

BOARD SECRETARIAT & MANAGEMENT SERVICES DIRECTORATE



National
Water & Sewerage
Corporation



Take a look at the other books in the annual plan category:

BOOKLET 01
Performance Summary

BOOKLET 02
Finance & Corporate Strategy
Business Stream

BOOKLET 03
**Board Secretariat & Management
Services Directorate**

BOOKLET 04
**Business & Scientific Services
Directorate**

BOOKLET 05
Internal Audit Directorate

BOOKLET 06
Technical Services Business Stream

National Water & Sewerage Corporation.

Plot 39 Jinja Road,
P.O.Box 7053 Kampala.
Tel: +256-414 315 100
+256-312-260 313/5.
email:info@nwsc.co.ug.
www.nwsc.co.ug

Table of contents

1	INTRODUCTION	4
	1.1. Background	4
	1.2. Vision	4
	1.3. Mission	4
	1.4. Directorate Structure;	4
	1.5. Main goals & aspirations of Directorate;	3
2	Action Plans for Constituent Departments / Units	5
	2.1. BOARD SECRETARIAT AND MANAGEMENT SERVICES DIRECTORATE	6
	2.2. LEGAL DEPARTMENT	10
	2.3. HUMAN RESOURCE DEPARTMENT	13
	2.4. ADMINISTRATION DEPARTMENT	15
	2.5. CORPORATE COMMUNICATION UNIT	17
	2.6. PUBLIC RELATIONS DEPARTMENT	20
	2.7. SECURITY DEPARTMENT	22
	2.8. TRANSPORT DEPARTMENT	25
3	Bi-Annual Action Plan	3
4	MEMORANDUM OF UNDERSTANDING;	28

01

Introduction

Background

The Board Secretariat and Management Services Directorate which is the spirit and the strength of the organisation renders Secretariat services to the Board, Legal, Transport, Administration, Office Support Services, Public Relations, Human Resource and Security services.

The office of the Corporation Secretary handles among others the Board Secretariat Services. The Legal Section is responsible for all the Legal requirements of the Corporation including giving legal advice to the Corporation and managing the Insurance portfolio. The Human Resource department oversees, supervises and manages the Human Resource function in the Corporation, The Office Support Services Section handles matters of general administration including office support and supervision, stationery, consumables, Telephones & Office equipment. The Transport section is charged with general Corporation fleet management duties which include among others, supervision of Drivers, vehicle maintenance, coordination with repair garages. The Public Relations Section acts as the window of the Corporation through which the public is made aware of the Corporation's activities. Also the Section handles the day to day clarifications on various issues of public concern including sensitisation. The security section is responsible for the Security of Corporation Assets and operations.

