



National
Water & Sewerage
Corporation

Water for all- Delivering the promise

Dr. Eng.
Silver Mugisha



Dr Eng Silver Mugisha has led NWSC with the heart, inculcating strong work ethic, high level of professionalism, and fostering a positive service culture and a united leadership approach that has enabled the corporation achieve high organisation performance and international recognition.



Education:

PhD in Civil Engineering (Engineering Economics and Management)
- Makerere University - Uganda in Collaboration with PURC-University of Florida, USA

Other Responsibilities:

1. Fellow of International Water Association (IWA)
2. Fellow of SENSE Research School, Den Hague, the Netherlands
3. PURC Senior Research Associate, University of Florida, USA
4. Board Member International Water Association
5. Vice President – African Water Association (East Africa Region)

In August 2013, Dr.Eng. Silver Mugisha was appointed the Managing Direction of National Water and Sewerage Corporation (NWSC), Uganda – a public utility that is 100% owned by government and provides water and sewerage services across the country on a commercial and financially viable basis.

At the time of his appointment, the Corporation was at cross roads with a good historical performance record, but increasing demand for services across the urban divide in Uganda. Under his strategic leadership, he changed the Corporation's strategic focus and launched the first ever Five Year Strategic Direction (2013-2018), that provides the Corporations outlook and key strategic interventions taking into account the wider stakeholder expectations, policy directions and competitive environment. The Strategic Direction aims at gearing the Corporation for transformational changes in its operational and geographical mandate and highlights the Corporation's contribution towards the National Vision of transforming Uganda from a Peasant to a self-sustaining economy. Key among the strategic focus areas under the strategic direction is expanding the mandate of the Corporation to cover all major urban centres within Uganda in a bid to ensure accelerated service delivery and provide water for all.



Infrastructure rehabilitation and growth is a key focus of NWSC Strategic Direction

In 2014, Dr Eng Silver Mugisha and his management team with the guidance of the Board, championed the launch of the NWSC water for all program as the operational framework for the strategic direction. The water for all program has been noted as an innovative and noble initiative given its; holistic approach, strong strategic focus, customer orientation, resource optimization, community connectivity and accountability, aggressive stakeholder engagement, and most importantly its focus on achieving 100% water service coverage. Within the framework of the water for all program, NWSC under Dr Eng Silver Mugisha has overseen the development and implementation of the following innovative initiatives;

Geographical expansion:

The Corporation has systematically and aggressively expanded its geographical coverage to increase the number of NWSC service towns from 24 to 122 towns across the country. This is a significant transformation in the business and service model of the Corporation and has redefined NWSC's role in the Uganda Water Sector and service delivery;

Infrastructure service delivery:

In order to step-up water production and improve water supply reliability and service coverage, NWSC initiated the systematic rehabilitation, upgrade and expansion of infrastructure through bi-annual Infrastructure Service Delivery Plans (ISDP) and annual Water Stabilization Plans (WSP). These two initiatives aim at providing for

network expansion and reducing water supply shortages in the short to medium term. In The last Financial Year NWSC extended 1400kms of water mains. This is a transformational re-alignment of strategy considering that the corporation used to extend between 80km to 100km per year. At this pace of infrastructure growth, the Corporation will be able to double the size of its current network in the next 4 years.

Water Loss Prevention: Non Revenue Water:

As is the case with many water utility companies especially in developing countries, Non-Revenue Water is a major hurdle to effective service delivery. In 2014, Dr Eng Silver Mugisha enacted programmes to reduce Non-Revenue Water from 33% to 31.6% in the space of a year. Among the programmes was the a pro-active community-based illegal use reduction programme code named WALOPU (Water Loss Prevention Unit) where the Corporation partnered with the police and community to fight illegal water use and hence reduce water theft.

Community Engagement:

As a company that seeks to be a part of the communities in which it operates, NWSC has taken the message of "Water for all" to every community. This has been majorly through Water Community Communication Clubs (WACOCO), effective engagement with religious institutions and centres, opinion pieces in local dailies and airtime on radio and Television stations.

100%

The water for all program has its focus on achieving 100% water service coverage.



Stakeholder engagement is another key focus area of the Strategic Direction

This has improved the corporation's reputation and reduced incidences of misunderstandings between the corporation and its customers. Bi-Annual Water Baraza have also been introduced in order to improve communication between NWSC and the communities, and also get feedback on NWSC services, successes and failures.

