

FINANCE & CORPORATE STRATEGY BUSINESS STREAM



National
Water & Sewerage
Corporation

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- BOOKLET 02
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- BOOKLET 03
Board Secretariat & Management
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- BOOKLET 04
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- BOOKLET 05
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- BOOKLET 06
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National Water & Sewerage
Corporation.

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Table of contents

1

INTRODUCTION

1.1. Background

1.2. Overview of the Finance and Corporate Services
Business Stream

4
4
5

2

DIRECTORATES' ACTION PLANS

2.1. Finance & Accounts Department

2.2. Projects & Management Accounting Department

2.3. Commercial & Customer Care Directorate

2.4. Corporate Strategy & Investment
Financing Department

2.5. Information Technology Department

2.6. Logistics Services Department

8
8
10
12
18
20
24

3

MEMORANDUM OF UNDERSTANDING

26

01

Introduction

Background

The NWSC is a Public Utility Company and state-owned Corporation whose mandate, as defined in the NWSC Act section 5(1), is to operate and provide water and sewerage services in areas entrusted to it on a sound commercial and viable basis.

As of June 2015, the Corporation operates within 110 Urban Centers across the country. In November 2013, the Corporation launched its Five Year (2013 – 2018) Strategic Direction (SD) that provides the Corporation's outlook and key strategic interventions for the five years building upon the Corporate Plan (2012-2015), and taking into account the wider stakeholder expectations, policy directions and competitive environment. The NWSC 5-Year SD has six focus areas, which include: (i) financial sustainability, (ii) infrastructure growth, (iii) increased coverage for water and sewerage services, (iv) learning and innovation, (v) customer delight, and (vi) management of stakeholder expectations.

In line with the provisions of the NWSC Act Cap 317, the Corporation has launched its 7th Corporate Plan for the period 2015 to 2018 which is anchored to and ensures synergies with the Five Year Strategic Direction. Under the new Corporate Plan, the corporate Vision, Mission and Values have been revised to reflect the NWSC business aspirations in a continually changing business environment.

The NWSC's Vision is to "To be the Leading Customer Centred Water Utility in the World". In tandem, the Mission to support the realization of the Vision is; "To sustainably and equitably provide cost effective, quality water and sewerage services to the delight of all stakeholders, while conserving the environment". The NWSC's Mission is anchored on three pillars namely the proliferation and sustainability of services, the focus on the customer, and lastly the contribution towards the conservation of the environment.

In pursuing the Corporation Vision and Mission, the Overall Theme that guide the operations and management activities during the Corporate Plan period 2015-2018 is; "Continuous Improvement for Sustainable and Equitable Service Delivery". This is concretized by the Catch Phrase; "Water for All, for a Delighted Customer by a Delighted Workforce", which reflects the interface between the NWSC and its customers

The Action Plan for Finance and Corporate Services Business Stream (F&CS-BS) is therefore in line with the 5-Year SD and the Corporate Plan (2015-2018) and outlines the annual action plan (FY2015/16) that F&CS Business Stream will implement to ensure that the Corporation achieves its objectives.

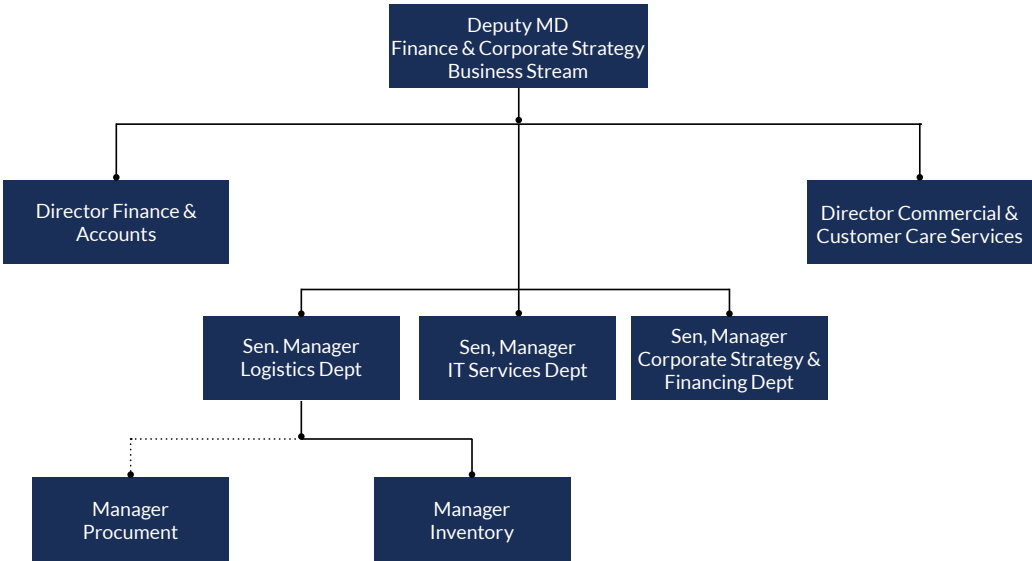
1.2 Overview of the Finance and Corporate Services Business Stream