Vision

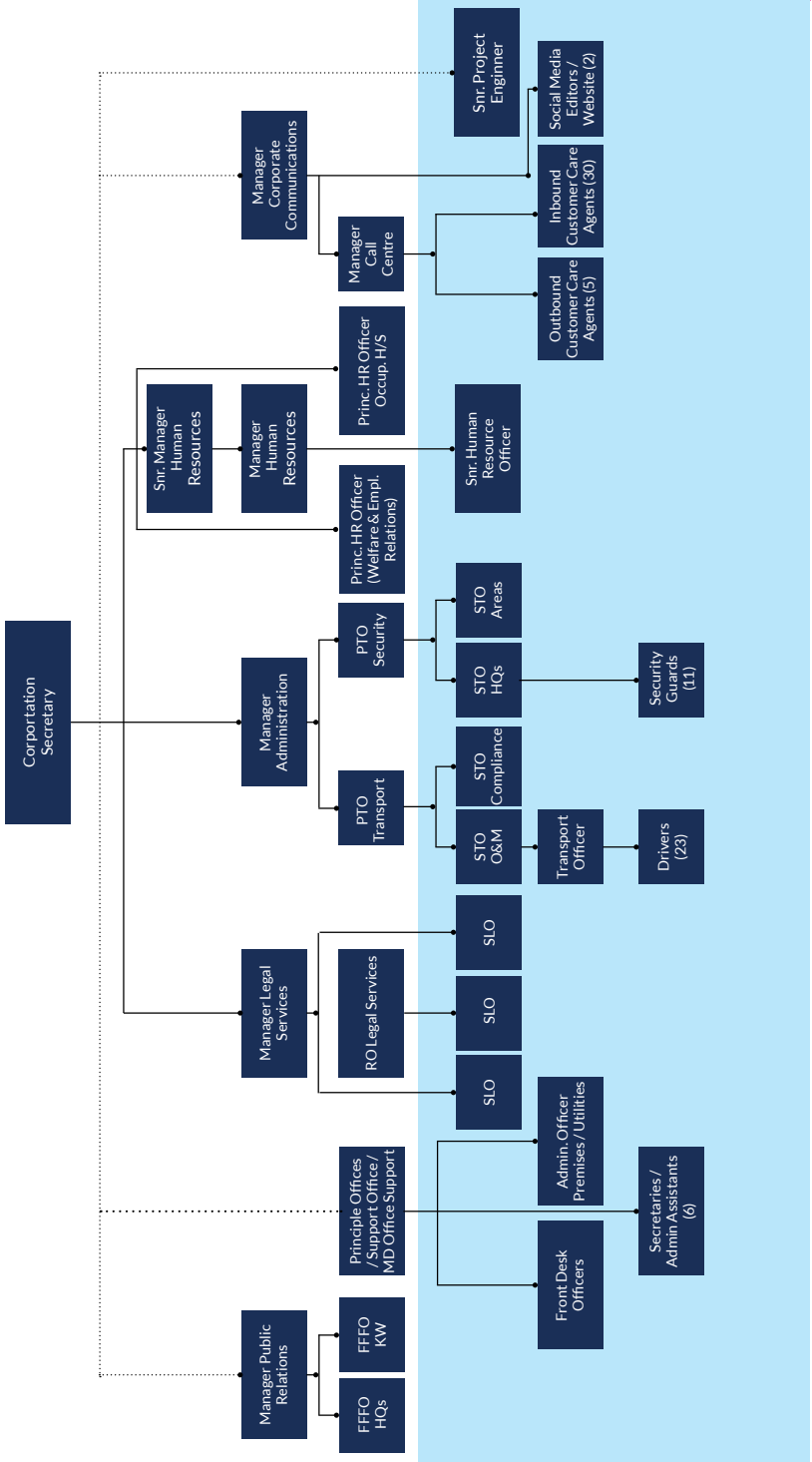
The Board Secretariat and Management Directorate Services' Vision is:
"To be a World model of excellence in the provision of Management Support Services".

Mission

To achieve the above vision, the mission of the Directorate is:
"To provide excellent Board Secretariat, Legal, Public Relations, Human Resource, Administration, Transport, and Security Services in an innovative, efficient, cost-effective and customer oriented manner".

Directorate Structure:

The Board Secretariat and Management Directorate is headed by the Corporation Secretary and has 3 departments i.e. the Human Resource Department, Administration Department and the Board & Legal Department. It also comprises of 4 semi-autonomous sections/units i.e. Corporate Communications, Public Relations, Office Support Services and Corporate Relations whose heads report direct to the Corporation Secretary.





Business stream members rendezvous for a weekly meeting

Main goals & aspirations of Directorate;

1. Ensure that the Board and Management adhere to principles of Good Corporate Governance and the Board is guided by a Board Manual.
2. To ensure timely provision of professional Secretariat services to the Board in accordance with Corporate Governance best practices.
3. In liaison with Human Resource department ensure management of the Human Resources function
4. To act as a link of communication between the Board and Management.
5. To ensure that professional Legal Services are provided to the Corporation.
6. To ensure protection of Corporation Assets including its Human Resources by adequately insuring them and ensuring that insurance claims are adequately and timely settled.
7. Ensure that land titles are acquired for all Corporation land.
8. Ensure safety and security of all corporation properties and staff by maintaining professional security administration.
9. Oversee the internal and external communications of the Corporation.
10. Ensure a good Corporate image
11. Ensure effective stakeholder management
12. To ensure that all Corporation premises and offices are well maintained at all times to reflect a good corporate image.
13. Ensure that there is an effective Fleet Management System in place.
14. Ensure proper custody of Corporation records.

02

Action Plans for Constituent Departments / Units

2.1 ACTION PLAN FOR BOARD SECRETARIAT AND MANAGEMENT SERVICES DIRECTORATE

Main Milestones, Deliverables & Outputs	Due Date
KRA 1: Ensure that the Board and Management adhere to principles of Good Corporate Governance and the Board is guided by a Board Manual.	
Board members are trained in Corporate Governance	Continuous
Review of the Board Manual	September 2015
Strictly adhere to schedule of the Board and Committee meetings.	Continuous
Ensure that Management is trained in Corporate Governance	Continuous
To ensure that the Corporation's approved policies are complied with.	Continuous
Ensure that Board activities are carried out efficiently and in line with the Board Manual	Continuous
KRA 2: To ensure timely provision of professional Secretariat services to the Board in accordance with Corporate Governance best practices.	
To ensure that Board activities are conducted efficiently using best practices and the latest ICT tools	Continuous
Board members' welfare and emoluments are timely provided	When they are due
Timely communication of Board resolutions to Management	Within two (02) days
Follow up and ensure timely execution of the Board resolutions	Monthly
KRA 3: In liaison with Human Resource department ensure management of the Human Resources function	
Ensure that the revised Human Resource Manual is circulated to staff	By 15th September, 2015
Ensure that staff are sensitized to strictly adhere to all policies	Quarterly
Ensure that the Corporation's revised and approved Human Resources Policies are implemented	Continuous

