



# The Water Herald

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Volume 4, Special Issue 1, NWSC @ 40 YEARS

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## NWSC @ 40

40 YEARS OF CUSTOMER-CENTERED SERVICE DELIVERY



**Water is Life**  
**Sanitation is Health**

'The Customer is the reason we exist'



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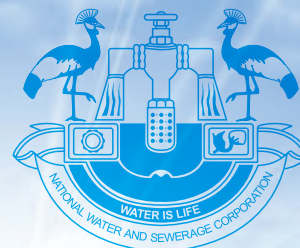
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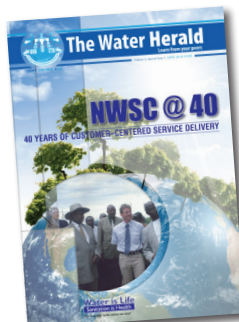
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## COVER STORY

**H.E. Yoweri K. Museveni**  
Commissioning the Gaba III  
water works project. The  
project was largely founded  
by the Germany Govern-  
ment.



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**Prof Ephraim Kamuntu**

Hon Minister of Water and Environment

## Statement in Commemoration of 40 Years of NWSC's Existence

First and foremost, I wish to congratulate the National Water and Sewerage Corporation (NWSC) on reaching 40 years since its inception in 1972 and for surviving the onslaught of the privatisation wave that saw the demise of many state-owned enterprises. This marks a major milestone in the growth of the water and sanitation sector of Uganda, and as the sector Minister, I would like to associate myself with this achievement.

Since Uganda attained independence in 1962 – the water sector has gone through an evolutionary process. In the 1960's and early 1970's, the low populations in both the urban and rural areas placed very low demand on the Country's water resources.

However, since then a multiplicity of events have defined the water and sanitation sector, which have spiralled changes, resulting in a paradigm shift in the way the sector has been managed. This multiplicity of factors included: (i) rapid growth in the population, (ii) increased rate of urbanisation, (iii) political upheavals that plagued the country in the past, (iv) increasing environmental degradation, which in turn spurred erratic climatic changes, and (v) depletion of water sources.

These factors resulted into the need to match the provision of water and sanitation services to the changing environment. For example, the increasing population – which now stands at about 34 million people, compared to about 6 million in the 60's – has put increased pressure on water resources, infrastructure, the environment and resulted into increased pockets of slums. The political upheavals affected the basic infrastructure.

Therefore, as we commemorate the 40 years of NWSC's existence, all these factors come into play. Indeed, with the advent of the NRM Government in 1986, the Government's 10-Point Programme was aimed at reversing the moribund state of affairs that prevailed

in the country. Emphasis was placed on key sectors of the economy with the water and sanitation sector taken as one of the priority areas. Furthermore, a number of reforms were undertaken – including the decentralisation and reformed management of the sector – as well as the involvement of the private sector in service delivery.

It is important to mention that NWSC was a beneficiary of significant investment support from the Government and multi-lateral donor agencies, amounting to over USD \$ 100 million during the late 80's and 90's.

I laud the Corporation for the commercialisation and internal reform programmes that were carried out during the decade 2000–2010. Indeed, the outputs of these were evident by the growth in operational and financial performance. For example, there was a quadrupling of the Corporation's customer base and a sustained posting of operating profits – after depreciation.

I am happy to note that NWSC has aligned its current and futuristic aspirations with the National Development Plan, and the NRM Manifesto. As we look further ahead as a sector, I wish to urge the Board and Management of the Corporation to focus on the Government's 2040 Vision of **“transforming the Ugandan society from a peasant to a modern and prosperous country.”** This 2040 vision is underlined with the theme “accelerating Uganda's socioeconomic transformation”, and is underpinned by Ugandans' desire to have world class infrastructural services including clean, affordable and reliable water sources, among other services.

It is Government's commitment to ensure that the water coverage across the country is 100 %, with per capita consumption increasing from 70 litres to 1,600 litres per day. Government's objective is to ensure that the water resources are efficiently utilised and all steps are taken to effectively harness water (including rain water harvesting) for human and economic development purposes. Furthermore, Government plans to: (i) construct and extend piped water systems to support domestic water consumption, (ii) water for industrial use, and (iii) urban development.

This background to the 2040 Vision is to underscore the role that NWSC is expected to play in achieving it. It is expected that the Corporation's mandate will expand to cover a larger jurisdiction of urban centres, so as to ensure harmonised service coverage growth in most urban centres of Uganda. In this regard, the towns of: Mityana, Kisoro, Nebbi, and Kitgum are due to be handed over to the Corporation in the Financial Year 2013–2014. This is just the beginning of a new phase of service expansion for NWSC.

One key strategy that should be followed is the integration of the water supply systems of the larger urban centres with the surrounding rural growth centres, so as ensure increased coverage.

I wish to conclude by once again congratulating NWSC for attaining 40 years of customer-centred service delivery, and call on the Corporation to spearhead the crusade to effectively harness the opportunities presented by water resources to accelerate the socio-economic transformation of the Ugandan society.





**Hon Betty Bigombe**

Minister of State for Water

## FOREWORD – BRAVO NWSC

Firstly, I would like to thank the management and staff of NWSC who have – over the last 40 years – contributed to its growth and development. I congratulate you upon reaching 40 years of existence!