The F&CS Business Stream includes the following; Finance & Accounts Directorate, Commercial & Customer Care Directorate, Logistics Department, IT Department and Corporate Strategy & Investment Financing. Table 1 below shows the respective Directorates, Departments and units/functional roles under the F&CS Business Stream. The organization structure of the F&CS Business Stream is presented in the Figure 1.

Table 1 Overview of F&CS Business Stream

Directorate	Department	Unit/functional role
Finance & Accounts	Finance & Accounts	Projects & Management Accounts
		Treasury & Accounts
		Revenue
Commercial & Customer Services	Revenue & Customer Care	Billing & Data Management
		Government Accounts & Revenue
		Customer Care & Marketing
	Logistics	Procurement Management
		Inventory Management
	Corporate Strategy & Investment Financing.	Corporate Strategy
		Investment Financing
	IT Services	Applications Development
		Systems Administration
		IT Infrastructure & Security

Figure 1 Organization Structure of F&CS Business Stream



The Key Result Areas that guide the activities of the F&CS Business Stream include the following

1. Implementation of NWSC Financial policy
2. Preparation and/management of budget, management and statutory reports
3. Treasury Management
4. Development of Business Applications as per NWSC needs and requirements
5. Robust IT infrastructure, network and systems
6. Increased Billings and Collections
7. Growth of Customer Base, Debt Management and Improved Customer Care
8. A Strategic Planning framework and data base.
9. A cost effective Corporate Investment financing framework and an appropriate Tariff Policy.
10. Timely and Value for Money Procurement and disposal of goods and services
11. Inventory and Contract management



NWSC Most Compliant
Procurement & Disposing
Entity for the Year's 2012,
2013 & 2014

02

Directorates' Annual Action Plans

2.1 Finance & Accounts Department

Expected Deliverables & Performance Outputs	Due Date
KRA 1: Timely and accurate production of financial reports to enhance quick decision making by Management	
Produced Monthly reports	12 th of the next month
Produced Board Information papers	12 th of the next month
Produced Quarterly reports	12 th of the month following the quarter
KRA 2: Timely Payment of all staff salaries and allowances	
Received payroll information from the SHRM	15 th of every month
Payroll ready for payment	24 th of every month
Paid salaries	By 30 th of every month
KRA 3: Prepare and produce audited accounts within the statutory period and implement Audit Recommendations	
Prepared draft Accounts	31 st July 2015
Receive External Auditors	15 th August 2015
Preparation and publication of audited accounts 2014/15	30 th October 2015
KRA 4: Timely payment of Suppliers of goods and services.	
Received and verified invoices	Daily
Processed payments	Daily
Paid supplier	Within 60days working days
KRA 5: Timely remittance of statutory deductions to the respective authorities	
Extracted monthly payment schedules for payment	9 th day of the month
Paid statutory deductions	15 th of the month