KRA 4: To act as a link of communication between the Board and Management.	
Relevant laws, regulations, policies and Board and Management decisions are well communicated to all employees.	Regularly
Ensure that Management requests are presented to the Board	As they arise
Invite and facilitate Board Members for Corporation activities	When required
KRA 5: To ensure that professional Legal Services are provided to the Corporation.	
Ensure that contracts and other Legal Instruments and Legislations are drafted in time	Continuous
Acquire a special court for NWSC cases	September 2015
Ensure representation of the Corporation in Courts of Law and other tribunals.	Continuous
KRA 6: To ensure protection of Corporation Assets including its Human Resources by adequately insuring them and ensuring that insurance claims are adequately and timely settled.	
Ensure that the insurance services are timely procured	Annually
Ensure that the insurance policies in place are adequate to cover the corporation for the risks identified	Regularly
Through Legal Department ensure that all claims lodged and are paid in time	Continuous
KRA 7: Ensure that land titles are acquired for all Corporation land	
In liaison with the Legal Department ensure that 40% of the land titles are acquired for Corporation land and the titles in place are valid.	30th September 2015
Transfer titles to Finance for safe keeping	30th September 2015
Develop an electronic land management system	30th September 2015
KRA 8: Ensure safety and security of all corporation properties and staff by maintaining professional security administration.	
In liaison with the Security section ensure management of the out sourced security firms and the corporation guards	Continuous
Ensure that all security equipment are place and they are functioning	Continuous
KRA 9: Oversee the internal and external communications of the Corporation	
Ensure adherence to the communication policy	Continuous

KRA 10: Ensure a good Corporate image	
Ensure the development and implementation of the Corporate Brand Strategy	February, 2015
KRA 11: Ensure effective stakeholder management	
Ensure that there is an updated stakeholder database.	October, 2015
Ensure continuously stakeholder engagement	Continuous
KRA 12: To ensure that all Corporation premises and offices are well maintained at all times to reflect a good corporate image.	
Ensure that all offices are adequately furnished	Annually
The Offices and other corporation premises are well maintained and clean at all times.	Continuous
KRA 13: Ensure that there is an effective Fleet Management System in place.	
Ensure that the Corporation fleet is well maintained	Regularly
Ensure that the Fleet Management System is procured	By February, 2015
Ensure that uneconomical/ obsolete vehicles are boarded off and replaced with new ones.	By March, 2015
Ensure that the Transport policy and procedures is adhered to at all time.	Continuous
KRA 14: Ensure proper custody of Corporation records.	
Ensure that all records are well maintained, updated and timely available for use through effective coordination of registry and archives.	Continuous

40%

of the land titles are to be acquired for Corporation land and the titles in place are valid.

30th September 2015



Staff members during
Friday breakfast

2.2 ACTION PLAN FOR LEGAL DEPARTMENT

Expected Deliverables & Performance Outputs	Due Date
KRA 1: Provide Professional legal services to internal stakeholders.	
Advise the corporation on the impact, interpretation and implementation of policies, guidelines and legislation.	Monthly
Implement the checkers system in Areas/Branches and ensure that all Legal issues are being adequately handled.	Monthly
Legal opinions given on time	Within 2 days from the date of request
Acquire a special court to handle NWSC cases	
Legal documents drafted on time.	Within 1 day
KRA 2: Effective representation of the Corporation in the Courts of law and other tribunals	
Ensure that all court cases involving NWSC are effectively and efficiently handled to conclusion.	Quarterly
Status reports on ongoing court cases and settlements	Quarterly
Liase with external advocates on the litigation portfolio	Quarterly
KRA 3: Acquisition and renewal of all Corporation land titles	
Titles for all properties/progress report	Quarterly
Transfer all titles to Finance for safe custody	September 2015
Develop an electronic land management system	September 2015
All ground rents paid up to date	Quarterly
Applications, interim orders, cases to effect transfer of ownership	Quarterly
Memos guiding areas on securing property	Quarterly
Land acquisition update reports	Quarterly
Titles for all properties	By December, 2015
All ground rents paid up to date	Quarterly
KRA 5: Tenancy agreement and settlement of rent and ground rate(property instruments management)	
Extension and renewal of leaseholds.	Throughout the year
Ensure that tenancy agreements are timely renewed and rent is paid.	Throughout the year

