



The Water Herald

Learn from your peers

Vol. 2, Issue 1, January - March 2010

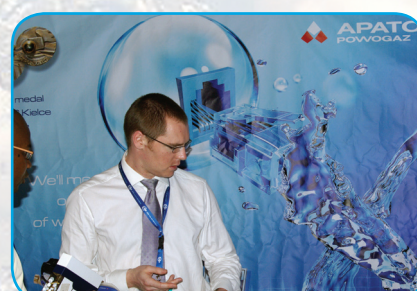
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SPECIAL ISSUE
Highlights of the
15th International
AfWA Congress
and Exhibition





Dr. William T. Muhairwe, MD-NWSC

Dear friends,

It is with utmost pleasure and gratitude that I welcome you to our regular bulletin of the Water Herald (WH), for the period January – March 2010. As usual, in each submission, we attempt to improve on the content and façade of the publication, so as to make it more appealing and worth our readers' time.

As pointed out in the last issue of the WH, the zenith for the period January – March 2010 was the hosting of the 15th International African Water Association (AfWA) Congress and Exhibition that was held in Kampala from the 15th – 18th March 2010 at Commonwealth Resort, Munyonyo. The Congress held under the theme, "Water and Sanitation: Perspectives and Challenges relating to Energy and Climate Change" was officially opened by H. E. The President of The Republic of Uganda, Yoweri Kaguta Museveni. Suffice it to say, the event was very successful and its demeanor matched conferences of international repute – with a cross section of VIPs, technocrats and water sector experts attending.

In summary, the objectives of the event were attained as it addressed the challenges of: climate change, environmental degradation, better water and sanitation service delivery, increasing costs of energy and water governance.

The Kampala AfWA Congress set a record attendance of over 1,200 delegates from 64 countries, 52 sessions, 250 presentations, 150 speakers, 80 exhibiting companies/ organizations, side events and business meetings. It can unequivocally be stated that the event eked on the much needed profiling of the water and sanitation sector challenges and issues, and it is hoped that these will form part of the government policy frameworks for African countries.

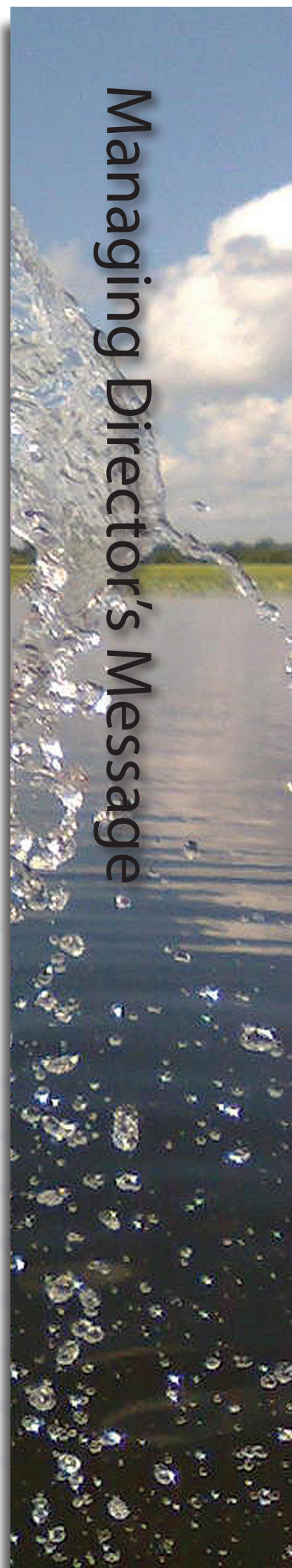
A key milestone of the event was the launch of the book entitled, ***"Making Public Enterprises Work, From Despair to Promise: A Turn Around Account"*** authored by none other than the undersigned. I wish to take this opportunity to urge you all to buy a copy of this book which has very interesting and practical insights on how to turn ailing institutions, organisations, and also personal businesses into success stories.

I wish to conclude by stating that the Congress notwithstanding, we in the National Water and Sewerage Corporation (NWSC) continued embarking on a number of steps and activities aimed at ensuring that water and sanitation service delivery continues unabated. These included activities to curb water losses, optimisation of production and supply, and the continued search for funding to address the Kampala Water network problems.

I wish to finally thank all our esteemed readers and stakeholders for the continued support and diligence towards our services.

Thank you.

Managing Director's Message



Editor's Note



Dear Readers,

Once again we are proud to present to you another exciting issue of the Water Herald (WH), for the period January – March 2010. The WH is committed to bringing you solid updates on the key developments within National Water and Sewerage Corporation (NWSC).

As the editorial team of the WH, we believe that the onus is upon us to celebrate with you NWSC's momentous achievements, share daunting challenges and future plans. Key among the momentous achievements during the period was the highly successful hosting of the 15th International African Water Association (AfWA) Congress and Exhibition that was held in Kampala from the 15th – 18th March 2010 at Commonwealth Resort, Munyonyo.

After the congress, we received positive feedback from the delegates around the globe, that the cocktail of interesting topical issues and sessions – plenaries, seminars, side events, exhibitions, etc – illuminated the event with meaningful discussions, lessons and dialogue, which will be helpful in the future debates within the global water fraternity. Embedded within the pages of this issue is a carefully selected blend of pictorial presentations, designed to give you a glimpse of what transpired during the event.

Other articles embedded within the bulletin include; key highlights of the NWSC and the Government of Uganda (GoU) Contract IV, new mobile technological innovations for water bill payments, among others.

Wishing you a pleasant reading...

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The Water Herald – Editorial Team

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3.	Susan Nanyange	Staff Issues/News Editor
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The Fourth Performance Contract between GoU and NWSC (PC-IV)

by David Isingoma

Performance contracts (PCs) are a written agreement between a state-owned enterprise (SoE) and a government – national, regional or municipal. PCs are widely used to reform SoEs. In the public sector, they are viewed as a device to reveal information and motivate management to exert effort. They specify explicit targets that SoEs pledge to achieve within a given timeframe, and where performance is measured at the end of the specified period.

The National Water and Sewerage Corporation (NWSC) has operated within the framework of PCs with the Government of Uganda (GoU) since 2000. The third PC with GoU expired in June 2009, and thereafter, a fourth (current contract, PC-IV) was entered into effective July 2009 – June 2012. The PC-IV with GoU is unique as it is abound with novelties.

First and foremost, the formulation process was more participatory, with participation from stakeholders including; Ministry of Water and Environment (MoWE), donors, non-governmental organizations (NGOs), private water operators (PWOs), etc. This was in the wake of strengthening the regulatory and performance monitoring function by MoWE. This broad participation was aimed at ensuring that the various stakeholder expectations were lucidly catered for within the contractual framework.

Therefore, the contract targets – this time round – mirror the expectations of the various stakeholders and marked a turning point as the Corporation's aspirations were not only inward looking (viz internal sustainability) but increasingly opined the need to address the wider stakeholder concerns. To this effect, instead of the conventional objective of increased financial and operational sustainability, new indicators were incorporated including the provision of services to the poor (social mission activities) and qualitative indicators such as a customer satisfac-

tion index (CSI), water and sewage effluent quality. This therefore brought to the fore targets that were hitherto subsumed within the Corporations performance measurement matrix.

Secondly, in its setting, the PC-IV has a demeanor of a wisp document highlighting only the key elements including the policy provisions, the parties to the Contract and their obligations, the management framework for the contract, the reward and penalty structure, and of course the key performance targets. Therefore, this time round, the details relating to processes and strategies were excluded on the pretext that they were already anchored within the Corporation's Corporate Plan (2009 – 2012). This grants the Corporation operational independence in the formulation of tactical strategies.