KRA 6: Cash flow forecasting to enable the Corporation optimize cash outflows to Areas and Headquarter	
Produced weekly cash flows projections	Weekly
Produced quarterly cash flow projections	Quarterly
KRA 7: Asset Management	
Valued assets in the new towns	Dec-2015 and Jun-2016
Revalued assets in all towns	June 2016
KRA 8: Enforce good financial discipline by ensuring that the expenditure does not exceed the approved budget	
Enforced cost optimization strategies	monthly
Produced budget performance reports	monthly and quarterly
Reviewed budget performance reports	monthly and quarterly
KRA 9: Develop strategies to improve control of expenditure in order to ensure value for money and that payments due are made	
Produced cash flow projections	weekly
Produced quarterly cash flow projections	Quarterly
Payment made as per the cash flow forecast	weekly
KRA 10: Reconciliation and posting of all collections	
Improve Controls on collection from non-consumption revenues; sewer dumping and Urban poor revenue collection	October 2015
KRA 11: Stakeholder Management	
Engage the banks about the need of having automated csv files and improve relationship	July 2015
Hold half year meetings with banks to improve on relationship , iron out outstanding issues on reconciliation and automated CSV files	Dec 2015
Implementation of the automated CSV files and timely reconciliations	Jan 2016
Review of the process of the automated CSV files	Feb 2016
Review the process of real time reconciliation	April 2016
Hold second half year meeting with banks to improve on relationship , iron out outstanding issues on reconciliation and automated CSV files	May 2016
Maintain a smooth relationship with partnering banks and achieve automated CSV files to facilitate timely reconciliations.	Monthly
Hold meetings with all the banks and iron issues affecting reconciliations and having automated CSV files	Sept 2015
Handle customer complaints within 24hrs	Monthly

2.2 Projects & Management Accounting Department

Expected Deliverables & Performance Outputs	Due Date
KRA 1: Support Implementation process of Rolling Forecasts	
<ul style="list-style-type: none"> Reviewed all Area forecasts and amended with the new Tariff. Rebuild the Regional forecast to include all new towns taken over. Conduct a review training for all areas in preparation for the FY 2016-17 Budget preparation 	Sept-15
Carry out training for all the new areas.	Oct-15
Prepare and submit new forecasts for entire NWSC with new FY 2016/17 proposed Budget.	Nov-15
Carry out continuous training and guidance to all areas	Aug- June 2016
KRA 2: Guide Preparation of NWSC Revised Budget 2015/16	
Identified changes in the projected performance as at 30 th June 2015 documented	Aug-2015
Income and Expenditure forecasts and targets harmonized with Regional Managers.	Sept-2015
Quarterly budget performance reviewed and causes of variances established	Every Quarter
The 2015/2016 Budget reviewed and Draft Revised budget prepared	Nov-2015
Draft Revised Budget 2015/16 presented to Budget Committee, Executive Management and Board	Dec-2015
KRA 3: Guide Preparation of NWSC Budget- 2016/17	
Budget-call circular for the FY 2015/16 issued to Areas and HoDs	Oct-2015
Budget Workshop for FY 2016/17 organized	Nov-2015
Budget discussions with NWSC Areas and HoDs held.	Jan-2016
Draft Budget 2016/17 presented to Budget Committee, Executive Management and Board for approval	Feb-2016
Approved Budget circulated to stakeholders	March-2015

KRA 4: Enhance Financial Efficiency in all NWSC Towns	
Training needs for all Accounts Officers identified and documented	Aug-2015
Checkers guide reviewed to incorporate all new aspects of the 5 Year Strategic Direction	Sept-2015
Training workshop to enhance Accounts Officers' skills conducted.	Oct-2015
Regionalize the Inspectorate function to enable proper monitoring of regional financial activities	August 2015
An Induction training module for Accounts Officers developed	Nov-2015
A template for Accounts Officers to communicate to Area Management about Area Financial operations developed.	Nov-2015
Area visits to monitor the status of reports, postings in iScala and reconciliations for the Central and South Western Regions carried out.	Dec-2015
Area visits to monitor the status of reports, postings in iScala and reconciliations for the Northern and Eastern Regions carried out.	Jan-2016
A Continuous Development training module for Accounts Officers developed	Feb-2016
Area Accounts Officers' quarterly workshop in preparation for the Interim Accounts organized.	Mar-2016
Area Accounts Officers' quarterly workshop in preparation for Final Accounts for 2014/15 organized.	Jun-2016
KRA 5: Project Monitoring	
Preparation of monthly, quarterly and annual project performance and status reports	15 th of the month following the review period