KRA 6: Disposal of Non-core assets	
Valuation report for noncore assets	Dec 2015
Board approval for non-core asset disposal	Dec 2015
KRA 7: Illegal water use	
Liase with Areas to ensure that all illegal water use cases are handled to conclusion	Monthly
Reports on illegal water cases	Quarterly



The Legal Services Department exists to provide high quality Legal services backed by research and diligent compliance with the laws of the land and principles of good governance.

2.3 ACTION PLAN FOR HUMAN RESOURCE DEPARTMENT

Expected Deliverables & Performance Outputs	Due Date
KRA 1: Update Manpower plans in line with the overall Corporate strategy	
Review Manpower gaps	July 2015
Carry out staff rationalization	July 2015
Obtain EMM and Board approval for reviewed manpower plan	Sept 2015
KRA 2: Coordinate recruitment and selection of right employees in an effective manner and ensuring optimum power levels.	
Approved no objection from Areas and Directorates	Sept 2015
Vacant positions filled	As and when need arises
Staff inducted and oriented	One week after appointments
KRA 3: Ensure the Training needs assessment is carried out and in liaison with Training and Development department ensure staff are trained.	
Training needs assessment (TNA) carried out	July 2015
TNA report prepared	July 2015
TNA report submitted to Training and Development Department approval.	July 2015
KRA 4: Strengthen the appraisal system and the individual performance framework.	
Reviewed current appraisal system	Sept 2015
Approval obtained from EMM	December 2015
Implement	June 2015
KRA 5: Design and implement a succession plan for staff.	
Develop draft policy	August 2015
Obtain EMM and Board approval	Sept. 2015
Implement the approved succession plan.	June 2016
KRA 6: Capacity Development Plan rolled out. Updated staff competence profiling	15th -12-014
Implement capacity development plan	December 2015
Update staff competence profiling	Annually

KRA 7: Introduce a Provident fund to supplement NSSF.	
Obtained EMM and Board approval to introduce the provident fund	July 2015
Procure Administrator and set up structures	September 2015
Sensitize staff and implement	December 2015

KRA 8: Review and implement staff Welfare Schemes.	
Review the draft welfare paper with the innovation team	September 2015
Obtain EMM and Board approval for reviewed welfare schemes	October 2015
Implement the staff retention scheme and long service award.	June 2016

KRA 9: Ensure employee relations is managed in such a manner that fosters team work and harmonious relations.	
Communicate to the union the issues that touch staff and the best way to resolve them.	Quarterly
Provide Timely feedback to employee related queries.	Continuous
Carry out team building activities	Quarterly

KRA 10: Ensure that Occupational Safety and Health (OSH) procedures are effectively implemented and monitored for compliance.	
OSH guidelines implemented	Monthly
Monitor and evaluate	Quarterly

KRA 11: Carry out annual staff satisfaction survey	
Questionnaire developed and presented to EMM for approval	Annually
Conduct survey	Annually
Compile the feedback and present to EMM	Annually



**Introduce a
Provident fund to
supplement NSSF**

by December 2015

2.4 ACTION PLAN FOR ADMINISTRATION DEPARTMENT

Expected Deliverables & Performance Outputs	Due Date
KRA 1: Plan, direct and coordinate all matters relating to the transport of staff to perform Corporation duties.	
efficient utilization of the transport fleet	Continuous
KRA 2: Responsible for routing and dispatching of Corporation vehicles and approval of gate passes.	
That the Corporation vehicles are only used for official duties	Continuous
Efficient utilization of the transport fleet	Continuous
Adherence to the transport policy and procedures	Continuous
KRA 3: Ensure that Corporation fleet is well maintained, serviced and good fuel usage.	
Optimized fleet running costs.	Continuous
KRA 4: Ensure proper investigations of internal and external criminal and integrity firms.	
Reduction of illegal water use	Continuous
Obtain evidence for the Corporation for prosecution of illegal water users and thieves	Continuous



Ensure proper investigations of internal and external criminal and integrity firms.