However, of importance to note is the fact that PC-IV stipulates that GoU has a major role to play in ensuring that NWSC's financial position is not jeopardized or burdened by social mission activities, and failure by GoU to honor its bills on time. In addition, a summarized investment plan outlining the Corporation's investment activities over the period of PC-IV is also appended as an annex. The investment plan clearly stipulates the sums of monies to be spent and the sources, i.e. whether from GoU, donors or the NWSC internally generated resources.

As a key step in the formulation of PC-IV, the key performance indicators within the Contract were harmonized with those of the current Corporate Plan targets, as a back-to-back process. The PC-IV targets were further cascaded to the various head office divisions and areas as a means of ensuring that the roles of each of these layers of workmanship will have discerned contributions to the overall target achievement. In tandem, the divisions and areas shall be assessed and rewarded or penalized accordingly.

As a key step in the formulation of PC-IV, the key performance indicators within the Contract were harmonized with those of the current Corporate Plan targets, as a back-to-back process.

Once again, literature is abound with the fact that any contract without a reward and penalty clause is bound to atrophy. Therefore, in recognition of this PC-IV incorporates a reward/penalty scheme for the head office staff which has been modified to the extent that incentives are awarded only for improvements in performance. Business as usual – implying no improvement in performance but maintenance of the status quo as at signing of contract – will commensurately attract normal pay (non-incentivized pay). Any positive accomplishments above the base line or status quo will attract a prorated incentive, capped at 25 % of the annual gross pay. On the other hand, any deceleration or slide back below the base line – status quo as at the signing of the contract – will attract a prorated penalty or loss of pay capped at 12.5 %. However, greater penalties lie in waiting for management if the corporation fails to achieve all the base performance indicators.

The PC-IV monitoring framework comprises an oversight committee with representation from the MoWE and Ministry of Finance Planning and Economic Development (MoFPED), and the reviews will be carried out once every six months.

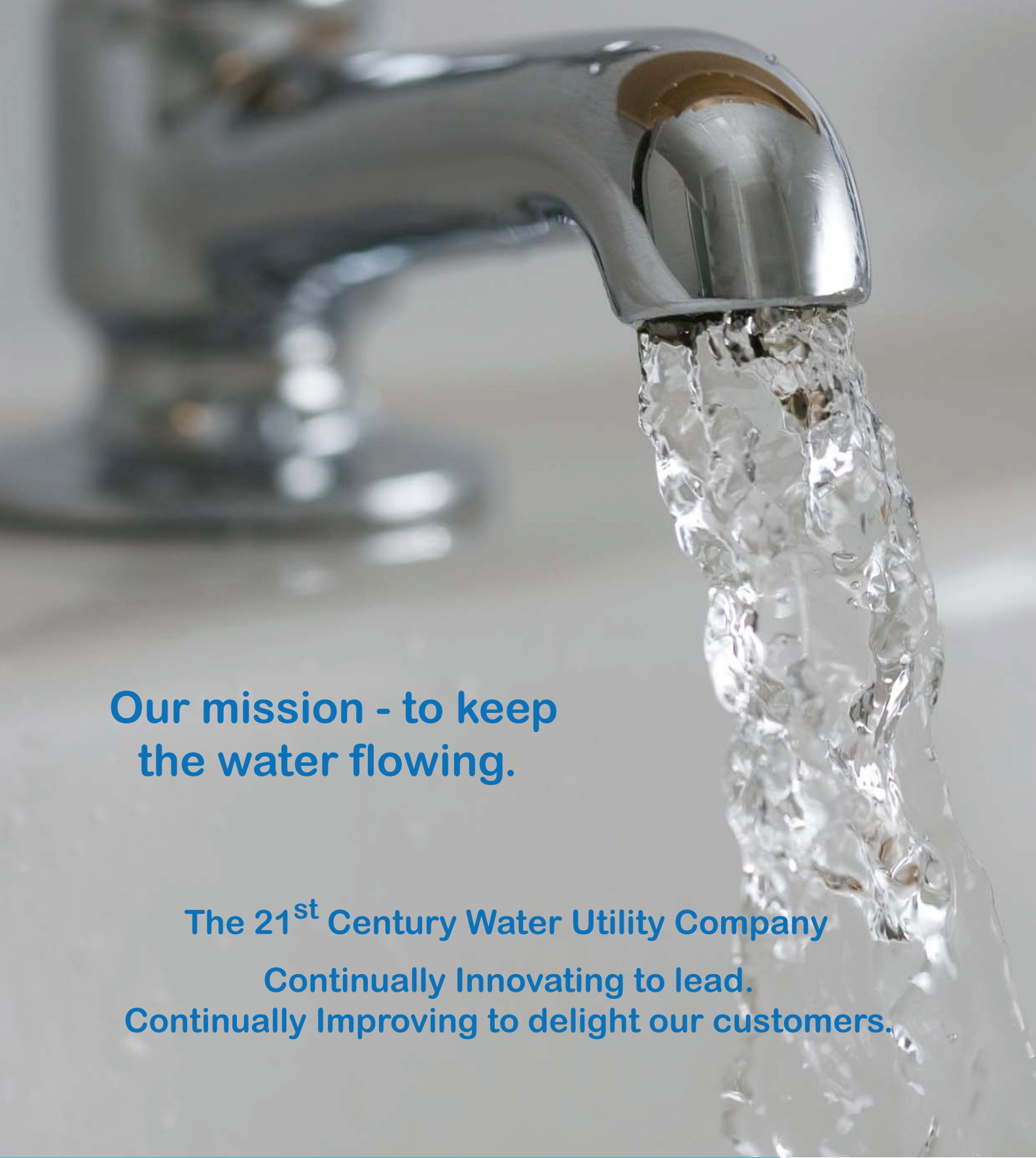
In conclusion, PC-IV emulates a state-of-the-art agreement that is bound to be a recipe for continued improvements within NWSC and the water and sanitation sector as a whole – the NWSC being a major stakeholder. Suffice it to say, the allure of the PCs has been the fact that they are an effective means of promoting internal re-engineering of strategies and focused operations.

WHAT
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**Our mission - to keep
the water flowing.**

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Continually Innovating to lead.
Continually Improving to delight our customers.

National Water & Sewerage Corporation
Plot 39, Jinja Road, Kampala. P.O. Box 7053 Kampala, Uganda
Tel: +256 414 315 138 Fax: +256 414 265 929
Email: watereditorial@nwsc.co.ug Website: www.nwsc.co.ug



The Water Herald
Learn from your peers.

NWSC Successfully Hosts the 15th International AfWA Congress and Exhibition

by Martin Kalibbala

The Ministry of Water and Environment (MoWE) – on behalf of the Government of Uganda – in association with the African Water Association (AfWA), through the local host utility, the National Water and Sewerage Corporation (NWSC) successfully hosted the 15th International African Water Association (AfWA) Congress and Exhibition that was held in Kampala from the 15th – 18th March 2010 at Commonwealth Resort, Munyonyo. The event held under the theme, “Water and Sanitation: Perspectives and Challenges relating to Energy and Climate Change” was officially opened by the Congress Patron, H. E. The President of the Republic of Uganda, Yoweri Kaguta Museveni. It was very successful and its demeanor matched conferences of international repute – with a cross section of VIPs, technocrats and water sector experts attending.