2.3 Commercial & Customer Care Directorate

Main Milestones, Deliverables & Outputs	Due Date
KRA 1: Targeted Marketing to increase new connections	
New programs for marketing new connections prepared and communicated.	Jul- 2015
Two days' workshop conducted for COs to define a marketing program for the respective areas for new connections and launch the programs.	Aug- 2015
1 st quarter Evaluation of performance of the new connection programs	Nov- 2015
Reviewed new connections marketing programs	Dec-2015
2 nd quarter Evaluation of performance of the new connection programs done	Mar- 2016
Reviewed new connections marketing programs	Apr- 2016
performance of the new connection programs through checkers program Supported and Monitored	May-2016
Final evaluation and Impact assessment of the new connection programs in relation to revenue growth carried out	Jun- 2016
KRA 2: Reduce government arrears from 22.3bn to 7.0bn by implementing Prepaid Meters	
Reviewed implementation of pre-paid meters	July-2015
Completed implementation of prepaid metering for government accounts in Kampala	Aug-2015
Prepaid metering in other areas starting with the Central region, Developed and circulated user guidelines for prepaid for the various ministries Rolled out	Sept-2015
Implementation of prepaid meters Rolled out and supported.	Feb-2016
Performance of prepaid evaluated to ensure no further accumulation of arrears	Mar-2016
Impact of prepaid metering on reduction of government arrears assessed	Jun-2016
KRA 3: Reduce Global arrears from 53.278bn to 34.28bn and non-government arrears from 30.98bn to 27.28bn	
Non-government arrears per category and set targets for each area on one month credit limit Profiled	Jul-2015
Quick win strategies on how to reduce non-government arrears per area Developed and circulated	Jul-2015
Implementation of the set quick win strategies per area to reduce non-government arrears enforced	Aug-2015
1 st quarter Evaluation of performance on reduction of non-government arrears done.	Oct-2015
2 nd quarter Evaluation of performance on reduction of non-government arrears done	May-2016

KRA 4: Commercial Losses: Establish and implement a program purposely to focus on reduction of suppressed accounts from 11% to 9%	
Program to reduce suppressed accounts, theft of water, strategic meter replacements, field meter verification and end of month billing exceptional verification developed	Jul- 2015
Two days' workshop for COs to develop a program to reduce suppressed accounts, theft of water, strategic meter replacements, field meter verification Conducted	Aug-2015
1 st quarter Evaluation of performance of a program to reduce suppressed accounts, theft of water, strategic meter replacements, field meter verification done	Nov-2015
New program reviewed to reduce suppressed accounts, theft of water, strategic meter replacements, field meter verification and end of month billing exceptionals	Dec-2015
2 nd quarter Evaluation of performance of the program to reduce suppressed accounts, theft of water, strategic meter replacements, and field meter verification done	Mar-2016
Program to reduce suppressed accounts, theft of water, strategic meter replacements, field meter verification and end of month billing exceptional verification reviewed	Apr-2016
Final evaluation and Impact assessment of program to reduce suppressed accounts, theft of water, strategic meter replacements, field meter verification and end of month billing exceptional verification done	Jun-2016
KRA 5: Commercial Losses: Undertake strategic meter replacements	
List of meters older than 8 years in all areas compiled, prioritizing high consumers and submitted to engineering department for verification of accuracy of the meters in measuring water consumed	August-2015
Replacement/servicing of meters recommended for replacement/servicing Monitored	Oct-2015
Meters inherited from previous operators in the new towns verified	Nov-2015
Replacement/servicing of meters recommended for replacement/servicing inherited from previous operators done	Jan-2016
Assessment on impact of meter replacement in relation to Non-revenue water done	Jun-2016