by September 2014

2.5 ACTION PLAN FOR CORPORATE COMMUNICATIONS DEPARTMENT

Main Milestones, Deliverables & Outputs	Due Date
KRA 1: Ensure articulate and consistent communication of the desired corporation image and position both internally and externally.	
Provide guidelines for all communications in line with the Communications Strategy	Continuous
Revise NWSC prayer and Compose a NWSC Anthem	Dec 2015
Introduction of Strategic communication through sms and email	Dec 2015
Share the NWSC daily with targeted external audiences.	Sept 2015
Ensure adequate communication of the NWSC App to stakeholders.	Sept 2015
Have a mechanism of evaluating the sensitizations taking place in Areas and advise on the issues raised by stakeholders.	Dec 2015
Develop a proper electronic archiving system	Dec 2015
Strengthen the communication aspect of the various stakeholder meetings.	Dec 2015
Review the NWSC Communication Strategy	Feb 2016
Arrange field tours of stakeholders to our key business processes	Quarterly
KRA2: Effective Stakeholder Management.	
Develop and implement a stake-holder mapping network aimed at maintaining beneficial links.	Nov 2015
Develop a digital Stakeholder database	Nov 2015
Evaluation of the impact of the various communication efforts such as the BARAZA, SWAS, etc	Continuous
Arrange corporate clients engagement	Quarterly
Conduct a stakeholder perception survey	Quarterly
Conduct Integrity Surveys	Quarterly
KRA 3: Effective Call Center Management.	
• Effective Customer relations management	
• Evaluation of Call Centre staff	Monthly
Customer satisfaction monitoring	Quarterly
Strengthen the customer feedback mechanism	Nov 2015
Capacity building of Call centre staff	Continuous
Develop a comprehensive NWSC call centre policy/strategy.	March 2016
Integrity surveys	Quarterly

KRA 4: Website and social media information management.	
Timely Website updates	Continuous
Create and reinforce customer-to-customer interaction forums on the website	Nov 2015
Provide internet access to NWSC information.	Continuous
Monitoring and evaluation of the website and social media.	Monthly
Continuously update and execute social media guidelines	Continuous
Social Media clinics for all supervisors	Quarterly
Strengthen social media team.	Continuous

KRA 5: Designing and implementing communication sensitization programmes aimed at enhancing visibility and corporate image	
Review the sensitization guidelines	Continuous
SWAS campaigns	Continuous
Plan and hold one Customer Sensitization Week in all the areas of NWSC.	Quarterly



2.6 ACTION PLAN FOR PUBLIC RELATIONS UNIT/SECTION

Main Milestones, Deliverables & Outputs	Due Date
KRA 1: Develop, execute and prepare monthly reports on execution of the public relations strategies	
Establish a comprehensive PR work plan	July 2015
Submit monthly reports on implementation of PR work plan	Monthly
KRA 2: Brand Management	
• Procure a brand management consultant	September 2015
• Develop and implement brand management strategy	December 2015
• Enhance brand awareness	Continuous
KRA 3: Develop PR campaigns, and initiatives to enhance the Corporations public image	
Conduct monthly PR campaigns on:	Monthly
• Prevention of illegal water use (WALOP)	
• Payment of water bills	
• Safe water use (water tips)	
• ISDP and WSSP roll out	
• Report of bursts and leaks	
• Online monthly campaigns	
• Akatale Ka Amazzi	
Monitor and evaluate ongoing PR campaigns	Monthly
KRA 4: Conduct Media Relations Management	
Hold bi-annual press conferences with key media houses	Bi-annually
Strategic meetings/sessions conducted with Senior Editors of all key media houses	Every Quarter
Timely response to media queries	As and when
Conduct weekly media monitoring and evaluation of press coverage	Weekly
KRA 5: Undertake effective Corporate Social Responsibility	
Develop a comprehensive CSR policy	January 2016
Develop and operationalize NWSC CSR strategy	February 2016
Engage Areas in regional catchment protection projects	October 2015
Engage and pay courtesy visits with MD to key stakeholders	December

KRA 6: Effective management of key stakeholder relationships	
Develop a functional online database of key stakeholders from all NWSC operational towns	November 2015
Organize bi-annual NWSC water Barazas	Bi-Annually
Monthly Community meetings held within the service areas	Monthly
KRA 7: Identify and participate in relevant forums and exhibitions and all Government Gazetted National Celebrations	
NWSC participation in key fora within all operational towns.	Monthly
Organize and participate in key local and international exhibitions	As and when
Establish impact assessment of participation in the different exhibitions	Quarterly
KRA 8: Brand and Reputation protection	
Develop and roll out brand and reputation protection strategy	September 2015
Enhance Brand Awareness	Continuous
KRA 9: Upscale Social Media Presence and Activity on Twitter, WhatsApp and Facebook	
<ul style="list-style-type: none"> Monitor and respond to questions on official NWSC Social Media Channels Initiate information and sensitizations campaigns on twitter and Facebook 	Continuous