During the opening ceremony, the Managing Director of NWSC, Dr. William T. Muhairwe – who is also Vice President of AfWA and Congress director – declared, “we hope that the outcomes of the Congress, in addition to showcasing of the latest advances in water and sanitation technology, will ensure that the unnecessary suffering and loss of life brought about by inadequate or lack of water and sanitation resources is brought sharply into focus on the worldwide stage. We hope that the media, Corporates, non-governmental organisations (NGOs) and the public will rally behind the organisers and give their full support to this relevant and important event which deals with issues relevant not only to Uganda, but Africa as well.”

The Kampala Congress set a record attendance of over 1,200 delegates from 64 countries, 52 sessions, 250 presentations, 150 speakers, 80 exhibiting companies/ organizations, side events and business meetings. After the congress, we received positive feedback from the delegates around the globe, that the cocktail of interesting topical issues and sessions – plenaries, seminars, side events, exhibitions, etc – illuminated the event with meaningful discussions, lessons and dialogue, which will be helpful in the future debates within the global water fraternity.

Throughout the 4 days, the sessions focused on; water and sanitation service delivery, efficient management, water sector investment, financing, research and capacity building, among others. These are extremely relevant topical issues for the African continent which is facing further hardship as a result of an ever changing and stressed natural environment.

Speaking at the press conference after the official opening, the Minister of Water and Environment, Hon. Maria Mutagamba reiterated, “I am certain that the 15th International African Water Congress will contribute to the continuous search for answers and solutions to the inequity in service delivery between the rich developed world and the developing world, and between the rich and the poor of developing countries.”

In addition, the AfWA President, Mr. Mamadou Dia said, “we face a future of environmental uncertainty and as you may be aware, the devastating effects of climate change and the increasing costs of energy are having a serious impact on water and sanitation resources on the African continent. Environmental and energy conservation policies are now a key focus for many governments, industrial leaders and corporations around the globe. However, this shift in policy has yet to be given the same attention in Africa.” He also added, “The Kampala Congress will be so important for future policy making, resource provision, effective management, financing and research in this area for Uganda, and Africa at large.”

During the wrap-up ceremony – which took place on Thursday, 18th March 2010 – a call to action for utilities to focus on services to the poor was resounded, where African WATSAN utility managers agreed to play a more central role in the political processes towards meeting the Millennium Development Goals (MDGs). AfWA laid the ground work to sign a Memorandum of Understanding (MOU) with the African Ministerial Council on Water and Sanitation (AMCOW); a step which will position WATSAN utilities as the central implementing organ in the process to provide water and sanitation services, under the Sharm-El-Sheikh African Union (AU) declaration. AMCOW processes have hitherto not had direct engagement with operators of public and private water and sanitation utilities.

NWSC Successfully Hosts the 15th International AfWA Congress and Exhibition

Summarising the event “next steps” at the closing plenary, Mr. Halifa Drammeh, a member of the Congress technical coordination team – which also included Mr. Piers Cross, and Mr. Dennis Mwanza – echoed that AfWA’s leadership had begun discussions with the AMCOW Secretariat. The key activity under the “next steps” was to roll out plans to sign an MOU with AMCOW, in a bid to become its implementing arm.

Earlier on, Mr. Piers Cross, while presenting a summary of the technical outcomes of the congress, outlined 4 key recommendations for AfWA to take forward in the political process. The first recommendation involved working to achieve an all-inclusive AU commission on water. The proposed commission is envisaged to maintain high level attention in Africa, cement development partnership of collaboration between the AU, AMCOW, African Development Bank (AfDB) and the UN, and track water–environment–climate change interactions.

The second recommendation was geared towards AfWA and AMCOW to develop a process with all stakeholders in Africa for one global water learning process. This would include an annual high-level political event, an annual review of commitments, “water week” of technical exchanges, advocacy and quality multi-agency report, among others.

The third and fourth recommendations of the event were for AfWA to develop one high-level all-African WATSAN utility benchmarking process and for AfWA and the AMCOW sanitation task force to launch a major push in supporting countries to get on track towards the implementation of the MDGs.

In a call to utilities to focus on pro-poor initiatives, WATSAN utility managers reiterated that many win-win opportunities ought to arise from turning non-revenue water (NRW) into revenue by institutionalising pro-poor services, adopting delegated management approaches, establishing dedicated pro-poor units, among others. WATSAN utilities were urged to strengthen customer education, as well as customer dialogue.

The event was sponsored by MTN Uganda, The German Technical Cooperation (GTZ), United Nations Environment Programme (UNEP), South African Association of Water Utilities (SAAWU), SAUR, Water and Sanitation Programme – The World Bank (WSP), Saint-Gobain PAM, Spencon Services Ltd, Rwenzori Beverage Company Ltd, Kagga and Partners, GAUFF Consulting Engineers, Daily Monitor, ECOBANK, China Nanjing International (CNI), Brussels Airlines, Kenya Airways, Mulstar Technical Services Ltd, among others.

NWSC 15th International AfWA Congress and Exhibition - Pictorial



H. E. The President of the Republic of Uganda, Yoweri K. Museveni (3rd left) and Congress Patron arrives at Commonwealth Resort Munyonyo to officially open the deliberations of the 15th International AfWA Congress and Exhibition. He was received by Hon. Maria Mutagamba (centre), the Minister of Water and Environment.



H. E. The President of the Republic of Uganda, Yoweri K. Museveni (left) greets the 2004 Nobel Peace Prize Laureate, Prof. Wangari M. Maathai on his arrival at Commonwealth Resort Munyonyo. From the extreme right; Mr. Mamadou Dia (AfWA President), Mrs. Christine N. Kasirye (NWSC Board Chairperson), and Hon. Jessica Eriyo (Minister of State for Environment)



H. E. The President of the Republic of Uganda, Yoweri K. Museveni and Congress Patron addresses the opening plenary of the 15th International AfWA Congress and Exhibition.

H. E. The President of the Republic of Uganda, Yoweri K. Museveni (left) and Congress Patron listens to deliberations at the opening plenary of the 15th International AfWA Congress and Exhibition. Right is Hon. Maria Mutagamba, the Minister of Water and Environment.



Pictorial...



The Ndere Troupe entertains delegates with African traditional dances – during the opening plenary of the 15th International AfWA Congress and Exhibition.



Delegates from across the globe listen to deliberations during the 15th International AfWA Congress and Exhibition.

Pictorial...

Some of the branding (banner) of the 2010 Congress at the entrance of the Commonwealth Resort Munyonyo.



Press Conferences during the deliberations of the 15th International AfWA Congress and Exhibition. Left photo – left to right: Hon. Maria Mutagamba (Minister of Water and Environment) and Dr. Anna Tibaijuka (Executive Director, UN-Habitat). Right photo – left to right: Mr. Ganyana Miir (Vice Chairperson, NWSC Board), Hon. Jessica Eriyo (Minister of State for Environment), Mrs. Christine N. Kasirye (NWSC Board Chairperson) and Dr. William T. Muhairwe (MD–NWSC and Congress Director).



Some VIP Congress keynote speakers hold a press conference after the opening plenary session – 15th March 2010. Left photo – left to right: Prof. Wangari M. Maathai (2004 Nobel Peace Prize Laureate), Dr. Jamal Saghir (Director – Energy, Transport and Water, The World Bank). Right photo – left to right: Mr. Sering B. O. Jallow (Manager, OWAS, AWF, AfDB), Mr. Mamadou Dia (AfWA President), Dr. William T. Muhairwe (MD–NWSC and Congress Director).

Pictorial...