KRA 6: Increase new connections with an average of 300 connections per annum in each of the new towns	
New areas come up with new programs for marketing new connections	Jul-2015
Two days' workshop for Commercial Officers to define a marketing activity for the respective areas for new connections and launch the programs organized.	Aug-2015
1 st quarter Evaluation of performance of the new connection programs done	Dec-2015
New connections marketing programs reviewed	Jan-2016
2 nd quarter Evaluation of performance of the new connection programs done	Apr-2016
Final evaluation and Impact assessment of the new connection programs in relation to revenue growth done	Jun-2016
KRA 7: Roll out Customer Relationship Model (CRM).	
Commercial requirements for the CRM system compiled	July 2015
Developed requirements reviewed and amendments submitted for the final incorporation in the system	Aug 2015
CRM system tested in all areas and feedback compiled	Oct 2015
Feedback incorporated and the system rolled out in all areas starting with central region	Nov 2015
Train and Roll out the system in all areas starting with central region	Dec 2015
Performance of the CRM system evaluated	June 2016
KRA 8: Implement a strengthened customer relationship management strategy	
Review the customer relationship management strategy implementation in all areas	July 2015
Report on the impact of customer relationship management strategy in areas	Aug 2015
Address challenges or identified gaps in the implementation of the customer relationship management strategy	Sep 2015
Monitor the Implementation and Evaluate Compliance to the CRM at all Areas	Oct – Dec 2015
Review guidelines of the customer relationship management strategy	Jan 2016
KRA 9: Roll out on-spot billing to all Areas	
Review and circulate a program for implementing on-spot billing in the remaining areas	July 2015
Train trainers on usage on usage of rugged phones and thermal roll printers in the on spot billing environment	Aug 2015
Carry out implementation of on spot billing following the circulated schedule	Sept – Dec 2015

KRA 10: IUR - Roll out tailor made multi stakeholder based Illegal Water Use reduction programs in all towns	
Communicate to all areas to come up with new programs for Illegal Water Use reduction	Sep- 2015
Organize a two days workshop for COs to define programs for Illegal Water Use reduction and launch the programs	Oct- 2015
Support and Monitor performance of the Illegal Water Use reduction programs	Nov-2015
Support and Monitor performance of the Illegal Water Use reduction programs	
1 st quarter Evaluation of performance of the Illegal Water Use reduction programs	Dec- 2015
Review the Illegal Water Use reduction programs	Jan 2016
Support and Monitor performance of the Illegal Water Use reduction programs	Feb 2016
Support and Monitor performance of the Illegal Water Use reduction programs	March 2016
Review the Illegal Water Use reduction programs	April 2016
Support and Monitor performance of the Illegal Water Use reduction program	May 2016
Final evaluation and Impact assessment of the Illegal Water Use reduction programs in relation to revenue growth	June 2016
KRA 11: Commercial Losses: Strengthen the business intelligence (Using ICT) function to proactively detect water losses	
Benchmark on use of ICT to proactively detect water losses in other successful water utilities	Aug.- 2015
Define commercial requirement to be incorporated in the business intelligence (Using ICT) function	Sept- 2016
Review the developed requirements and submit amendments for the final incorporation in the system	Oct- 2016
Support the development process of the system	Dec- 2015
Test the business intelligence function and compile feedback	Dec-2015
Incorporate feedback and roll out the business intelligence function in all areas starting with central region	Jan-2016
Train and Roll out the system in all areas starting with central region	Feb-2016
Monitor and support usage of the business intelligence system	Mar-May 2016
Evaluate performance of the business intelligence system	June 2016