We as a Ministry recognise the growth in the NWSC operations from 3 towns in 1972 to the current 23 urban centres covering a population of 3.4 million and serving 2.6 million (77 % coverage). We appreciate and hail the operational and financial achievements registered over the years, which have enabled NWSC to ensure growth in connections, water supply and a number of other efficiency gains such as a reduction of water losses. In tandem, this has been matched by financial gains as incomes have continued to grow thereby ensuring that all O&M costs, plus minor investments are adequately covered.

Secondly, we in a special way recognise the customer care achievements realised over the years in which the Corporation's interface with customers has greatly been improved with the adoption of the e-water technologies.

As we recognise these accomplishments of NWSC, there is great need to address the following issues which will go a long way to raising the profile of the Corporation. These include:

(i) Expansion of service coverage beyond the current 23 towns, in order to ensure that other urban centres enjoy the benefits of innovation and operational efficiencies currently exhibited by the Corporation. This would also ensure that the increasing populations in the urban centres will also have access to better services.

(ii) Address the dry zones, i.e. areas with no water or intermittent supply especially in some parts of Kampala. Cognisance is made of the Kampala Water-Lake Victoria WATSAN Project due to commence in 2013/14 which will

extensively address this predicament through the construction of the new water works at Katosi and the network rationalisation component. We in the Ministry will continue to provide all the policy support to ensure that the project is implemented in time.

(ii) Curb the relatively high non-revenue Water especially in Kampala (39.2 %) which deprives the Corporation of significant resources. Again, I recognise all the efforts the Corporation is doing to address this predicament for example through the replacement of old sections of the pipe network, the introduction of District Metered Areas (DMAs), continuous monitoring of illegal use activities and we look forward to improved technologies to handle this issue.

(iv) Expansion of sewerage service coverage (which currently stands at 6.4 %) to negate the pollution of ground water sources. On this note, we urge NWSC management to ensure timely implementation of the Kampala Sanitation Master Plan with the construction of sewage treatment plants in Lubigi, Nakivubo and Kinawataka.

This will raise the sewerage coverage within Metropolitan Kampala to about 15 % by 2020, and forestall the discharge of industrial waste directly into Lake Victoria.

The Ministry will continue to supporting the extension of affordable water and sewerage services to the Urban poor in informal settlements to improve their livelihoods. As you are aware, this will add to the productivity and output of our people.

As a continued strategy, the Ministry will support the building of managerial capacity of the Young Water Professionals (YWP) – a body affiliated to the African Water Association – so as to ensure the development and sustainability – through the nurturing of fresh manpower – of the water sector. We recognise the contribution of YWPs in NWSC who have on various occasions supported the Corporation in environmental conservation practices like tree planting, and peer to peer networking with regional utilities. As a ministry, we pledge our continued support to the YWPs, as a pillar for the development and sustainability of water services management.

I wish to also take this opportunity to extend my gratitude to the various development partners who have over the last 40 years continued to offer technical and financial support to the development of the water sector. The Government of Uganda greatly values your support.

In conclusion therefore, the Ministry of Water and Environment will continue to support the Corporation in its endeavors to become “a leading water utility in the world” and serving its customers better. Aluta continua!



1. **WATER USAGE TIPS** – Check faucets and pipes for leaks. A small drip from a worn faucet washer can waste 20 gallons of water per day. Larger leaks can waste hundreds of gallons.
2. Don't use the toilet as an ashtray or wastebasket. Every time you flush a cigarette butt, facial tissue or other small bit of trash, five to seven gallons of water is wasted.





**Mr David O O Obong**

Permanent Secretary (PS) – MoWE

## Q&A—Permanent Secretary

### Ministry of Water and Environment (MoWE)

#### Question (Q). Please kindly give a brief about yourself

Answer (A). I have a bachelor's degree, BA (Hons) Social Sciences of Makerere University, Masters degree in Business Administration from ESAMI, Masters of Social Sciences (Development Administration) from Birmingham University, several certificate studies in Decentralization, Leadership in Development in USA (Harvard University) and Denmark. I worked as a consultant in decentralization program in Namibia until 1998 when I returned and was appointed as Permanent Secretary in the Ministry of Agriculture, Animal Industry and Fisheries. I joined the Ministry of Water and Environment in March 2007 as Permanent Secretary and started interfacing with National Water and Sewerage Corporation (NWSC) in my official capacity.

As the Permanent Secretary for Ministry of Water and Environment, I am mandated, among others, to provide guidance/advice to the semi-autonomous agencies that fall under the jurisdiction of the Water and Environment Sector, including National Water and Sewerage Corporation. This is a constitutional mandate that has to be discharged without fear or favour.

#### Q. How has NWSC faced the challenge fulfilling its mandate since its formation in 1972?

A. In the context of the NWSC Act CAP 317, the functions of the Corporation are very clear. In order to understand the challenges that NWSC faces, the starting point should be in the identification of the product of NWSC, for example, provision of clean and safe water, access of which is a human right and yet some people cannot afford. NWSC has to balance the challenge of operating as a commercial entity with the need for a human face in ensuring that the poor, especially the urban poor, are able to access clean and safe water. Water tariff is not full-cost recovery. Furthermore, NWSC faces the challenge of government institutions that do not want to pay their water bills in time and illegal connections practiced by private institutions and in-

dividuals. Besides provision of clean and safe water, there is the issue of sanitation. Sewerage services are still a bigger challenge to NWSC due to investment costs and terrain (like hilly Kampala). Notwithstanding the above challenges, I appreciate the good services NWSC is rendering to Ugandans and the outside world. I appreciate the good work that NWSC has done through the External Services Unit, which has been extended to other countries.