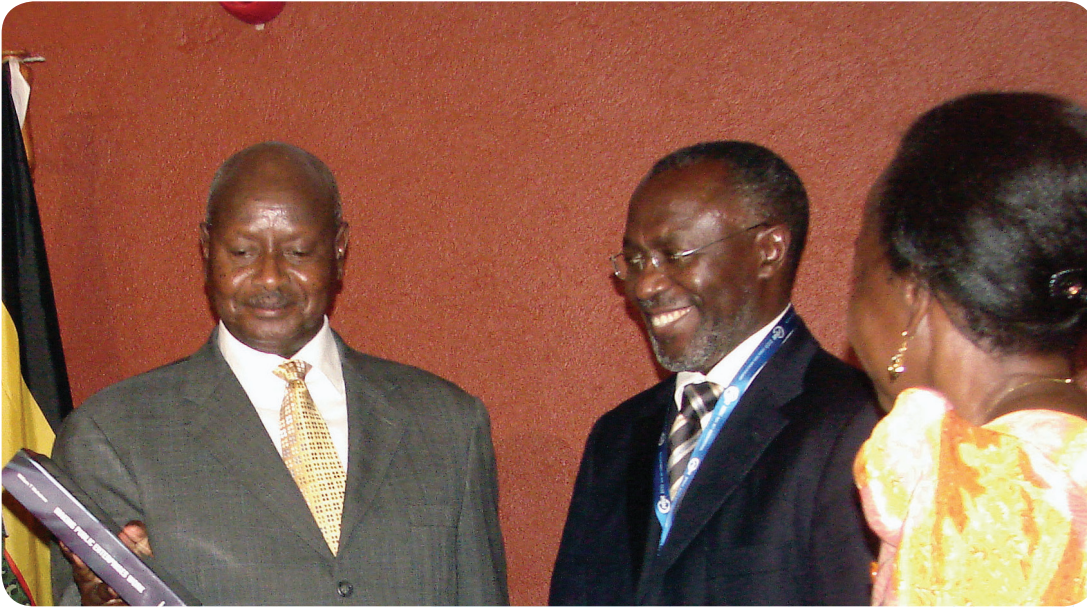


Left photo – Louis Boorstin, Deputy Director of the Bill & Melinda Gates Foundation delivers a keynote address during a plenary session.
Right photo – Delegates attend one of the numerous breakaway sessions of the 15th International AfWA Congress and Exhibition.



Left photo – Dr. William T. Muhairwe, MD – NWSC (right) and author of the book titled, "Making Public Enterprises Work, From Despair to Promise: A Turnaround Account" discusses the dossier content during a press conference while Hon. Hillary Onek, Minister of Energy looks on.
Right photo – The author autographs a copy of the book at NWSC's exhibition booth.

NWSC 15th International AfWA Congress and Exhibition Pictorial



H. E. The President of the Republic of Uganda, Yoweri K. Museveni (2nd left) launches the book titled, "Making Public Enterprises Work, From Despair to Promise: A Turnaround Account" authored by Dr. William T. Muhairwe (2nd right) the opening plenary of the 15th International AfWA Congress and Exhibition. Extreme right is Hon. Maria Mutagamba, the Minister of Water and Environment



The Congress closing dinner – sponsored by MTN Uganda. Left photo – (left to right) Ms. Halima S. Besisira (Corporate Affairs Manager, MTN), Hon. Hillary Onek (Minister of Energy) and Mr. Themba Khumalo (Managing Director, MTN).



Congress Exhibition area: The NWSC booth. Left photo – Dr. William T. Muhairwe, MD–NWSC chats with Dr. Eng. Silver Mugisha, Chief Manager – Institutional Development and External Services, in front of the NWSC booth. Right photo – Booth attendants.



Congress Exhibition: The APATOR and Sainte-Lizaigne booths



Congress Exhibition: The Siemens and PAM Saint Gobain booths



Congress Exhibition: The SODECI/SDE and Gentex Enterprises Ltd booths



NWSC Explores Bill Payments using Mobile Technology

by George Okol and Sarah Rowell

The National Water and Sewerage Corporation (NWSC) is always searching for innovative ways to serve its customers better. NWSC is currently exploring the option of using mobile phones for paying water bills. Mobile phones are one of the key emerging communication technologies, whose utilization is highly expansive among customers. Apart from direct telephone communication, the devices are emerging popular tools for transmitting messages and transacting cash payments. This medium of cash transactions – if well exploited by the NWSC – can enable it achieve excellent customer service delivery.

The method of application is elegant and simple: NWSC will create a water top-up/scratch card, similar to the ones that people buy everyday to top-up their mobile phone credits. Customers will then be required to buy these top-up cards – from a range of denominations – from the numerous retail outlets across the nation. Customers will then send a simple SMS message containing the unique number in the top-up card along with their customer reference number to a gazetted NWSC phone number. This information will then be automatically uploaded onto an NWSC database. Thereafter, the customers' accounts will be updated and they will instantly receive an e-receipt to confirm the executed transaction.

There are a number of tangible benefits associated with this highly convenient innovation. First and foremost, the customers won't need bills (hard copies) to transact, provided they know their account reference numbers. Secondly, the top-up exercise will be 24-hour operational. Thirdly, it won't require our esteemed customers to be in specific places to transact, customers will be free to top-up from anywhere – provided there is adequate mobile network coverage. Fourthly, instead of travelling all the way to the NWSC pay-points, customers will buy top-up cards when buying phone airtime on the streets and immediately update their water accounts. Lastly, due to its flexibility and convenience, customers will have the option of spreading their payments over the month rather than first accumulating the total billed amount. Above all, our esteemed customers will be in position to know (instantly) their outstanding balances after top-up.

With the introduction of this option, NWSC believes that customer service delivery will improve, since this will enable staff to concentrate on other customer related issues. The pay-points – more especially cash offices – will be saved from customer queues and congestion, implying that customers with other pressing issues will be handled faster. Cash input errors will be eliminated – thus providing improved data integrity – and most importantly, this will lighten the load of arrears follow up.

Being in the global technological era, any innovation that will enable NWSC serve her esteemed customers better should be embraced.

Sarah Rowell is a guest writer and CEO of Simba Telecom – Uganda.

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Our mission - to keep the water flowing.

Any ideas, views or comments?
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National Water & Sewerage Corporation
Plot 39, Jinja Road, Kampala. P.O. Box 7053 Kampala, Uganda
Tel: +256 414 315 138 Fax: +256 414 265 929
Email: watereditorial@nwsc.co.ug Website: www.nwsc.co.ug



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NWSC's Growth in Performance: A Glance at 6-Year Achievements

by Peter R Twesigye

Over the years the National Water and Sewerage Corporation (NWSC) has registered grand achievements. In a bid to avoid complacency, NWSC has put in place strategies to sustain and enhance its performance towards service delivery. This dossier briefly echoes some of the registered achievements, plus the planned activities to ensure sustainability.

Growth in Service Coverage

Service coverage is a key indicator reflecting the extent of customer access to our supply services i.e., the number of people connected to the services. Prima facie, the NWSC is mandated to operate and provide water and sanitation services in urban areas under her jurisdiction. However, due to the growing demand for water resulting from the increased rate of urbanization, NWSC's service coverage now transcends municipal boundaries. In the past six (6) years, network coverage has increased by 10 %. The Kampala Water services have been extended to Nansana, Kajjansi (on Entebbe road), and some parts of Wakiso district. This depicts deep commitment NWSC has to serve the Ugandan people.