Innovation:

Using the in-house IT team, NWSC has developed a number of in-house innovations that have greatly enhanced customer services. Among these innovations included: (a) the E-Water Payment System – where NWSC has partnered with banks and the telecom companies and this has greatly enhanced the customer convenience when settling water bills; (b) The new billing system developed in-house, which in addition to saving the Corporation money, is more interactive and with improved interfacing functionalities. With the new system application, processing and tracking of new water connections is done on-line; and (c) The Corporation has also developed a smart phone mobile application that enables customers check their accounts, pay bills and send queries through their smart phones. He has also championed NWSC's adoption of 24-hour social media platform, readily responding to tweets from customers and keeping the world updated on NWSC programs and developments. To deepen customer care and ensure consumer delight the corporation has launched the customer relationship programme where every customer is taken care of by a customer relationship officer. All this is aimed at ensuring customer delight.

Pro-poor initiatives:

Service to the urban poor remains one of the biggest challenges for most utilities in Africa. Under Dr Eng Silver's leadership, The Corporation has systematically increased the number of pre-paid public water points in a bid to improve services for the urban poor communities. A total of 1,600 pre-paid public water points have been installed and the technology has proved successful due to the community involvement from project conception, implementation and operation. Public Sanitation facilities have also been built to complete the water and sanitation chain.

Water and Sanitation in schools:

Dr Eng Silver Mugisha championed the establishment of School Water and Sanitation (SWAS) clubs, a very novel initiative that targets the next generation (school children). Through the SWAS clubs, NWSC creates awareness about water and sanitation in the country through sensitization and empowerment of children who become water and sanitation ambassadors. The SWAS clubs have been rolled out in over 100 schools across the country and each school holds water and sanitation day with activities including; Poems, games, debates, essays, quizzes, skits, drama, green campaign (tree planting), WASH tech innovations, and school talks.

Summary of NWSC Key Achievements

The renewed efforts championed by Dr Eng Silver Mugisha have seen the NWSC services grow in leaps and bounds. NWSC geographical coverage has increased from 24 towns in 2013 to 122 towns in 2015, the population served has increased from 2.6 million people to over 6 million people and water service coverage in all the towns stands at 76%. This is a significant transformation in the business and service model of the Corporation and has redefined NWSC's role in the Uganda Water Sector and service delivery. The customer Base has grown by 32% from 317,292 water connections in 2013 to 417,938 in 2015. The growth in assets and service foot-print has improved from only 80 km per annum of water pipenetwork extensions in 2013 to over 1,400 km per annum in 2015. All these extensions have been funded from internally generated funds. The monthly turnover has increased by over 20% from 16.4bn/= in 2013 to 20bn/= in 2015. A total of over 2,000 trees have been planted as part of the green campaign by the SWAS and WACOCO clubs for water source and environment protection.

As a result of the good performance, the Corporation won several regional and global awards in recognition of its efficiency improvements in revenue collection, excellence and innovation, infrastructure service delivery, and replicating good practices to other utilities through the external services wing of the Corporation. Among the recognitions awards received included the Global Water Leaders Awards received in Paris, the African Water Utility of the Year 2014/2015 and 2013/2014 awards received in Cape Town South Africa, Golden Europe Award for Quality and Customer Excellence received in Geneva, and the most Compliant Public Entity in PPDA award received in Nairobi. In addition to the professional achievements, Dr Eng Silver Mugisha is also passionate about advancement of the water sector in Africa and the world as a whole. In 2014 during the prestigious International Water Association (IWA) World Water Congress in Lisbon, he was appointed on the prestigious IWA Executive Board, the highest organ of the International Water Association. He is also the Vice President (East Africa) of the Executive Board of African Water Association (AfWA); a fellow of IWA; and a fellow of Netherlands SENSE Research School.

With his wide and long experience in water governance and institutional development, Dr.Eng Silver Mugisha has contributed to knowledge development in the water sector and published a number of policy and research papers in several peer-reviewed journals, mainly focusing on governance, WSS reforms in developing countries, pro-poor services, and technical efficiency analysis. He has authored a book (published by IWA Publishing) titled, "Utility Benchmarking and Regulation in Developing Countries: Practical Application of Performance Monitoring and Incentives".

Dr Eng Silver Mugisha is walking the true path of servant leadership and is delivering on his promise of water for All.