**Develop a functional
online database of
key stakeholders
from all NWSC
operational towns**

by November 2011

2.7 ACTION PLAN FOR SECURITY SECTION

Main Milestones, Deliverables & Outputs	Due Date
KRA 1: Ensure security of the corporation staff and Assets	
Monitor and manage performance of all security personnel under HQs & Areas.	Routine
Supervise contract management process and ensure that there is value for money from hired guards.	Routine
Sensitize staff on security preparedness against security threats.	Quarterly
Ensuring that all the equipment for ensuring security of property and staff are in place and serviced.	Monthly
Conduct regular security audits.	Incident/weekly & monthly
Make reports to Management.	
KRA 2: Ensure that all cases where NWSC has interest are thoroughly Investigated.	
Maintain a cordial working relationship with security partners such as police.	Routine
Create a network for whistle blowers and information gathering.	Routine
Carry out effective investigation and follow up of criminal cases in areas.	Routine
KRA 3: Ensure Security Support to other Departments	
Coordinate all WALOPU operations and Manage illegal water use suspects in accordance with the law.	Routine
Follow up of all illegal water use suspects to the conclusion of the cases.	Routine
Conduct Night Patrols to curtail night water thefts.	Routine
Routine	
KRA 4: Training of security personnel	
<ul style="list-style-type: none"> Carryout training needs assessment Initiate and liaise with training Department to effect the necessary training for security staff 	Annually
KRA 5: Ensure Security in all Areas	
Supervise all Area security personnel.	Quarterly
<ul style="list-style-type: none"> Carry out quarterly checks to Areas Carry out checks to ensure security of corporation land in all Areas. Carry out effective investigation and follow up of criminal cases in areas 	Quarterly

2.8 ACTION PLAN FOR TRANSPORT DEPARTMENT

Expected Deliverables & Performance Outputs	By When
KRA 1: Ensure an efficient and effective Fleet Management System and Fuel Monitoring System for the generators are in place	
Conduct bench marking with other organizations	15/9/2015
Invite service providers to present their systems	20/9/2015
Prepare Terms Of Reference for the procurement of the Fleet Management System	25/09/2015
Raise a Procurement Requisition	30/9/2015
KRA 2: Ensure disposal of uneconomical/ obsolete vehicles	
Update the list of Motor vehicles/ cycles for disposal	15/9/2015
Seek Executive Management Meeting's approval	25/9/2015
Initiate the disposal process	30/9/2015
Raise a Procurement Requisition for vehicle Valuer	15/10/2015
Obtain a valuation report	15/11/2015
Raise Procurement Requisition for Auctioneer	15/11/2015
Vehicles/cycles auctioned	15/1/2015
KRA 3: Ensure proper management of the fuel cards in all areas	
Obtain an updated list of all fuel cards from Total Uganda	15/9/2015
KRA 4: Ensure efficiency and effectiveness of the drivers	
Review driver performance	10/9/2015
Prepare proposal for the drivers transfer to be discussed with CEO/EMM	12/9/2015
Implement the approved list in liaison with HR	20/9/2015
KRA 5: Review current vehicle parking designation aim at optimizing vehicle usage	
Assess various parking locations within Kampala	30/9/2015
Prepare new list of vehicle parking designation and submit for approval	10/10/2015
KRA 6: Documentation and reporting	
Update vehicle inventory	All the time
Update fuel cards	30/9/2015
Comply fleet running costs	Monthly
Prepare vehicle status report	Monthly

KRA 7: Establish a Clear guidelines to manage issuance of fuel	
Comply Average Fuel Usage for each Vehicle & Average Hour Run for each generator	25/9/2015
Comply details of tank capacity of each vehicles/Gen set	30/9/2015
Comply distances between NWSC area of operations	15/9/2015
Manage the process	Routine
KRA 8: Establish a clear guidelines for use of pool/operational to minimize abuse/misuse	
Bench mark with other organizations on use of pool	15/9/2015
Prepare a proposal for EMM approval	30/9/2015
KRA 9: Engage Service Provider into Frame work contract for vehicle repairs	
Review ToR for Frame work contract for vehicle repairs and maintenance	15/9/2015
Prepare list of spare parts as per vehicle category	5/9/2015
Obtain pre – price from open market and dealers	30/9/2015
Raise PR	10/10/2015
KRA 10: Review Corporation Transport needs in line with the current vehicle deployment to optimize Utilization	
Carry transport need assessment in all Areas	30/10/2015
Come out with optimal number of fleet per Area	15/11/2015
Prepare a proposal to EMM approval	20/11/2015