Water Supply Reliability – Kampala

In the same spirit of ensuring that every customer has access to sufficient water, the Corporation has undertaken various interventions to reduce intermittent supply. Some of the interventions to increase water supply in areas dubbed "dry zones" include:

- Jinja road mains reinforcement. The project consisted of 6 kms of uPVC DN 300 PN 10 reinforcement from Lugogo to Kireka.
- Naguru–Ntinda mains reinforcement which consisted of 2 kms with uPVC DN 300 PN 10 pipes to boost pressure in Ntinda, Najjera, Kyaliwajala and Namugongo.
- Mulago round–about to boost water supply to areas along Bombo road (Kawempe, Ttula, Kawanda, etc).

- Kisasi–Kulambiro, 2 kms of uPVC DN 100 PN 10.
- A parallel line of uPVC DN 150 PN 10 was laid to increase water supply from Nakulabye to Nansana.
- Nakinyuguzi–Kyamula mains reinforcement – 2 kms of uPVC DN 150 PN 10 to increase water supply in Kyamula and surrounding areas.

In the medium to long term, plans are underway to implement the Kampala Network reticulation project, so as to greatly improve supply in the greater Kampala and surrounding regions. This will be followed by the construction of a water treatment plant on the shores of Lake Victoria in Katosi (Mukono District) to meet the ever growing water demand.

Response to Customer Complaints and Customer Care

Management attaches great importance to customer delight – beyond satisfaction. Without doubt, the customer is the reason NWSC exists. Recently, Management introduced the water raving fan concept aimed at providing excellent service provision and customer care beyond satisfaction. Furthermore, a new Customer Charter was published, clearly stipulating the service level standards – in a bid to further delight our esteemed customers. Area monitoring, supervision – with special emphasis on customer relations, and training of the staff in customer care and management skills – have been undertaken. The undertaken trainings include, among others:

- Customer Relationship Management
- Brand Maintenance and Customer Retention
- Communication Skills
- Mediation and Customer Complaint Resolution
- New Trends in Debt Management
- Marketing skills
- Customer Centeredness
- Risk based audits, etc

The African Water Academy

The NWSC continues to become a vanguard of excellence in the region. In a bid to foster research, capacity building and south to south collabora-

tion with other water utilities, the NWSC – under the auspice of the African Water Association (AfWA) – has constructed a Water Academy which will host regional trainings in WATSAN utility management international best practices, and will be a center of excellence for capacity building. The Academy was officially inauguration at the 15th International AfWA Congress and Exhibition held in Kampala, at Commonwealth Resort Munyonyo (15th – 18th March 2010). The first training on utility management was carried out at the facility – in collaboration with the World bank Institute (WBI).

Urban Poor Initiatives

In a bid to extend our services to the urban poor – corporate social responsibility – the NWSC has undertaken a number of projects to facilitate improved access to water and sanitation. In the past seven years, 2847 public stand posts have so far been erected in these informal settlements, plus improved public toilets.

Growth in New Connections

The increase in new connections reflects a growing customer base and demand. Over the years, the number of new connections has grown. This is partly due to the simplified New Connection Policy (NCP) and growing populations in urban centers where NWSC operates. The NWSC instituted the NCP to minimize bureaucracies in service delivery. However, it should be noted that the Corporation, despite the growing customer base will align demand with available resources to ensure appropriate and stable water supply.

Gaba and Jinja Offshore Pipeline Projects

In March 2009, NWSC commenced the construction of extending raw water intakes at Gaba and Jinja. The projects are a stop gap measure to negate the effects of immense pollution in the lake, and the effects of dropping lake levels. The intervention is to circumvent these challenges and to ensure continuous good quality raw water abstraction and stable water supply at all times. The projects are co-financed by the AFD/ KfW and NWSC.

Entebbe Water Supply and Sanitation Project

The Entebbe Water Supply and Sanitation Project was aimed at expanding water and sewerage systems in Entebbe. The project was completed and commissioned by His Excellency, The President of Uganda, Yoweri Kaguta Museveni, in September 2009. The project has resulted in a threefold expansion of water supply and sewerage systems in Entebbe town and the Entebbe –Kajjansi corridor. This will serve the target population up to 2020, with a total water supply output of 20,000 m3 per day. Without doubt, this milestone depicts the great commitment NWSC has to ensuring that people have access to clean and affordable water.

Kampala Sanitation Master Plan

The Master Plan aims at: (i) reduction of anthropogenic pollution of Lake Victoria in the vicinity of the Kampala urban areas, (ii) improvement of the living and sanitary conditions of the population living within the Nakivubo catchment in Kampala, and (iii) improved wastewater management. The program will result in (i) decreased pollution and nutrient discharge into the Inner Murchison Bay of Lake Victoria, (ii) improved collection and treatment efficiency of the waterborne sewerage system, (iii) improved disposal and treatment of septic tank sludge. Also, this will demonstrate ways for a cost effective, hygienic and environmentally friendly collection, haulage and disposal of pit latrine sludge. The project entails construction of faecal sludge treatment plants (FSTP) in Lubigi, Nalukolongo and the rehabilitation of the Bugolobi sewage treatment works. Funding for the project has been secured by KfW (Euros € 6 Million), European Union Water Facility (Euros € 6.995 Million) and NWSC/GoU (Euros € 1.0 Million). The procurement of civil works contracts is underway.

In conclusion, despite the existing challenges, it is imperative that we recognize the tremendous achievements that NWSC has registered and wish to thank our esteemed customers for their support. Also, I commend the staff for tireless efforts in ensuring that our customers are delightedly served. The NWSC will continue striving “To be One of the Leading Water Utilities in the World.”

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Areas Performance Score Card, October– December 2009

by Beat Nabacwa and Mahmood Lutaaya

Area		October Performance				November Performance				December Performance			
		NRW	WR	COM (‘000 US\$)	Incentive Earned (‘000’ US\$)	NRW	WR	COM (‘000’ US\$)	Incentive Earned (‘000’ US\$)	NRW	WR	COM (‘000’ US\$)	Incentive Earned (‘000’ US\$)
Kampala	Actual	24.9	38.1	328,863	10,553	40.3	47.7	4,028,705	140,786	41.0	46.7	4,455,656	130,852
	Target	39	48	3,522,000	650,209	39	48	3,522,000	650,209	39	48	3,522,000	650,209
Jinja	Actual	24.9	38.1	328,863	10,553	26.6	40.4	334,187	10,551	30.9	41.2	439,685	15,670
	Target	19	40.2	495,269	121,989	19	40.2	495,269	121,989	19	40.2	495,269	121,989
Entebbe	Actual	16.8	36.9	223,456	0	17.4	36.8	252,431	7,042	17.0	36.8	210,815	0
	Target	14	42.5	331,674	113,949	14	42.5	331,674	113,949	14	42.5	331,674	113,949
Mbale	Actual	7.5	56.8	123,587	12,717	7.7	56.9	104,085	8,237	8.3	66.0	105,647	5,735
	Target	5	53.9	151,904	73,015	5	53.9	151,904	73,015	5	53.9	151,904	73,015
Mbarara	Actual	15.5	52.9	142,808	0	16.6	53.9	128,638	0	16.2	55.8	148,719	0
	Target	13	42.7	240,053	102,946	13	42.7	240,053	102,946	13	42.7	240,053	102,946
Masaka	Actual	23.9	59.1	56,422	2,043	27.9	64.5	50,500	0	27.6	62.8	57,680	1,959
	Target	15	61	96,358	74,007	15	61	96,358	74,007	15	61	96,358	74,007
Tororo	Actual	8.0	91.0	12,397	0	8.0	65.2	23,234	0	8.1	79.4	30,796	1,150
	Target	8	67.5	63,647	26,770	8	67.5	63,647	26,770	8	67.5	63,647	26,770
Soroti	Actual	13.4	72.6	33,180	5,804	14.1	67.9	36,533	8,196	25.1	79.0	31,094	2,735
	Target	16	66.9	42,602	32,320	16	66.9	42,602	32,320	16	66.9	42,602	32,320
Arua	Actual	9.7	77.5	13,895	0	12.9	77.8	15,641	0	13.6	85.3	19,593	0
	Target	6	60.4	52,199	28,863	6	60.4	52,199	28,863	6	60.4	52,199	28,863
Gulu	Actual	9.0	49.0	48,278	0	9.4	51.9	73,411	2,945	10.0	48.0	104,252	5,900
	Target												



