading results from an average deficit of U.shs. 348 million before the programme to a surplus of Shs. 892 million in May 1999 or an average of Shs. 331 million

The monthly total expenses reduced from Shs. 2,287 million p.m before the programme to an average of Shs. 1,856 million p.m.

### **5.1 Achievement of targets and expected out puts.**

#### **5.1.1 Transport Control Measures**

? ? A new stringent transport policy has been put in place by management to eliminate misuse of Corporation vehicles. Parking locations and time for each vehicle has been communicated to staff. Vehicles have been categorized into operational, pool and personal to holder for control purposes. A new logbook for control of movement of vehicles has been designed and is in operation. The transport manager checks the logbooks every Monday.

- A transport officer has been appointed for each Directorate to monitor and report on vehicle usage in each Directorate.
- Some of the corrupt workshop officers were retired
- The Corporation has now privatized supply of fuel for vehicles and as a result, no loss of fuel has been reported since February 1999. Monthly fuel limits were instituted for each vehicle. As a result of these measures transport and mobile workshop expenses reduced from 74m to 63m or 15%.

- Steps have been finalized to computerize transport and workshop records. As at the end of May 1999, the Information Technology Manager did report that the fleet management software had been acquired. This will streamline reporting and management should be able to get weekly/daily reports on costs incurred on vehicle usage and repairs.
- Personalised Corporation vehicles have been retrieved from non-entitled staff.
- The vehicle garage was equipped with adequate tools.
- Most of the repairs of vehicles were decentralized to areas.

### **5.1.2 Employee Costs.**

In an argument effort to reduce employee costs, management has laid off 172 redundant workers. This is anticipated to create savings in employee related costs of U.shs. 75 million p.m. The total employees expected to be laid off is 384 and it is to contribute to an effective saving of U.shs.2,028 million p.a. The restructuring cost of shs. 4,079 million is expected to be recovered in two years. Refer to Annex 5.1.

To further reduce headquarters overhands, management has decided to lay off most of the cleaners and office messengers with full benefits. It is now anticipated that each of the three floors of headquarters shall only have one messenger. The pool drivers are henceforth to double as messengers.

A ceiling is being worked out on the permissible number of staff in each Area and this shall soon be communicated to all the Area managers.

An additional measure that has been put in force to curb the fiscal stress is the freeze on recruitment.

### 5.1.3 Medical Expenditure.

The following measures have been instituted to ensure effective control of expenditure on medical treatment of staff.

?? Control on the number of dependants that the corporation can treat. A ceiling of six children with an upper age limit of 18 years and only one spouse per employee is eligible for treatment under the medical scheme.

?? Identification controls for the dependants. Each employee was required to submit passport size photographs of his/her children, and a deadline of 30/6/99 was issued to this effect.

?? A review of the clinics and hospitals was carried out in the Areas and headquarters to eliminate costly and non-effective clinics. As a result of these measures the following NWSC Areas have reduced their Medical expenditures:

Area	July-February average	May expenses
Lira	1644	1468
Fort Portal	975	841
Gulu	1445	1043
Masaka	1649	1428
Jinja	3933	2152
Mbale	3059	2588

### 5.1.4 Cost of Utilities.

In accordance with the proposals in the 100-day programme, management prepared elaborate proposals for imposing ceilings on the cost of utilities payable to the entitled staff. Final comments from the Board are awaited to enable implementation of this strategy.

The board has approved management's request for a vehicle hire purchase scheme, staff will be able to buy their own vehicles under a hire purchase scheme guaranteed by the Corporation and which is commensurate with the staff's emoluments.

Telephone expenses are being controlled through the introduction of a telesave system.

### **5.1.5 Stores.**

Prior to the 100 days Programme he monthly reported stores loses averaged U.shs.9m out of total stocks held of U.shs.4b. This was a big loss to the Corporation. The following measures were implemented during the 100-day programme to streamline operations of stores.

- Intensified audit checks on stores accompanied by special monthly audit reports on stores.
- Appointment of a new Stores Manager.
- Strengthening of security in the stores and the removal of illiterate security officers from the central stores who could not read the gate passes.
- The software for computerization of stores has been procured. An order has been placed for the hardware.
- A wall has been constructed separating the central stores from the Mobile workshop in order to control movement of personnel into the stores.
- As a result of these measures no stores theft or losses have been reported, as shown in Annex 5.1.