#### Q. What message do you have for NWSC customers?

A. I have been a customer of NWSC since 1978 when I started to live on my own. I have always met my obligation of paying my water bills promptly. I have enjoyed the services very much and supported NWSC in my individual capacity. Customers should appreciate the fact that water is life and that water tariff is subsidized. Customers should take the responsibility of supporting NWSC in such areas as: (i) Reporting bursts and leakages (I always call the MD whenever I see a leak on the roads), (ii) Avoiding illegal connections, (iii) Treating NWSC infrastructure as if it was their own, and (iv) Appreciating the good customer care services that NWSC gives to them and put to use innovations by NWSC like the toll-free line, Call Centre, e-payment, on-spot billing, etc.

#### Q. Message to NWSC Management and staff

A. NWSC staff should remain focused and maintain quality services to the customers. The Staff should maintain team work at all times. Management should motivate staff, providing good leadership and strategic guidance.

#### Q. How do you see NWSC in future?

A. NWSC has better opportunities in future, like quality services in terms of water and sewerage services. There is debate about NWSC partnering with the private sector. It is uncalled for as NWSC can manage on its own. NWSC should plan ahead and put more effort on the sewerage services. For example, NWSC should interface with Ministry of Lands, Housing and Urban Development to plan for the sewerage systems in the towns, especially the new ones.



3. Check your toilets for leaks. Put a little food coloring in your toilet tank. If, without flushing, the color begins to appear in the bowl within 30 minutes, you have a leak that should be repaired immediately. Most replacement parts are inexpensive and easy to install.





**Eng Alex Gisagara**

Ag Managing Director–NWSC

## *Managing Director's Desk*

# NWSC@40 Years

## *Past, Present and Future*

Water is vital for sustaining life, promoting development, and maintaining the environment and natural habitat for mankind's existence, among others. Provision of safe water supply and sanitation services, their proper management and utilization, are necessary conditions for good health, economic development, and are vital for the welfare of society. It was in view of this that, over the last 40 years, the Government of Uganda (GoU) chose to focus on the water and sanitation sector – within the main urban centres, under the jurisdiction of the National Water and Sewerage Corporation (NWSC) – as one of the core priority areas.

Operating within the auspices of the Ministry of Water and Environment (MoWE), the NWSC has been at the forefront of providing water supply and sewerage services in urban centres and towns under its jurisdiction. The Corporation's contribution to Uganda's economy can be partly attested in the growing customer base of which about 80 % are domestic, while the rest are industrial and commercial. This has immensely contributed to the country's impressive GDP growth performance, thereby augmenting the poverty reduction efforts of Government, among others.

As the Corporation celebrates 40 years of existence, 50 years of Uganda's independence, and 25 years of the NRM governance – a self reflection, focusing on her overall contribution to the country's water sector – and in particular, the current government is indeed invaluable.

### **NWSC Profile, Vision, and Mission**

NWSC is a public utility company, whose mandate as defined in the NWSC Act, Section 5(1), is to operate and provide water and sewerage services in areas entrusted to it on a sound commercial and viable basis. The NWSC operations have expanded from 3 towns in 1972 to the current 23 urban centres viz: Kampala, Mukono, Jinja, Lugazi, Entebbe/Kajjansi, Tororo/Malaba, Iganga Mbale, Masaka, Mbarara, Gulu, Lira, Fort-Portal, Kasese, Kabale, Bushenyi/Ishaka, Soroti/Kaberamaido/Amuria, Arua, Hoima, Masindi, and Mubende. Over the years, the Corporation has implemented a number of performance enhancement programmes which have resulted into a turnaround in the performance of the Corporation.

The vision of NWSC is "To be the leading water utility in the world." The Corporate mission is "To provide efficient and cost effective water and sewerage services applying innovative managerial solutions to the delight of our customers."

### **Long Winding Journey from Infancy**

A study conducted in the late 1960's recommended corporatised national models as the most efficient option for service delivery in Uganda. Following this study, NWSC was established in 1972 under a government decree, and charged with the responsibility of delivering water supply and sewerage services in the large urban centres of Kampala, Jinja, and Entebbe.

Despite the urgent need to institutionalise and operationalise water supply and sewerage services at the time, these efforts were hitched by the prevailing political and economic turmoil. As such, the period from 1972 to 1986 was characterised by frequent infrastructure breakdowns, poor payment culture, weak human resource capacity, and heavy dependence on government subsidies, with hardly any performance measurement systems in place. This resulted into unparalleled infrastructure delapidation.

With the advent of the NRM Government, there were deliberate efforts to improve water supply and sanitation services country wide. This was augmented by the Government's wooing back of technical capacity and the restoration of donor confidence, among others. In the same light, in the period 1986 to 1992, the Government of Uganda, through the Directorate of Water Development and the Corporation embarked on a massive infrastructure rehabilitation and system expansion programme. This saw the towns of Masaka, Tororo, Mbale and Mbarara rehabilitated and handed over to NWSC under the World Bank funded Seven Towns Water and Sanitation Programme.

In 1992, a new water treatment plant for Kampala, Ggaba II, was also constructed to increase water production for the growing city, with funding from the European Union.