Area	October Performance					November Performance					December Performance				
	NRW	WR	COM ('000 UShs)	Incentive Earned ('000' UShs)		NRW	WR	COM ('000' UShs)	Incentive Earned ('000' UShs)		NRW	WR	COM ('000' UShs)	Incentive Earned ('000' UShs)	
Bushenyi	Target	8	51.8	94,371	54,336	8	51.8	94,371	54,336	8	51.8	94,371	54,336		
	Actual	23.6	131.5	-12,480	0	20.4	121.2	-10,395	0	23.2	122.2	-6,357	463		
Kabale	Target	17	88.4	6,713	34,823	17	88.4	6,713	34,823	17	88.4	6,713	34,823		
	Actual	11.2	74.7	25,059	2,322	8.8	73.9	28,144	3,982	10.7	79.0	18,613	353		
Lira	Target	7	74.4	37,026	28,938	7	74.4	37,026	28,938	7	74.4	37,026	28,938		
	Actual	10.0	71.9	39,839	1,089	9.5	66.0	69,877	5,177	9.5	67.5	84,906	9,448		
Fort Portal	Target	8	62.2	61,523	35,952	8	62.2	61,523	35,952	8	62.2	61,523	35,952		
	Actual	18.2	69.2	37,805	1,182	21.7	75.3	31,514	855	21.4	76.3	35,351	907		
Kasese	Target	11	60.2	65,581	44,418	11	60.2	65,581	44,418	11	60.2	65,581	44,418		
	Actual	21.6	64.7	24,422	0	18.9	65.2	28,332	0	23.1	58.3	37,447	357		
Hoima	Target	17	53.1	33,076	22,677	17	53.1	33,076	22,677	17	53.1	33,076	22,677		
	Actual	15.4	85.6	5,918	868	15.9	108.8	-6,649	0	16.1	87.1	12,572	1,933		
Lugazi	Target	13	74.7	19,723	18,325	13	74.7	19,723	18,325	13	74.7	19,723	18,325		
	Actual	29.2	126.0	-5,053	0	26.9	110.8	-3,422	0	29.1	108.4	-20	0		
Masindi	Target	22	57.9	14,403	12,817	22	57.9	14,403	12,817	22	57.9	14,403	12,817		
	Actual	11.2	79.6	827	0	7.2	81.5	9,413	832	10.7	89.6	24,236	1,673		
Mubende	Target	9	57.7	53,360	26,947	9	57.7	53,360	26,947	9	57.7	53,360	26,947		
	Actual	18.5	85.9	-5,490	0	20.6	93.5	-9,038	0	23.0	93.1	-11,823	0		
Iganga	Target	13	88.3	13,406	18,116	13	88.3	13,406	18,116	13	88.3	13,406	18,116		
	Actual	18.5	61.2	12,239	0	17.1	67.5	13,113	0	16.7	66.8	10,067	0		
Target	10.0	44.0	36,935	19,175	19,175	10.0	44.0	36,935	19,175	10.0	44.0	36,935	19,175		
NRW – Non-revenue water, WR – Working ratio, COM – Cash operating margin, UShs – Uganda Shillings															



October 2009 Performance

Non Revenue Water (NRW):

The October 2009 performance indicates that only two Areas succeeded in achieving their NRW targets. These were Tororo, and Soroti. The rest fell short of their targets.

Working Ratio (WR):

Six Areas were able to achieve their Working ratio targets. These include: Kampala, Jinja, Entebbe, Masaka, Gulu and Mubende.

Cash Operating Margin (COM): With regard to cash operating margin, all Areas were unable to achieve their cash operating margin targets.

Incentives Earned:

Only nine Areas were able to earn some incentives during the month of October 2009. These included: Kampala, Jinja, Mbale, Masaka, Soroti, Kabale, Lira, Fortportal, and Hoima.

November 2009 Performance

Non Revenue Water (NRW):

During the month of November 2009, only Tororo, Soroti and Masindi succeeded in attaining their NRW targets. Other Areas fell short of their targets.

Working Ratio (WR):

Kampala, Entebbe, Tororo and Kabale are the Areas that achieved their working ratio targets. The other Areas fell short of their targets.

Cash Operating Margin (COM): With the exception of Lira, all Areas were unable to achieve their cash operating margin targets for the month.

Incentives Earned:

Nine Areas managed to receive substantial incentives during the month of November 2009, with Jinja earning the highest incentive of US\$10 million among other Areas.

December 2009 Performance

Non Revenue Water (NRW):

The performance for September 2009 indicates that all Areas fell short of their targets.

Working Ratio (WR):

Only Kampala, Entebbe and Gulu achieved their working ratio targets. The rest fell short.

Cash Operating Margin (COM):

All Areas with the exception of Kampala, Kasese and Lira fell short of their cash operating margin target during this month.

Incentives Earned:

Most Areas managed to receive substantial incentives during the month of December 2009.

Areas Performance Score Card, January – March 2010

by Beat Nabacwa and Mahmood Lutaaya

Area		January Performance				February Performance				March Performance			
		NRW	WR	COM (‘000 UShs)	Incentive Earned (‘000* UShs)	NRW	WR	COM (‘000* UShs)	Incentive Earned (‘000* UShs)	NRW	WR	COM (‘000* UShs)	Incentive Earned (‘000* UShs)
Kampala	Actual	41.9	61.5	2,920,862	92,251	41.7	60.0	2,918,625	92,695	41.8	59.0	2,864,576	74,462
	Target	39	48	3,522,000	650,209	39	48	3,522,000	650,209	39	48	3,522,000	650,209
Jinja	Actual	29.2	44.9	463,534	12,671	27.3	48.5	445,819	16,032	22.8	49.0	247,297	0
	Target	19	40.2	495,269	121,989	19	40.2	495,269	121,989	19	40.2	495,269	121,989
Entebbe	Actual	17.3	33.8	287,630	12,965	17.6	33.6	264,830	10,163	15.3	34.3	345,620	18,022
	Target	14	42.5	331,674	113,949	14	42.5	331,674	113,949	14	42.5	331,674	113,949
Mbale	Actual	9.2	75.1	96,351	5,205	9.0	72.3	100,196	5,745	8.7	65.5	68,125	0
	Target	5	53.9	151,904	73,015	5	53.9	151,904	73,015	5	53.9	151,904	73,015
Mbarara	Actual	16.4	55.2	159,648	0	16.8	57.5	128,991	0	16.5	54.8	116,277	0
	Target	13	42.7	240,053	102,946	13	42.7	240,053	102,946	13	42.7	240,053	102,946
Masaka	Actual	25.9	62.2	104,456	1,680	24.1	70.2	100,485	1,623	22.7	72.7	67,102	1,831
	Target	15	61	96,358	74,007	15	61	96,358	74,007	15	61	96,358	74,007
Tororo	Actual	8.1	84.4	30,701	1,228	8.3	81.7	24,632	0	8.1	76.6	31,602	1,482
	Target	8	67.5	63,647	26,770	8	67.5	63,647	26,770	8	67.5	63,647	26,770
Soroti	Actual	16.6	81.9	20,856	1,017	15.3	72.7	27,670	3,670	14.2	70.0	22,748	1,957
	Target	16	66.9	42,602	32,320	16	66.9	42,602	32,320	16	66.9	42,602	32,320
Arua	Actual	15.6	81.2	7,450	0	14.7	76.4	7,922	0	12.4	72.7	20,913	0
	Target	6	60.4	52,199	28,863	6	60.4	52,199	28,863	6	60.4	52,199	28,863
Gulu	Actual	8.9	61.5	90,877	2,629	6.9	72.5	87,817	4,297	5.4	77.0	38,725	0
	Target												