### **5.1.6 Electricity costs.**

In the 100-days Programme a number of measures were designed to cut down electricity costs at the plants namely:

- Joint meter reading with UEB and NWSC staff in all plants.
- Implementation of selective pumping hours at off peak hours in the Areas.
- Detaching of residential quarters of the waterworks from KVA lines.
- Negotiating KVA charge with UEB.
- Investigating possibility of installing a 3-tier UEB tariff meters in Kampala.

### ***Achievements to date***

- In all the NWSC towns joint meter readings at the waterworks are carried out with UEB and NWSC staff to minimize UEB billing errors. In Kampala, the UEB meters are read daily by NWSC staff and records of readings kept.
  
- Selective pumping hours have been implemented in the following towns:
  - (i) Tororo.
  - (ii) Masaka-power costs have been reduced by a monthly average of Ushs.2.5 million.
  - (iii) Mbale.

#### **5.1.7 Procurements.**

Most of the towns have instituted procurements committees and procurement is no longer carried out by the Area Manager alone.

#### **5.1.8 Disturbance allowance.**

Strict measures have been implemented by Management to curb overspending on disturbance allowance paid to staff who are transferred. Accordingly, the Human Resource Department has been instructed not to transfer any staff until approval has been granted by the top management.

#### **5.1.9 Capital expenditure.**

In order to balance the budget and remain afloat, management postponed most of the proposed capital expenditures e.g. the proposed office extension has been postponed until next financial year.

### **5.2 Constraints and Weakness.**

- Non-implementation of selective pumping hours in many towns due to load shedding for example in Kampala, Lira, Gulu and Jinja.

- The labour lines / residential quarters of a number of Areas like Entebbe, Kampala, Lira are not yet detached from the KVA lines leading to high electricity bills.
- Negotiation with UEB on KVA charge is yet to be done.
- Lack of approval by Board the management proposals on fixing of ceilings on utilities expenses to chief officers.
- The resignation of the Transport Manager.
- Computerization of Corporation stores has not yet been achieved due lack of computer hardware.
- Owing to the need for tighter security at the Corporation's installations, security costs have gone up.
- Delays in paying off the retired staff due to late receipt of funds.
- Stringent cost measures have led to the demoralization of some of the workers.
- Lack of prompt financial reporting by Areas to Headquarters.
- Lack of readily available management accounting information on the various cost overheads due to the absence of an MIS.
- Failure by most of the workers to meet the 1<sup>st</sup> June deadline for submission of photographs of dependents, for entitlement to the medical scheme.

- The flooding of Lake Kwania, which destroyed the causeway to the water intake in Lira leading to, increased costs of fuel for protection of the causeway.
- Too much paper work required of the Area Managers and Task Force Chairmen mandated by the tight reporting programme.
- Measures for break even of the Areas not fully implemented e.g. loan agreement forms.
- KRIP reviews meeting did not take off since the program was launched.
- Pre-qualification of suppliers has not yet been done.
- Difficulties in maintenance of Corporation Vehicles.
- Fear of some areas withholding payments to win trophies.
- Need to give staff financial motivation.

### 5.3 Follow up measures.

In view of the foregoing draw backs and constraints seen it is necessary that the follow up be taken as indicated in the task list below (Table 5.1)

**Table 5.1:Task List**

<b>NO</b>	<b>TASK</b>	<b>BY WHO</b>	<b>BY WHEN</b>
1	Separation of KVA lines from domestic power supply at Gaba 11, Entebbe, Lira and other Areas	CE (M)	31/7/99
2	Transfer monthly funds to Areas in accordance with their current reduced expenditure levels. No more excess funds to be transferred on any vote.	DFS/CA	31/7/99
3	Negotiation of KVA tariff with UEB	MD	31/7/99

4	Completion of payment of retired staff	DFS	15/7/99
5	Reporting on cost reduction efforts be maintained in Areas	CE (O)	7/7/99
6	Computerization of workshop & stores be finalized	ITM	15/7/99
7	Procurement of an MIS expert from GTZ	DFS	1/8/99
8	Communicate new cost effective organogram for implementation of Area Managers.	DTS	1/8/99
9	Put in place a mechanism for improved motivation of staff in the corporation.	DMS/MD	1/8/99
10	Maintain freeze on recruitment.	DMS	1/7/99
11	Completion of voluntary retirement exercise for the 384 staff.	DMS	1/7/99
12	Implementation of proposals for break even of Areas.	CE (O)	1/8/99
13	Divestiture from non core activities	Board	1/9/99
14	Prequalification of suppliers for major items of supplies.	DFS	1/8/99

#### **5.4 Reporting and Evaluation.**

##### **5.4.1 Method Used**

The average expenditure on each vote for the period July '98 to February 1999 used as a starting point for the efforts of the Areas on cost reduction.