4. Use your water meter to check for hidden water leaks. Read the house water meter before and after a two-hour period when no water is being used. If the meter does not read exactly the same, there is a leak.



## MD's Desk, Contd...

Further to these infrastructure improvement interventions, the Government in the period 1992 to 1998 undertook an auxiliary water supply and sewerage system expansion programme with funding from Development Partners (namely; AfDB, KfW, etc), in which the towns of Gulu, Lira, Fortportal, and Kasese were rehabilitated and handed over to NWSC for operation and management. Similarly, with funding from the World Bank, French Development Agency (Afd) and Austrian Government the infrastructure in Kampala and Jinja was further improved and expanded.

In 1995, the Corporation was re-established under the National Water and Sewerage Statute, 1995, with the main objective of converting the Corporation into a commercialized venture. The statute was later enacted into the NWSC Act, Cap 152, Laws of Uganda 2000. Following this, NWSC initiated internal reforms which saw the Corporation change its water supply service orientation from a technical to a commercial approach, with the aim of improving her financial sustainability. This was supported by a tariff review which hitherto resulted into a new tariff being put in place in 1994.

The Corporation also undertook intensive human resource strengthening and training programmes which set the foundation for the ongoing reforms and overall performance improvement of the Corporation. The NWSC currently boasts of a strong human resource base covering all professional spheres and levels.

The above investments and organizational capacity development programmes notwithstanding, the Corporation was still embroiled in a number of operational challenges including; low operational efficiency with high non-revenue water of 50–60 %, low collection efficiency of about 60 %, huge arrears of about US\$ 30 Billion equivalent to 14 months of debt age, over-staffing levels of about 36 staff/1000 connections, high number of unviable towns (only 3 out of 11 were financially sound), a running monthly deficit of US\$ 348 Million, and poor customer care, among others.

In the later part of the 90s, faced with the risk of

being privatised, the NWSC awoke to the need to improve her commercial viability. The Corporation adopted short, and medium to long-term strategies namely; Strategic Investment Plan, Sanitation Masterplans, Corporate Plan, Annual Plan/Budgets and Performance Improvement Plans.

As part of the performance improvement measures, the Corporation piloted the involvement of the private sector in service delivery in the Kampala Area through the Kampala Revenue Improvement Project – KRIP (1998–2002) and ONDEO (2001–2004) Contracts. The involvement, which was through management service contracts, was in line with the recommendations of the World Bank funded Urban Sector Reform Programme. The Corporation at the same time embraced private sector management approach in other operational areas. As part of the reform process, the Corporation entered into a Performance Contract with Government.

Within the overall framework of the Corporate Plan and the Performance Contract with Government of Uganda, a series of activities were implemented at operational level. Particularly, NWSC adopted several high impact short term performance improvement programmes based on home grown solutions/approaches meant to operationalize the long term plans. These programmes included; the 100 Days programme, the Service and Revenue Enhancement Project (SEREP) I & II, the Area Performance Contracts I, II, and III, the Stretch Out Programme, the One Minute Management Concept, and the Internally Delegated Area Management Contracts (IDAMC's).

This was accompanied by financial/commercial reforms, including a strengthened MIS system and Call-Centre, that led to the establishment of a strong performance management system that has enhanced the commercial orientation of NWSC towards attaining financial sustainability. These and other subsequent innovations like computerised billing, new connection policy, External Services, e-water payment, and e-procurement, among others, have changed the face of the Corporation, transforming it into a commercially and financially viable institution. The reforms ushered in a performance management culture with elaborate performance measurement, evaluation, and



5. Install water-saving shower heads and low-flow faucet aerators. Inexpensive water-saving low-flow shower heads or restrictors are easy for the homeowner to install. Also, long, hot showers can use five to ten gallons every unneeded minute. Limit your showers to the time it takes to soap up, wash down and rinse off. "Low-flow" means it uses less than 2.5 gallons per minute. You can easily install a ShowerStart shower head, or add a ShowerStart converter to existing shower heads, which automatically pauses a running shower once it gets warm. Also, all household faucets should be fit with aerators. This single best home water conservation method is also the cheapest!



monitoring systems.

As the Corporation reflects on its 40 years of existence, there is need to realign its strategic initiatives, in light of the increasing water supply and sanitation challenges that have been fueled by the increasing urban populations, industrialisation, and climate change, among others. The Corporation therefore looks forward to further benefit from the support and enabling environment created by the 25 years of NRM governance.

### Challenges

The 40 year journey has not been without challenges. Key of these, include:

- (i) Increasing pollution of the raw water sources in most urban centres/municipalities: Currently, the Corporation is faced with increasing pollution of her water sources. This is aggravated by the changing climatic conditions and human activities which are starting to have a toll on the dwindling resource. Apart from increasing the water treatment costs, the sustainability of the raw water resources for future use remains a big threat, that needs holistic and multi-disciplinary collective responsibility and actions.
- (ii) Huge investment deficit: In 2008, NWSC prepared a Strategic Investment Plan which showed that the Corporation needs to invest a minimum of Euros 480 million over the next 15 years if it is to cope with the growing population and increasing water supply and sanitation challenges. This however cannot be financed from the current tariff which is not full cost recovery. As such the Corporation will continue to look to Government and development partners for financial support towards the implementation of major capital development programmes.
- (iii) High Production Costs: The turbulent macroeconomic variations i.e inflation and exchange rate changes, coupled with the increasing electricity costs, fuel for Areas where power outage is the norm, have continued to increase the input costs, thereby posing a new set of challenges for the Corporation to contend with.
- (iv) Poor structural planning of the urban centers and the undefined supply area: The lack of proper

structural plans in most urban centres has made it difficult for NWSC to properly plan its intensification and expansion programmes. This is aggravated by the undefined and ever increasing supply extent, which has brought serious contention to the "All Water for Some vs Some Water for All" principle.