Ensure an efficient and effective Fleet Management System and Fuel Monitoring System for the generators are in place

by September 2014

Bi Annual Plan
(July - Dec 2015) - Key Activities & Milestones

#	Code	Undertaking / Project	Intended End Date	Jul-15	Aug-15	Sep-15
1	5.1.22a	More efficient fleet management framework: Use of ICT in fleet management	2015-12		Hold an awareness workshop for Judicial Officers and NWSC Staff and ensure that all NWSC cases are transferred to Buganda Road Court and commence prosecution	Rport on cases prosecuted
2	5.1.22b	More efficient fleet management framework: Scope of fleet and acquisition plan	2015-12	Carry out cost benefit analysis and make a report to management	Present report to EMM and Board:	Implementation of approved policy
3	5.1.22c	More efficient fleet management framework: Balance between leasing and ownership	2015-12	Obtain CC approval of procurement of a fleet management system	Obtain Solicitor Generals approval and present a paper for Board approval and have contracts signed	Installation of the FMS training of usare and commissioning
4	5.3.11	Non-Core Assets Review Programme – to reduce operating costs and enhance cash flow and income generation potential	2015-12	Hold a meeting with the innovation team	Obtain EMM approval of the paper	Obtain Board approval of the paper and implement
5	5.4.10	Annual Staff Satisfaction Surveys	every June	Obtain Board approval of the paper	Procure the administrator, and set up a structure	Obtain funding from the corporation and implement
6	5.4.2	Review and rationalize staff related costs and re-deployment	2015-12	In liaison with PPM department, review the questionnaire	Resubmit the questionnaire to EMM for approval	Conduct the survey
7	5.4.3	Enhance staff performance accountability through a robust and quantifiable productivity measurement system for teams and individual staff	2015-12	Review manpower gaps and carry out staff rationalisation	Obtain EMM approval of the paper	Implement the approved plans
8	5.4.4a	Innovative staff welfare and incentive with a view to improve staff moral and retention: Matching funds strategy	2015-12	Hold a meeting with the innovation team	Obtain EMM approval of the paper	Obtain Board approval of the paper and implement
9	5.4.4b	Innovative staff welfare and incentive with a view to improve staff moral and retention: Revolving low interest loan scheme	2015-12	Hold discussions with innovation committee and make recommendations	Present recommendations to EMM for approval	Obtain Board approval and implement
10	5.4.4c	Innovative staff welfare and incentive with a view to improve staff moral and retention: Housing scheme for deserving long service staff	2015-12	Present the draft policy to the Directorate for input and guidance	Present a paper for EMM approval	Obtain Board approval and implement

11	5.4.5	Elevate the profile for sewerage services management within NWSC	2015-12	Hold discussions with the Training Department and the Consultant on findings	Present a paper for EMM approval	Obtain Board approval and implement
12	5.4.6a	Improved working conditions and environment for staff : Approved Occupational Health & Safety Policy with annual M&E framework	2015-12	Review the current appraisal system	Present a paper for EMM approval	Implement the approved tool
13	5.4.9a	Predictive HR Management & Succession planning: Develop a Talent Management and Succession policy	2015-12	Compiling CSR plan	Present a paper for EMM approval	Implement
14	5.4.9b	Predictive HR Management & Succession planning: Establish a framework for career development and growth path	2015-12	Conduct training and capacity development	Continuously evaluate and improve the digital outreach tools	
15	5.4.9c	Predictive HR Management & Succession planning: Establish a Predictive HR Management Framework	2015-12	Present the draft policy to the Directorate for input and guidance	Present a paper for EMM approval	Obtain Board approval
		Review of the Board Manual	Sep-15	Present draft to the Board for approval	Implement	
		Strictly adhere to schedule of the Board and Committee meetings.	Sep-15	Procure consultant to review the Board Manual	Circulate the schedule	Comply to the approved schedule
		Develop a Corporate Brand Policy	Sep-15	Review and consult Members for input on Board Schedule	Present draft Policy to EMM for approval	Implement
		Develop an office/premises maintenance manual	Sep-15	Carry out a brand needs assessment	Present draft for EMM approval	Implement
		Ensure that uneconomical/ obsolete vehicles are boarded off and replaced with new ones.	Sep-15	Develop draft office maintenance plan	Initiate the disposal process	Implement
		Develop a security enhancement plan	Sep-15	Obtain EMM approval of boarding off	Present draft paper for EMM approval	Implement
		Dispose of Non Core Assets	Sep-15	Carry out a security needs assessment	Present paper for EMM and Board Approval	Initiate disposal process
		Develop and electronic land management system	Sep-15	Obtain final valuation of non core assets	Present a draft report on the status of corporation assets to EMM	Present paper to Board for approval

ACTION PLAN FOR OSS UNIT

The Action Plan for the OSS Unit is outlined in the Table here-below, and will be implemented and the OSS Unit Objectives and Key Result Areas realized mainly through the Individual Performance Agreement Frameworks attached in Annexes 1 to 2.