Monthly evaluations of percentage reduction of costs on each vote for March-May 1999 was carried out. The total average for the 3 months was then computed.

##### **5.4.2 Evaluation Criteria.**

12 items of expenditure, which are within the control of the Area Managers was used to evaluate the performance of the Areas. The results are shown below (Table 5.2).

**Table 5.2 : Results**

<i>Area</i>	<i>Percentage score</i>	<i>Position</i>
Tororo	37	4
Mbale	34	6
Jinja	54	1
Masaka	46	2
Gulu	35	5
Mbarara	31	7
Fort Portal	29	9
Kampala	35	5
Entebbe	30	8
Kasese	22	11
Lira	40	3
KRIP	28	10

**5.4.3 Performance on the Various Votes by Areas.**

*(a) Medical.*

The following Areas have reduced their medical expenses:

- Lira, Fort Portal, Gulu, Masaka, Jinja and Mbale.

*(b) Fuel.*

Areas which have reduced these costs are:

- Jinja, Masaka, Kampala and Entebbe, KRIP

© *Vehicle Maintenance Costs.*

Areas, which have reduced these costs, are:

- Lira, Kasese, Kampala, Masaka and Tororo, KRIP.

*(d) Premises Repairs.*

Areas which have reduced these costs are:

- Tororo, Jinja and Kasese.

*(e) Printing & Stationery*

Areas that have reduced these costs are:

- Mbarara, Gulu, Masaka, Jinja and Mbale.

(f) ***Lunch & Transport.***

Areas that have done well are:

- Fort Portal, Tororo, Jinja, Masaka, Gulu and Entebbe.

(g) ***Travel and Subsistence Votes.***

Areas which have reduced these costs are:

- Mbarara, Entebbe, Lira, Masaka, Jinja and Tororo.

## **5.4 WAY FORWARD**

- Incorporate special staff motivation into area monthly transfer of funds.
- Institute measures to ease vehicle maintenance problems.
- Implement cost reduction measures for medical scheme as per the 100-days programme.

## **6.0 CUSTOMER CARE.**

The committee on customer Care was charged with the responsibility of examining the levels of customer care efficiency in all our operational areas to formulate Targets and activities with the overall aim of achieving improved customer care relations and services which would have an eventual impact on improved revenue collection.

Prior to the 100-days programme, a number of customer and Corporation complaints were registered. These were:

### ***Customer Complaints.***

- Poor customer relations
- Untimely response to customer complaints
- Illegal connections (my neighbour steals water and I am being billed)
- Complex tariff structure.
- Inadequate sensitization of customer responsibilities.
- Late delivery of bills.
- Estimated water bills/over billing.
- Failure to visit customers.
- Failure to install a 24-hour customer care unit.
- High sewerage bills.
- High connection and reconnection fees.
- Lack of identification of field staff
- Estimated and incorrect meter readings.

### ***Corporation Complaints.***

- Harassment of our field staff by customers.
- Lack of willingness to pay bills by consumers.
- Illegal connections encouraged by consumer
- Meter defilement by customers.
- Negative attitude of customers towards utilities (water-which is still looked at as God given services)

## **6.1 Achievements and Expected Output.**

This chapter includes the achievement made, the constraints and weakness encountered during the 100-days –program and the proposed follow up measures.

?? Response time to customer problems improved from an average of 2 weeks to 48hrs.

?? Consumers awareness was improved through several meetings held with the local communities in all areas.

?? 24 hr customer care units were installed in Kampala.

?? Measures to enforce proper identification of field staff in the form of uniforms, identity tags etc were achieved.

?? Personal sales visits to identify customer problems were effected and are to be on continued as routine.