### Conclusion

As the Corporation reflects on her 40 years of existence and strides made during the 25 years of NRM governance, the pledge to continue improving services for the betterment of the livelihoods and the promotion of economic growth in Uganda is indeed profound. Efforts shall be put at ensuring that the momentum of the strategic focus and achievements attained so far, are maintained, taking into account the need to overcome and find solutions to the current challenges.

Ongoing programmes like expansion and rationalisation of the transmission and distribution networks in Kampala and other towns, construction of a new water treatment plant for Kampala, rehabilitation and expansion of water and sanitation systems for Arua, Gulu, Bushenyi, and Mbale, construction of Lubigi, Nakivubo, and Kinawataka waste water treatment plants in Kampala and new sewerage systems for Arua and Bushenyi, shall be strengthened to ensure that the intended objectives are realized. This shall be supported by the planned and ongoing performance improvement programmes like water loss control, staff retention and motivation, customer care improvement, and institutional development, among others.

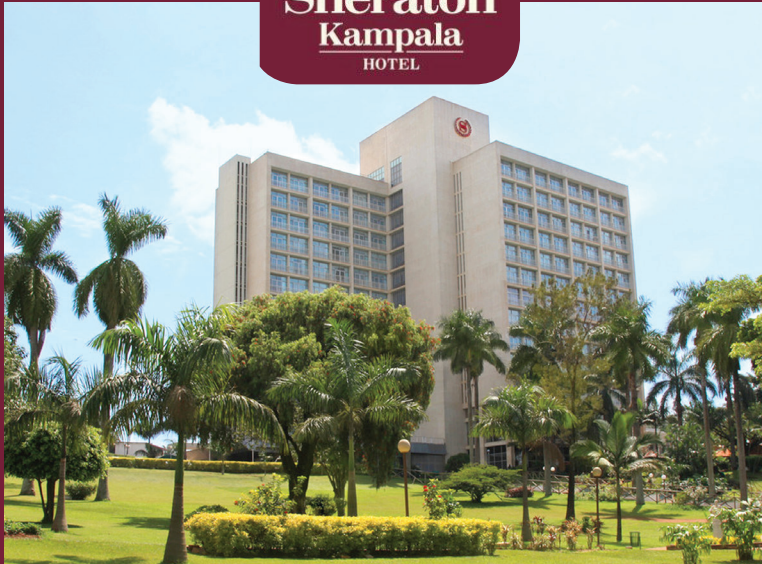
These interventions, however, require the relentless support of all NWSC's customers and stakeholders. As the Corporation strives to fulfil her mandate, it is indeed obligatory that customers pay their bills on time, report any leaks and bursts promptly, and notify the Utility of any illegal use.

The Board and Management of NWSC wishes to recognise the significant role played by our development partners namely; The German Government through KfW and GIZ, The World Bank, The African Development Bank, The European Union, The French Government through AfD, and The European Investment Bank, and the Austrian Government, among other development partners. For all the financial support and technical assistance, the Corporation shall forever be grateful. Special tribute also goes to the Government of Uganda, and most especially the 25 years of NRM leadership, for unwaveringly supporting NWSC on all fronts, thereby enabling it to achieve the strides currently being manifested.





**Sheraton**  
**Kampala**  
HOTEL



The Management and Staff of Sheraton Kampala Hotel would wish to extend our sincerest congratulations on the 40<sup>th</sup> anniversary of NWSC's existence. The Sheraton Kampala Hotel is operated by Constellation Hotels & Resorts under the terms of a Franchise Agreement for the Sheraton Brand. Throughout these 40 years, the Hotel can attest to NWSC's consistent high quality water supply, reliable services, commitment, honesty billing practices, integrity, teamwork, loyalty, professionalism, innovation towards sewerage disposal. Based on the above, Sheraton believes that you have built a solid reputation in the business world.

It is always our pleasure to be associated with the NWSC.

**Best wishes in the coming years.**

## Imperial Group of Hotels

*Celebrating 40 Years of Clean and Safe  
Water, Sanitation and Hygiene*

*April 2013*

**We at Imperial Group of Hotels salute  
the commitment of National Water  
& Sewerage Corporation for their  
prompt response and skill in the service  
delivery of clean and safe water,  
sanitation and hygiene!**



**Imperial Resort Beach Hotel - Entebbe**



**Imperial Botanical Beach Hotel - Entebbe**



**Grand Imperial Hotel - Kampala**



**Hotel Equatoria - Kampala**



**Imperial Royale Hotel - Kampala**

*A holiday in any of these hotels with your family and friends will be a  
memorable experience in luxurious rooms*

*In the Hotel industry, 'water, sanitation and hygiene are the  
essence of our business.'*

*Clean, clear water at the beach in Imperial Resort  
Beach Hotel, Entebbe*



**Imperial Golf View Hotel - Entebbe**





## THE COMMERCIAL AND CUSTOMER CARE DIVISION JOURNEY



**Mr George Okol**

Chief Manager-Commercial Division

There are many out there who are afraid to ask, because they are worried about what the Customers will say! From the Commercial Division this is one of our tremendously valuable assets and we are proud to associate with our esteemed customers; and the entire Corporation in celebrating 40 years of existence.