Area		January Performance				February Performance				March Performance			
		NRW	WR	COM (‘000’ UShs)	Incentive Earned (‘000’ UShs)	NRW	WR	COM (‘000’ UShs)	Incentive Earned (‘000’ UShs)	NRW	WR	COM (‘000’ UShs)	Incentive Earned (‘000’ UShs)
Bushenyi	Target	8	51.8	94,371	54,336	8	51.8	94,371	54,336	8	51.8	94,371	54,336
	Actual	19.5	128.3	-7,630	0	17.6	131.5	-8,211	0	15.6	124.4	-10,589	0
	Target	17	88.4	6,713	34,823	17	88.4	6,713	34,823	17	88.4	6,713	34,823
Kabale	Actual	9.1	82.0	22,485	933	8.1	91.2	15,785	0	7.8	86.5	19,039	648
	Target	7	74.4	37,026	28,938	7	74.4	37,026	28,938	7	74.4	37,026	28,938
Lira	Actual	10.7	70.8	40,260	1,469	11.2	70.3	58,205	4,111	9.4	64.9	65,783	5,270
	Target	8	62.2	61,523	35,952	8	62.2	61,523	35,952	8	62.2	61,523	35,952
Fort Portal	Actual	22.2	78.1	36,608	985	19.6	75.8	32,482	878	25.1	71.4	28,954	0
	Target	11	60.2	65,581	44,418	11	60.2	65,581	44,418	11	60.2	65,581	44,418
Kasese	Actual	17.7	57.6	26,992	0	16.4	62.0	24,364	0	19.0	83.0	3,369	0
	Target	17	53.1	33,076	22,677	17	53.1	33,076	22,677	17	53.1	33,076	22,677
Hoima	Actual	15.3	85.5	18,768	2,964	15.5	94.4	11,649	1,547	16.2	86.3	15,717	970
	Target	13	74.7	19,723	18,325	13	74.7	19,723	18,325	13	74.7	19,723	18,325
Lugazi	Actual	25.3	120.5	-3,001	0	21.9	129.2	-5,935	0	18.1	125.7	-7,475	0
	Target	22	57.9	14,403	12,817	22	57.9	14,403	12,817	22	57.9	14,403	12,817
Masindi	Actual	11.9	89.7	36,628	2,101	14.8	90.8	29,557	1,852	14.8	77.6	4,364	502
	Target	9	57.7	53,360	26,947	9	57.7	53,360	26,947	9	57.7	53,360	26,947
Mubende	Actual	24.1	97.9	-5,208	0	22.3	101.1	-6,420	0	22.5	100.9	-7,276	0
	Target	13	88.3	13,406	18,116	13	88.3	13,406	18,116	13	88.3	13,406	18,116
Iganga	Actual	16.0	53.6	13,372	0	17.1	53.6	6,470	0	16.7	53.6	9,830	0
	Target	10.0	44.0	36,935	19,175	10.0	44.0	36,935	19,175	10.0	44.0	36,935	19,175
NRW – Non-revenue water, WR – Working ratio, COM – Cash operating margin, UShs – Uganda Shillings													

January 2010 Performance

Non Revenue Water (NRW):	The January 2010 performance depicts that all the Areas failed to achieve their NRW targets, although four Areas were close to their targets. These were Tororo, Soroti, Gulu and Kasese.
Working Ratio (WR):	Only Entebbe was able to achieve its Working ratio target. The other Areas fell short.
Cash Operating Margin (COM):	With regard to cash operating margin, Masaka managed to achieve its cash operating margin target.
Incentives Earned:	Seven Areas were unable to earn any incentives during the month of January 2010. These included: Mbarara, Arua, Bushenyi, Kasese, Lugazi Mubende, and Iganga. The other areas earned some incentives.

February 2010 Performance

Non Revenue Water (NRW):	During the month of February 2010, Soroti, Gulu, Kasese and Lugazi succeeded in attaining their NRW targets. The rest fell short of their targets.
Working Ratio (WR):	Only Entebbe achieved its working ratio target. The other Areas fell short.
Cash Operating Margin (COM):	With the exception of Masaka, all Areas were unable to achieve their cash operating margins for the month.
Incentives Earned:	Nine Areas were unable to earn incentives during the month of February 2010. These included; Mbarara, Tororo, Arua, Bushenyi, Kabale, Kasese, Lugazi, Mubende and Iganga.

March 2010 Performance

Non Revenue Water (NRW):	The performance for March 2010 depicts that only four Areas managed to obtain their NRW targets. These included; Soroti, Gulu, Bushenyi and Lugazi.
Working Ratio WR):	Only Entebbe Area achieved its working ratio target. The others fell short.
Cash Operating Margin (COM):	All Areas with the exception of Entebbe and Lira fell short of their cash operating margin target during this month.
Incentives Earned:	Eleven Areas were unable to earn any incentives in March 2010. The other Areas – Kampala water inclusive – were able to earn some incentives.

EXTERNAL SERVICES (ES) ASSIGNMENTS - PICTORIAL

(1st Utility Management Course at the African Water Academy)

The Permanent Secretary of the Ministry of Water and Environment, Mr. David O. O. Obong (centre), together with the NWSC Board Chairperson, Mrs. Christine N. Kasirye (left) and The Minister of Water – Government of Southern Sudan (GoSS) officially open the first course of the African Water Academy at the training centre in Bugolobi. The event was organized by the NWSC External Services Unit (ESU) in collaboration with the World Bank Institute (WBI) and targeted WATSAN utilities managers across Africa (8th – 10th February 2010).



Left photo – The Minister of Water, Government of Southern Sudan (GoSS) Hon. Joseph Jakok (left) and Minister of Water and Environment, Government Uganda, Hon. Maria Mutagamba (centre) exchange signed MoUs while the Vice Chairperson of the NWSC Board, Mr. Ganyana Miiró looks on. Right photo – The MD–NWSC, Dr. William T. Muhairwe (centre) and The Permanent Secretary, Ministry of Water and Irrigation (GoSS), exchange signed MoUs, as the USAID GoSS country representative, Mr. Sam Houston looks on.



Left photo, First row – World Bank Institute (WBI) course facilitators. Right photo – A cross section of WATSAN utility managers from across Africa who attended the course on utility management best practices.

PICTORIAL...



WATSAN utility managers listen to WBI facilitators deliver knowledge products on utility management international best practices during a 3-day course (8th – 10th February 2010) organized by the NWSC External Services Unit, on behalf of the African Water Academy



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National Water & Sewerage Corporation
Plot 39, Jinja Road, Kampala. P.O. Box 7053 Kampala, Uganda
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The Water Herald
Learn from your peers.



One Body in Christ, One NWSC

by Pheona N Wall



"I will remain in the world no longer, but they are still in the world, and I am coming to you. Holy Father, protect them by the power of your name – the name you gave me – so that they may be one, as we are one" (John 17:11).