?? Unearthing of illegal connections and meter defilement has been commendably handled by management thereby protecting our esteemed customers.

?? Educative exhibitions held have helped sensitise the public about the NWSC activities.

?? Management evolved a customer friendly reconnection programme where customers were allowed to pay up their arrears in installment. This has attracted a considerable number of customers back to supply.

?? The tariff review studies have been concluded with a view to drawing up a structure, which is customer friendly.

All the above improved customer care and accordingly improved revenue collection.

## **6.2 Constraints and Weaknesses.**

- Decentralisation of services in Kampala to zonal areas was implemented as planned

?? The manning of 24 hrs customer care units needed extra input.

?? Incompetent manpower running the customer care desks.

- ?? Establishment of in-house printing wasn't achieved. Customer information couldn't be distributed as planned on the 100-day period due to procurement delays.
- ?? Amnesty on illegal connections was not addressed.
- ?? There was inadequate transport for zonal teams.
- ?? Lack of adequate communication in Jinja and Mbarara (UTL lines were installed in case of break down)
- ?? Lack of proper training of field staff (meter readers and plumbers on customer care)
- ?? Inadequate customer care radio programmes in the areas.

### **6.3 Follow up Measures.**

- Decentralisation of services to the zones especially Kampala and Jinja should be implemented.
- Empowerment of services to the zones should be addressed with no further delay.
- Customer care units should be adequately furnished to meet customer enquiries.
- In house printing equipment should be procured to ease the production of customer information in a more timely manner.
- Activities under customer care to be monitored under the CPMP i.e. Target AP 15 (develop and implement an effective system for timely response to customer complaints and enquiries)
- To appoint competent front desk officers with clean job descriptions and uniforms.
- Training of field staff on customer care.
- Provision of sufficient transport facilities.
- To develop and institute other local publicity measures in Areas.
- Run more radio and TV programmes.

- Provide mobile phone to Jinja.
- To motivate staff.

#### **6.4 Reporting and Evaluation.**

The monthly evaluation of Areas' performance was based on weekly and monthly reports from the Area Managers. These reports were assessed and evaluation done according to the established criteria, which took into account five parameters, (Reference annex 6.1). Appropriate scores were made vis a viz expected outputs.

## **7.0 THE WAY FORWARD.**

### **7.1 Organisation.**

It was organized that the organizational arrangements for the management of the 100-days programme be maintained for future programmes. However, it was noted that strengthening of the task force committees could be done as follows.

- Individuals who have been on various committees could be changed in order to enhance efficiency.
- Changes in composition of task force committee members should be made only if positive achievements are expected. KRIP should get more deeply involved in the programme activities since it accounts for 75% of all NWSC operations.
- The workload of the inception and implementation of the 100-days programme was very heavy but concentrated on a few individuals without extra remuneration or motivation. This should be spread out in future.

### **7.2 Reporting**

The number and frequency of reports as required during the 100-days Programme was considered to be high and therefore affecting general performance of the Area management team members. It is therefore recommended that Management change the reporting from weekly to fortnightly. The various reports are also to be consolidated into one.

### **7.3 Monitoring and evaluation.**

The monitoring and evaluation procedures and criteria were considered satisfactory and are therefore to be maintained. Similarly, the award of trophies and prizes also be maintained.

### **7.4 Performance Improvement Programmes.**

It is noted that similar programmes to improve NWSC Services should be implemented.

## 8.0 CONCLUSION.

The result of the evaluation of the 100-days Programme showed that it was successful in bringing about a turn around of the Corporation. The Support and involvement of all the major stakeholders was very good. Most especially all Area Managers showed much interest and participated actively in the programme. Jinja Area emerged the overall winner and Masaka the runner-up. The following Areas excelled in different fields as follows:

Water Production and Services.	Masaka
Water Distribution.	Jinja.
Revenue Improvement.	Entebbe
Customer Care.	Jinja.
Suppressed Accounts.	Jinja.
Cost Reduction.	Jinja.

The Best performing Area Manager was established as Mr. Andrew Sekayizzi for Masaka Area

The challenge now is how to consolidate and improve on the achievements of the programme. There is therefore need to immediately implement another Programme that will ensure that only this is met but one that would address the constraints, weakness and failures that were experienced during the 100-days programme.