The Division, curbed from Finance and Accounts Division twelve years ago, has grown into one of the biggest and most vibrant in the Corporation. This Division is the life blood of the NWSC. It is obliged to ensure that the Corporation operates in a commercially viable manner. Additionally, it is tasked to increase sales through marketing NWSC services, and utmost interface with customers by creating seamless and effective customer services.

In order to operate effectively, the Commercial Division is divided into two departments, namely (i) Revenue and Debt Management, and (ii) Billing and Database Management. These further cascade down at branch level in each of our operational Areas, which is designed to bring services closer to our beloved customers.

### **Overall Achievements:**

It is said that, it is little things in life that make a difference, and it is not rocket science to keep customers buying from any Organization, that's why over the years the Commercial Division and the Corporation as a whole have registered very significant improvements resulting from suitable strategies and effective execution of the given tasks.

We have eased our new Connections procedure, application forms can be accessed online through our website, new connections are free of labor and material costs for water and sewerage services for distances up to 50 metres and 60 metres, respectively. With a Customer Charter in place, we have enlightened our customers of the services we provide and our commitment to service delivery. During the period, a lot of achievements have been made and a few are highlighted below:

### **Billing:**

The transparent meter reading cycle after every 30 days of the month, coupled with our new billing technology has significantly contributed to the positive trend. Customers in Kampala, Entebbe and Jinja get on spot bills and this is to be rolled to other Areas as well. Each year, we have recorded significant growth, with an average current billing of US\$ 15 bn from US\$ 4 bn in 2005. This tremendous performance is a result of increased customer base, high metering efficiency, and accurate readings.

### **On spot billing**



However, things cannot slip through the net without challenges, a lot of work still has to be done to address the non-revenue water issue through illegal connections, over aged meters/ineffective meters, inaccurate readings, and insufficient new connection and extension materials.

### **Revenue Collection and Debt Management**

Hero-class customer service would not be possible if the crucial task of revenue collection was not effectively carried out. Over 95 % of NWSC's income is generated from water sales to facilitate day to day operations. The commercial division has ably championed this task and despite some challenges, the collection efficiency has been kept above 100 %. This however has been achieved through employing superb revenue collection approaches. The courteous approach to customers while following up revenue has won customers' favor and increased their willingness to pay, Aggressive/vigilant revenue collection squads have been so effective in revenue follow up.



6. Put plastic bottles or float booster in your toilet tank. To cut down on water waste, put an inch or two of sand or pebbles inside each of two plastic bottles to weigh them down. Fill the bottles with water, screw the lids on, and put them in your toilet tank, safely away from the operating mechanisms. Or, buy an inexpensive tank ball or float booster. This may save ten or more gallons of water per day.



## Commercial Division Journey, Contd...

The introduction of e-water payment option has provided convenience to customers and this has resulted into increased revenues. Timely delivery of bills has always provided customers ample time to pay their water bills without so much hassle. The enforcement of credit limit of 1 month has also immensely contributed to the revenue collection growth.

Debt management has been another uphill task the division has endeavored to handle. A lot of efforts have been employed to control debt accumulation, and the introduction of numerous arrears reduction programs have yielded admirable results.

Todate, the global debt age as at December 2012 was at 3.7months including the current billing. The debt age is slightly higher due to the Government Ministries Category whose debt age alone is over 12 months. The current debt age net Government Category is at only 1.9months a position that each business admires to achieve.

However NWSC still uses Post Paid System that is normally exploited by the customers. Inadequate budget allocations for Government Ministries and departments has led to high accumulation of arrears. The un-reliable and insufficient water supply in some areas affect customers' willingness to pay. Water theft and Illegal connections made by customers result into accumulation of debts.

### Customer Care

Here at NWSC we see our customers as "invited Guests" and we are the hosts. Customer needs are anticipated, systems are in place and a team of well trained employees is always ready to give service with a smile. It's worth remembering that negative feedback can be the most valuable asset you can get so the division carries out quarterly customer satisfaction surveys to ensure effective service delivery.

It's an opportunity to woo customers and this allows us to put preventative measures in place so the same mistakes don't happen again. A number of programs have been

initiated to appreciate and give back to our dear customers, one of which is the customer appreciation weeks throughout all our areas of operation, giving back to the community and renewing commitment to our customers.



For new installations, consider buying "low flush" toilets, which use 1 to 2 gallons per flush instead of the usual 3 to 5 gallons.

7. Replacing an 18 liter per flush toilet with an ultra-low volume (ULV) 6 liter flush model represents a 70% savings in water flushed and will cut indoor water use by about 30%.
8. Insulate your water pipes. It's easy and inexpensive to insulate your water pipes with pre-slit foam pipe insulation. You'll get hot water faster plus avoid wasting water while it heats up.





## Commercial Division Journey, Contd...



Teamwork is also important to us, because not every task can be handled alone. At NWSC, everyday is a customer day, he is treated as a king because the organization attributes its survival to him/her. This culture has been inculcated into the entire staff and is practiced both internally

and externally. This has been achieved through conducting massive customer care trainings in every area. The Introduction of a vibrant call centre system ably narrowed the gap between the organization and the public.