KRA 12: Strengthen the territorial management concept	
Review and communicate guidelines for territorial management and implementation	Aug- 2015
Obtain a report from areas about their respective territorial composition and ensure implementation	Oct- 2015
Carry out checkers to confirm territorial structures and composition	Nov- 2015
Carryout an evaluation of territorial performance for all Areas	Dec 2015
Monitor territorial performance per area (Each area to submit a territorial monthly performance report)	Jan-Feb 2016
Carryout an evaluation of territorial performance for all Areas	Mar. 2016
Monitor territorial performance per area (Each area to submit a territorial monthly performance report)	Apr-May 2016
Assess the impact of Territorial management concept on Commercial performance	Jun- 2016
KRA 13: Customer Data Integrity Project: Comprehensive Data validation and Data cleaning in all areas	
Communicate guidelines, sign off forms and tools to be used in the data cleanup process	July 2015
Commence Implementation of Phase III of the Data Clean-up Project in all areas	Aug 2015
Monthly Reporting and Continue Implementation of Phase III of the Data Clean-up Project	Sept 2015
Monthly Reporting and Continue Implementation of Phase III of the Data Clean-up Project	Oct 2015
Monthly Reporting and Continue Implementation of Phase III of the Data Clean-up Project	Nov 2015
Complete Implementation of Phase III of the Data Clean-up Project in all areas and sign off	Dec 2015
At least 95% of the customers' data is up to date.	Mar 2016

KRA 14: Customer and Stakeholder Delight	
Implement Billing System in All new Areas	July 2015
Compile and clean data from previous operator and ensure migration to the billing system	Aug 2015
Compile and clean data from previous operator and ensure migration to the billing system	Sept 2015
Compile and clean data from previous operator and ensure migration to the billing system	Oct 2015
Compile and clean data from previous operator and ensure migration to the billing system	Nov 2015
Support Areas while using the Billing System	Dec – May 2015
Implement billing system in new towns acquired by NWSC	June 2016
KRA 15: Revised Customer Charter	
Re-initiate the procurement for designing and printing of the revised customer charter	July 2015
Fast track the procurement of the Customer Charter design	Aug 2015
Fast track the procurement of the Customer Charter design	Sept 2015
Print and publish the revised customer charter	Oct 2015
Distribute the Revised Charter tp all Areas & Customers	Nov 2015
Disseminate and Training in the revised Charter	Dec 2015 – Feb 2016
Monitor Implementation and Compliance to the Charter	Mar – May 2016



Compile and clean data
from previous operator and
ensure migration to the
billing system

September 2015

2.4 Corporate Strategy & Investment Financing

Main Milestones, Deliverables & Outputs	Due Date
KRA 1: Corporate Strategy & Planning: Annual Review of the Corporate Plan Implementation	
Review performance of the 1 st year of the CP 2015-2018 based on 9 months (July-March 2016) of implementation	Mar-2016
Stakeholder Consultative retreat held to review performance and come up with revised CP targets for the 2 nd and 3 rd years of the plan	Apr-2016
Corporate Plan 2015-2018 rolled and an abridged version (with revised targets and Goals) approved by the Board and Minister as provided for in the NWSC Act Sect 19(3)	May-2016
Corporate Plan abridged version disseminated to stakeholders	Jun-2016
KRA 2: Participate in the Formulation and Implementation of Regulatory Policies	
Performance Contract IV Addendum for FY 2014/15 signed and disseminated	Aug- 2016
Fifth NWSC/GoU Performance Contract (PCV) prepared, signed and disseminated to Stakeholders.	Nov-2016
Follow up on the Review of the Water Act and Setting up Uganda Water and Sanitation Regulatory Authority (UWASRA), ensuring NWSC Interests are taken care of.	Monthly
KRA 3: Performance Monitoring	
ISDP/WSSP Plan for FY 2015/16 produced and Disseminated.	Oct-2016
Performance review reports on implementation of the Performance Contract produced.	Quarterly
Annual Report for FY 2014/15 produced and circulated.	Jan-2016
Production of summary reports on implementation of Infrastructure Service Delivery Programme (ISDP) and WSSP	Quarterly
NWSC Quarterly Reports Prepared.	Month following the review period
KRA 4: Data Base Management	
Collection and Validation of Area Statistics	Monthly
Baseline Survey on NWSC Water and Sewerage Service Coverage conducted	May-2016

KRA 5: Investment Finance Mobilization	
Track Performance in implementation of the NWSC Water Facility.	Quarterly
Carry out Project Appraisal & Analysis of Investment Finance.	Quarterly.
KRA 6: Tariff Reviews and Reforms	
Tariff for FY 2015/16 indexed.	May-2016
KRA 7: Stakeholder Management	
NWSC input to MWE Policy papers, Sector Performance Reports, Joint Sector Reviews, and Budget Framework Paper and participate in Water Policy Committee meetings, Sector working Group meetings & other Policy related meetings.	Apr-2016