The Power of Unity

When Christ emphasized the importance of being one, His prayer in John embodied humanity's need since time began. There is great power in moving and acting in unison. As the saying goes, two heads are better than one.

At the tower of Babel we are shown how powerful man can become when truly united for a common cause. Genesis 11:6 declares, "The Lord said, 'If as one people speaking the same language they have begun to do this, then nothing they plan to do will be impossible for them.'"

World over, countries aspire to unite with others to fight common foes. But do we really properly appreciate the power of being one? What is our situation today?

The Struggle for Self Governance

The prophets foretold of a time when, "sons will dishonor their fathers, daughters will rise up against their mothers, daughters-in-law against their mothers-in-law; and that a men's enemies shall be members of their households" (Micah 7:6).

Right now the number of teens suing for emancipation from their parents is growing in great proportions, while for every passing day clans or tribes in Uganda are asking for a district.

We are a society constantly aching to break out of the boundaries of all that is familiar. The jobless want jobs, the employed want to resign, the marrieds want to be single, the single want to be married. This need for self governance has been translated into autonomy in the corporate world.

Corporate Autonomy

In implementing this, the role of management has shifted from leading, organizing, and controlling to team work, integrating, facilitating and coordinating. This works well for us as an organization because it encourages specialization and optimum use of resources. It encourages ownership of processes by those responsible which in turn increases accountability and levels of responsibility.

Autonomy or self governance is meant to motivate people by lowering the levels of supervision and decentralizing operations.

In line with modernity, every area or division of operation is autonomous. But just like the human body, we all perform different functions that are vital for the survival of the organisation. And for this to work, there has to be mutual respect among divisions and staff members for each other's roles.

Autonomy or self governance is a noble principle based on the following assumptions:

1. It motivates because staff take ownership of processes
2. Given adequate information, people will make sound and appropriate decisions
3. Responsibility breeds responsibility (a sense of purpose)
4. Risk taking with or without success is growth
5. Individuals are responsible and accountable for their actions
6. Full cooperation with other divisions and other staff members must be maintained to ensure that the organisation is a properly constituted and efficient body

To fully benefit from this concept however an organization has to ensure that the following are in place:

1. A full understanding by everyone of the Corporate vision and mission
2. Mutual respect among staff for each others' roles and responsibilities
3. Mechanisms in place to ensure intra divisional cooperation
4. Checks and balances to ensure that all staff and divisions are efficiently run

The Church

From a Christian perspective, the same principles abound. In the church, different people have different callings and each has to respect the other and aim at working together towards one common goal. As Apostle Paul depicted, the foot cannot scorn the mouth because they are all relevant in their different ways.

Christ outlines our calling as Christians in the Beatitudes on the Mount of Olives, and sums our calling in the two Greatest Commandments: 'Love the Lord your God with all your heart, with all your soul and with all your mind. And love your neighbor as yourself' (Mathew 22:37-39). He gives us a common vision and goal, while giving us free will to choose which way to go.

Throughout His life on earth, He stressed the importance of us having individual relationships with God while at the same time relating with each other.

For example, it is evident in the harmony shared by the Holy Trinity. The Father, Son and Holy Spirit are one God. However, their unity is such that at times you cannot tell the beginning of one from the end of the other. This is the perfect autonomy we as staff of National Water and Sewerage Corporation (NWSC) and members of the body of Christ, should strive to achieve.

This is the perfect example of unity and autonomy – working in perfect harmony.

The Downside

The greatest threat to full autonomy is when this is taken to the lowest levels of authority and every unit attempts to block out all others or to work in oblivion of the rest. This can be caused by shortsightedness and self centeredness. This is where a staff member forgets that she/he is part of the bigger picture and that other functions are as important as his. And that sometimes is the pathos of great organisations like ours today. In the church, we have seen the same happening. Divisions and squabbles have escalated into serious doctrinal differences and as a result we have over fifty different denominations proclaiming one Christ as savior and yet refusing to eat at the same table, because of simple doctrinal differences. How can two people walk together unless they agree?

We should not compete with each other, but rather work together toward a common goal.... And we as NWSC need to go back to the basics of unison and ensure that we get the best out of this crucial concept. Ephesians 3:6 declares, "This mystery is that through the gospel the Gentiles are heirs together with Israel, members of one body, and sharers together in the promise in Christ Jesus."



DID YOU KNOW?

by Martin Kalibbala



Wedding bouquets – held by brides – started in the middle ages when brides who did not want to shower on their dee day devised means to camouflage their body odors. They thought the fragrance of flowers, particularly rose, would do the trick. In those days, the weather was immensely cold and showering was not a priority for many.



The saying, "it's raining cats and dogs" was devised in the middle ages when many household structures were roofed with grass. During heavy down pours, the roofs tended to be soaked with water and leaked, as a result, rodents, cats and dogs which were hiding in the roofs would skid and fall off.



You possess approximately 12 billion brain cells and by the time one dies, he/she will have utilized less than forty percent. It is possible to use this capacity to acquire ten PhDs, learn forty languages and speak them fluently, master twenty professions, and so much more.

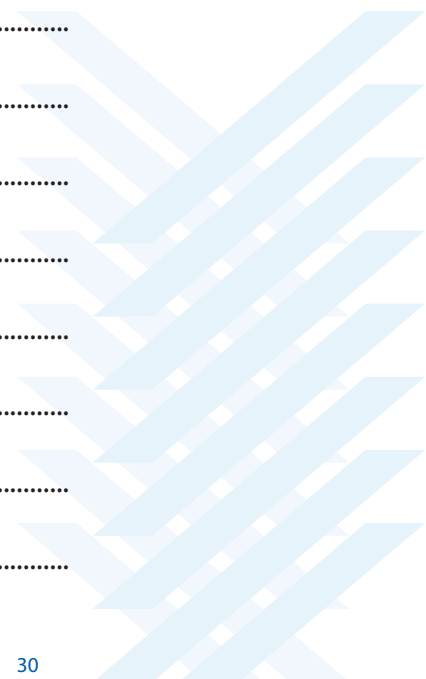
The saying, "do not throw the baby in the bath water" originated from the mannerisms of folks in the middle ages. In those days, families had large bath tabs which they filled with warm water to shower during immensely cold weather. For every shower, each family filled the bath tab and all the members showered from the same. Since society was chauvinistic, men and boys showered first, followed by women and girls and then babies. By the time babies had their turn, the water was so dirty, so much so that one would hardly know whether the water contained the siblings.

NOTE

DATE.....




DATE.....

A large, light blue watermark of the Water and Sewerage Corporation logo is centered on the page. The logo features two stylized birds flanking a central emblem that includes a water tap and a filter. Below the emblem is a banner with the text "WATER IS LIFE". The outer ring of the logo contains the text "NATIONAL WATER AND SEWERAGE CORPORATION".

NOTE

DATE.....

A large, light blue watermark of the Water and Sewerage Corporation logo is centered on the page. The logo features a central shield with a water tap and a gear, flanked by two peacocks. Below the shield is a banner with the text "WATER IS LIFE". The entire logo is encircled by the text "NATIONAL WATER AND SEWERAGE CORPORATION". The background of the page is white with horizontal dotted lines for writing. A blue and white geometric pattern is visible in the bottom left corner.





The Water Herald

Learn from your peers

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Plot 39 Jinja Road, Kampala
P.O. Box 7053 Kampala-Uganda
Tel: +256 414 315 138
Fax: +256 414 265 929
Email: watereditorial@nWSC.co.ug
Website: www.nWSC.co.ug