It is a result of the good customer care practice that an organization that used to be shunned by the public is now a darling to many. To date the Corporation is viewed as one of the leading Parastatals in the entire Country and beyond.

### Conclusion

The Commercial Division is the most active division in NWSC, with a multitude of tasks to achieve nonetheless it remains one of the most dynamic divisions in the corporation. Credit goes to the entire Management and staff of Commercial division for keeping the candle burning.

## TOUCHING THE LIVES OF MILLIONS WITH THE POWER OF WATER

### GO FOR GOLD.

The gold standard for natural thirst-quenching water. Accept the gift of rejuvenation, straight from Mother Nature to you in a bottle of crystal clear Aqua Sipi water. Kip Siping!

Water is said to be the most important element of nature, without which life as we know it cannot exist. Mukwano Industries (U) Limited uses water as a raw material in several of its production processes and for years, we have relied on clean and safe water supply from National Water & Sewerage Corporation (NWSC) to manufacture the highest quality products that are trusted and embraced by all households in Eastern and Central Africa.

Our proudly Ugandan - Aqua Sipi natural, fresh water, now bottled in new environmentally-friendly shaped bottle is a perfect example of our

products that guarantee 100% consumer satisfaction as a result of its quality and purity. Manufactured with meticulous ozonation and U. V. treatment procedures, Aqua Sipi water conforms to Uganda National Bureau of Standards (UNBS), Halal Bureau Certification and ISO 9001 and 22000 Quality Certification.

We are a proud customer of NWSC and you can count on us to deliver the highest quality products to your community and household because of the contribution made by NWSC to our production processes.



# IDES Division: Moving NWSC into the Future



**Dr Eng Silver Mugisha**  
Chief Manager-IDES Division

Within the wider urban water sector reform framework, National Water and Sewerage Corporation (NWSC) has, in the last fifteen years, implemented a series of internal reforms all geared towards improving its operational and financial performance. In 2004, management responded to the need of strengthening the internal reform process by setting up the Research, Monitoring and Evaluation (RM&E) Department. The Departments' major function was to strengthen the monitoring role of Head Office and also effectively utilize research to the full benefit of the Corporation.

In a move to share the gained knowledge and expertise from the internal reforms with the sister institutions in the region, the External Services Unit (ESU) was established in 2005; under the RM&E Department, to coordinate the provision of services to the external market. In 2006, the Institutional Development and External Services (IDES) Division was established comprising of two departments; the Projects, Monitoring and Evaluation (PM&E) Department and the External Services (ES) Department. Later in 2008, the Research and Development (R&D), as well as Training Departments were added to the Division, to give R&D and Training the importance they deserved in driving the Corporation forward; and improving services to the Corporation's customers.

Cascading from the corporate vision, the vision of IDES is **"To be a centre of reference for international best practices"**, and this is to be achieved through provision of innovative and unequalled institutional development initiatives and external services. The Division has been at the forefront of a number of innovations and internal reforms undertaken by the Corporation. In line with the objective of the urban water sector reform of separating the role of operations from asset management, the Corporation has devolved more power and autonomy to Areas, through a home grown model of Internally Delegated Management Contract (IDAMC).

This model has been systematically strengthened over-time by introducing enhanced mechanisms of creativity, incentives, risk taking and autonomy, investment planning and customer orientation and community involvement among others. In addition, under the IDAMC model, the M&E mechanisms have also been further strengthened through well-structured performance workshops and checkers systems. The IDAMC model has attracted a lot of interest both regionally and internationally and the Corporation is exploring avenues of further strengthening the IDAMCs and systematically exploiting the possibility of transforming the current partnerships into registered companies or subsidiaries of NWSC with full autonomy.

Customer service has been at the center of most of the Corporation's reform initiatives. Under the IDAMC framework, customer perception benchmarking through regular customer satisfaction surveys was introduced as a means of establishing customer priorities (i.e. the level of importance customers attach to the various attributes of service delivery), and the level of customer satisfaction with the Corporation's performance on each attribute. Under this arrangement, the Corporation is able to ascertain its performance relative to customer priorities, monitor improvements, and take decisions on exactly what areas need to be focused on to improve customer satisfaction.



9. Take shorter showers. One way to cut down on water use is to turn off the shower after soaping up, then turn it back on to rinse. A four-minute shower uses approximately 20 to 40 gallons of water.
10. Turn off the water after you wet your toothbrush. There is no need to keep the water running while brushing your teeth. Just wet your brush and fill a glass for mouth rinsing.



## *IDES Division, Contd...*

External Services has continued to offer consultancy services to various utilities around the region. A number of assignments were executed over the eight year period, and several delegations from various utilities also carried out benchmarking visits to NWSC. External services have, since their inception in 2005, grown in scope, coverage and business volume, and have so far earned the Corporation more than UGX 9.0 billion with a working ratio of about 40%. Part of the surplus from ES has gone towards financing the construction of the NWSC-International Resource Centre (NWSC-IREC) which was completed in 2011.

The NWSC-IREC provides fully equipped, state-of-the-art facilities for innovation, leadership and change management programs that are not only limited to water utility management, but also targets regional and international professionals working in various sectors. The facility will also host the proposed African Water Academy (AWA) that is aimed at supporting the sister utilities' efforts in strengthening water governance, through South-to-South collaborations, experience and best practice exchange, and capacity building.