On-Spot Billing to Reduce
Erroneous bills

2.5 Information Technology Department

Main Milestones, Deliverables & Outputs	Due Date
KRA 1: Have in place a framework contract for Computer Hardware to ensure speedy acquisition of equipment for all Areas	
Start and complete the procurement of a framework contract for computer hardware	Nov- 2015
Start and complete procurement of a leasing option for some of the IT equipment	Dec- 2015
KRA 2: Implement an IT Department Disaster Recovery Site	
Document architecture and all systems	July- 2015
Acquire install & configure the necessary infrastructure (servers, links)	Aug- 2015
Test the operational of the Disaster Recovery Site	Sept- 2015
Implement the Disaster Recovery Site	Oct- 2015
Monitor the operation of the Disaster Recovery Site	Nov- 2015
KRA 3: Establish an integrated asset management solution	
Benchmark visits	July - 2016
Draft Terms of Reference	Aug - 2016
Refine Terms of Reference	Sept - 2016
Proof of Concept	Oct - 2015
Develop/Outsource/Procurement	Nov - 2015
Implement an Integrated Asset Management Solution	Dec - 2015
Integrate with GIS	Jan- 2016
KRA 4: Put in place a mechanism for tagging Hardware	
Come up with a new method of labelling IT equipment	Oct - 2015
Tag all IT equipment using bar code stickers	May - 2016
Redo the IT inventory to ensure that all items are captured and well documented	June - 2016
KRA 5: Have fiber connection between KW and Procurement, then between Water Quality & IREC	
Procurement of service	July - 2015
Laying of cables	Aug - 2015
Termination & Testing of the connections	Sept - 2015

KRA 6: Implement an Electronic document management system	
Raise Terms of Reference & have them approved	July - 2015
Raise Purchase Requisition for Electronic Document Management System	Aug - 2015
Tender Process	Sept - 2015
Acquisition of an appropriate EDMS	Oct - 2015
Test EDMS	Nov - 2015
Implement EDMS	Dec - 2015
Train users	Jan - 2016
KRA 7: Provide hardware and link connectivity to the new areas to enable them operate efficiently (to access financial systems, e-procurement, Email & billing systems)	
Conclude Framework contract procurement	Aug - 2015
Extend Wide Area Network to areas	Nov - 2015
KRA 8: Changeover from current email system to a more optimal one.	
Establish test environment	July - 2015
Install and test	Aug - 2015
Acquire and install servers	Sept - 2015
Migrate mails from Lotus to new system	Oct - 2015
Rollout and train users	Nov - 2015
KRA 9: Enhance video conferencing facilities	
Acquire Servers	Oct - 2015
Install & Configure servers	Nov - 2015
Test teleconferencing facilities	Dec - 2015
Train users	Jan - 2016
Roll out	March 2016
KRA 10: Secure Mobile Devices to ensure NWSC information is safe from unauthorized access	
Configure security requirements	July - 2015
Implement	

KRA 11: Commercial Losses: Strengthen the business intelligence (Using ICT) function to proactively detect water losses	
Requirements collection and analysis for the intended processes	July - 2015
Implementation of functionality as per requirement	Sept- 2015
User Acceptance test and piloting	Nov - 2015
M&E of the implemented functions	June- 2-16
KRA 12: Developing In-house IT Solutions to replace the off-the-shelf application that have high licensing costs	
1. Design and implementation of the e-inventory system	
Requirements collection and analysis	Aug -2015
Design and implementation of the system	Oct 2015
User sign off and test	Nov - 2015
System Implementation and roll out	June 2016
2. Review and revamp a laboratory (water quality) management system and roll out in all Areas	
Requirements Collection and Analysis	Mar - 2016
Requirements Documentation and Sign off by user	Apr- 2016
System Design and Implementation	June- 2016
3. Implementation of the Business Intelligence Tool	
Draft TOR	Sept - 2015
Approved TOR	Oct - 2015
Raise Requisition	Nov - 2015
Acquisition & Testing of the system	Dec- 2015
Customization of Reports as per user requests	Apr - 2016
Test and Piloting of implemented reports	May - 2016
Publish reports for user consumption	Jun - 2016
4. Roll out on-spot billing to all Areas	
Rollout of the rugged phones use to the selected areas	Aug - 2015
Rollout of on spot billing to all areas as and when areas are in operation	June -2016
5. Implementation of an e-learning system	
Benchmarking process to gather requirements	July 2015
Present a paper on findings and recommendations on implementation strategies	Aug - 2015