Action Plan for the Office Support Services Unit

Main Milestones, Deliverables & Outputs	Due Date
KRA 1: Good ambiance and cleanliness of premises that are acceptable and compatible with the corporate image of NWSC.	
Offices cleaned by 7:00 a.m.	Daily
No stock-outs of cleaning materials & toiletries	Continuous
Offices and amenities maintained clean throughout the day	Continuous
Weekly General Cleaning	Weekly
Comprehensive House Keeping Inspection Report – for Head Office, IREC, Central Lab	Monthly
Fumigation – Head Office & IREC	Quarterly
Painting of Head Office	Nov 2015; April 2016
Painting of IREC	Dec 2015
Review system for daily House Keeping inspection and feedback at Head Office	Sept 2015
Review & strengthen system for daily House Keeping inspection and feedback at Head Office and all areas- quarterly	Dec 2015; March 2016; June 2016
KRA 2: Maintenance of premises; careful handling & timely defects identification & reporting	
Spot checks on handling of tools and facilities	Daily; Continuous
Comprehensive Condition Inspection Report with corrective actions – for Head Office, IREC, Central Lab, Static Plant and all areas' Premises	Quarterly
Timely identification, reporting and rectification of defects – no backlog of defects	Weekly

KRA 3: Proper maintenance and custody of Corporation equipment like photocopiers, telephones, and faxes.	
Spot checks on handling of equipment	Daily; Continuous
Condition Survey Report for Office Equipment at Head Office	Sept 2015
Servicing and Planned Preventive Maintenance (PPM) Schedules for the Office Equipment in place	Oct 2015
Monthly monitoring of office equipment servicing & PPM schedules	Monthly; w.e.f. Nov 2015

KRA 4: Document control & management: handling, sorting, routing, dispatching, courier, filing systems, filing, archiving & reproduction of correspondences, reports, emails etc	
Monthly meetings to emphasize need for confidentiality	Monthly
Updated filing systems and references	Oct 2015; April 2016
No filing backlogs	Weekly
Refresher training on document control & management	March 2014
No sorting, routing, dispatch and courier backlogs	Daily; Weekly

KRA 5: Management and organization of meetings & events	
Value for money procurements, timely preparations and cost effective events	Continuous; Event driven

KRA 6: Coordination and control of telephone operations & usage to support service delivery, optimize costs and promote the corporate image of NWSC.	
Zero dropped calls at the switchboard	Continuous
Optimized / reduced telephone costs	Continuous

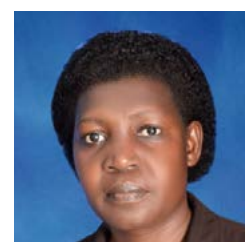
KRA 7: Staff Welfare: effective kitchen and catering support services	
Cleanliness and good hygiene at all times	Continuous
Timely preparation and serving of drinks (& eats)	Continuous
Ensure Continuous cost effective supply of kitchen supplies	Continuous

03

Board Secretariat & Management Services Directorate team



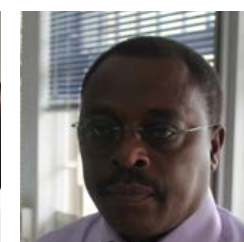
Ms. Edith Kateete
Corporation Secretary



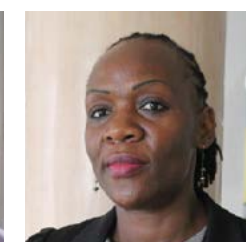
Snr Human Resource
Manager Ms Christine
Amucu



Ms Eunice Alanyo
Human Resource Manager



Mr. Ernest Ngabirano
Manager Administration



Ms Sarah Namuwenge
Manager Corporate
Communications



MRS Pheona Wall
Manager Legal Services



Mr Apedel Samuel.
Manager Public Relations

NWSC takes on the legal
responsibility to ensure
employee safety by providing
safety gear.

**National Water
& Sewerage Corporation.**

Plot 39 Jinja Road,
P.O.Box 7053 Kampala.
Tel:+256-414 315 100 / +256-312-260 313/5.
email:info@nWSC.co.ug.
www.nWSC.co.ug



**National
Water & Sewerage
Corporation**