User requirements documentation and user sign off	Oct - 2015
Design and implementation	Feb - 2016
User Test and sign off	Mar - 2016
System pilot and roll out	Jun - 2016
6. Develop and Implement a Customer Relationship Management Module	
Requirements collection and sign off for the CRM module on billing system	Aug - 2015
System development and implementation	Oct - 2015
User Acceptance Tests and Sign off	Nov - 2015
Module rollout and use by all areas	Feb 2016



Logistics Department ensured Delivery of Pipes for Implementation of ISDP

2.6 Logistics Services Department

Main Milestones, Deliverables & Outputs	Due Date
KRA 1: New Connections & ISDP requirements -Optimization of mechanisms for input allocation and delivery	
Communicating to Areas to submit their respective monthly and quarterly new connection projections. Consolidate requirements	July - 2015
Use the existing frame work contracts to secure the items and kick start distribution according to the Areas needs and demands.	Aug - 2015
Continue with route mapping and distribution of new connection materials to Areas	Sept 2015 – June 2016
KRA 2: Developed Comprehensive specifications manual	
Draft specifications manual presented to Business steam meeting for review	July- 2015
Draft specifications manual presented to EMM and the Board	Aug - 2015
Operationalize the manual	Sept - 2015
KRA 3: Enhanced capacity to inspect delivered materials	
Receive bids and evaluate.	Aug- 2015
Present to Board and Solicitor General for approval	Sept -2015
Contract award and signing	Oct - 2015
Delivery of test bench	Dec - 2015
Installation and commissioning	Jan- 2016
Training of users	Jan- 2016
KRA 4: Acquisition of trucks and materials handling equipment	
Evaluate the ongoing procurement and present to contracts committee	July - 2015
Present to Board and Solicitor General for approval	Aug- 2015
Contract Award & Signing	Oct- 2015
Delivery of the truck	Jan -2016
Testing and operationalize use of the truck	Jan -2016
KRA 5: Enhance the procurement process by developing and implementing a structured framework for open market surveys on prices and unit rates	
Consolidate the routinely procured items	July - 2015
Constitute a team to gather the market rates	Aug- 2015
Train the team on how to obtain market rates	Sept - 2015
Compile a report on market rates and operationalize the rates	Oct - 2015

KRA 6: Stakeholder Management	
Organize a local contractor workshop to share NWSC procurement procedures and give feedback to providers on the bidding and evaluation process.	Nov - 2015
Organize bi-annual Logistics services evaluation in the bid to improve the supply chain management	Dec - 2015
Update monthly Bid notices, BEB notices and PPMS reports on the PPDA website	Monthly
Prepare and circulate Quarterly Procurement reports to PPDA and Ministry of Finance	Quarterly
Prepare and circulate quarterly Board information paper	Quarterly
Regionalise the supervision of Areas Logistical requirements	July 2015
Draft terms of reference and appoint Regional supervisors who shall be coordinating Logistics needs and requirements	July 2015
KRA 7: Stock taking	
Organize pre-stock taking meeting to share stock taking expectations	March 2016
Conduct pre-stock taking and Circulate Annual stock taking instructions	April- 2016
Conduct Annual stock taking	May -2016



Organize bi-annual
Logistics services evaluation
in the bid to improve the
supply chain management

December 2015

Meeting to Discuss Action Plans
for Finance & Corporate Strategy
Business Stream g



04

Management Team for
Finance & Corporate Strategy
Business Stream



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Strategy



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Water & Sewerage
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