External Services have also fostered greater partnerships with other institutions, strengthened the South-to-South cooperation and built synergies within the water industry. External services have helped market and enhance NWSC's image in different countries

including: Bangladesh, Ethiopia, India, Kenya, Liberia, Mozambique, The Netherlands, Nigeria, Pakistan, Rwanda, Sierra Leone, Singapore, South Africa, South Sudan, Tanzania, Trinidad & Tobago, Yemen, Zambia, among others.

In order to realize more benefit to the Corporation, ES is to diversify her business in terms of region and product line within the near future. This will be attained through aggressive marketing of the business and enhanced capacity of the Department in a way that is responsive to increasing market demands. ES also intends to enhance value addition to NWSC operations through financing of key project like bottled water project, identified investments in water coverage expansion projects, part-financing of NWSC Training budget. In addition, External Services is to strengthen internal-external services for purposes of enhancing internal performance through offering of internal services. These have been aimed at addressing the key challenges faced by the Corporation including NRW reduction, water quality improvement, among others.

The establishment of the R&D Department has also resulted in the increase, both quantity and quality, of value adding research activities in the Corporation. The R&D policy is in place that aims at streamlining and strengthening research activities in the Corporation. Similarly, an active R&D platform was introduced through regular lunch-time

knowledge sharing workshops that have contributed to continuous performance improvement in the Corporation. The Corporation has also been able to collaborate with several local and international research institutions in areas of mutual research interest.

The Corporation recognizes training – human resources development (HRD) – as a key strategic goal, commensurate with its core value of continuously developing and imparting relevant skills to staff, so as to improve service delivery. In line with this goal, NWSC – under the Training Department – has continuously embarked on key HRD initiatives geared towards improving staff productivity and ultimately the Corporation performance. With the completion of the International Resource Center (IREC), the Corporation has amplified staff development initiatives through rolling quarterly training calendars.

However, there has been a growing need to assess and address the shop floor vocational skills development (VSD) needs gap and some steps have already been taken towards redressing these needs gaps. Among the planned initiatives is for the Corporation to develop her own facilities in Gaba II workshop and Kachung (Lira), in order to address this need. A highly skilled NWSC vocational workforce shall competently operate and maintain all NWSC supply schemes in the Areas, and also enhance the Areas' operational efficiencies.



11. Rinse your razor in the sink. Fill the sink with a few inches of warm water. This will rinse your razor just as well as running water, with far less waste of water.
12. Use your dishwasher and clothes washer for only full loads. Automatic dishwashers and clothes washers should be fully loaded for optimum water conservation. Most makers of dish washing recommend not pre-rinsing dishes which is a big water savings. With clothes washers, avoid the permanent press cycle, which uses an added 20 liters (5 gallons) for the extra rinse. For partial loads, adjust water levels to match the size of the load. Replace old clothes washers. New Energy Star rated washers use 35 - 50% less water and 50% less energy per load. If you're in the market for a new clothes washer, consider buying a water-saving front load washer.



## 40 Years of the Finance and Accounts (F&A) Division



**Mr Alfred Okot Okidi**  
Chief Manager-Finance and Accounts

The Finance and Accounts division is mandated, among other things, to facilitate the Corporation to operate viably by providing reliable services in finance, strategic planning, management information, and by ensuring value for money procurements. As a service department therefore, the target is to always be efficient, proficient and proactive in all activities.

Suffice it to say that the F&A Division has grown in leaps and bounds over the last 40 years, commencing with a miniscule department in the 1970s, which covered only three towns of Kampala, Jinja and Entebbe. The Division started out as an overt F&A Department, but has over the years evolved to include the departments of Information Technology, Corporate Planning, Procurement, and inventory and Stores. Functionally, these organs have made the division to become one of the most crucial divisions within the Corporation.

Due credence is given to the predecessors who headed the F&A Division including: Mr Jackson Opwonya and Mr Wasukira Wanambwa, and Mr Don Pumphrey the Financial Advisor who instituted the current system of checks and controls that have enabled the Division to win a number of accolades.

A number of projects were implemented over the last 40 year period, and special recognition is made of the Second Water Supply Project under which massive computerization of systems was undertaken. Accordingly, the project provided staff training and development, computerized billing and established a new financial

accounting system. Staff were trained in professional accounting courses including CPA and ACCA, and this boosted the Corporation's man power within the Finance and Accounts Division. With specific support from GTZ (now GIZ), the Corporation was able to implement a Local and Wide Area Network system which linked all the NWSC areas as depicted in the figure below.

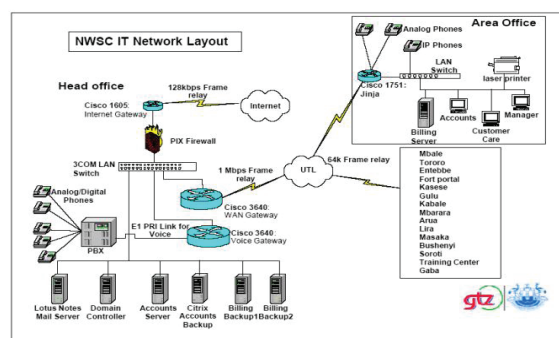


Figure depicting the NWSC local and wide area network system

Furthermore, the implementation of the project put in place a number of management information systems (software infrastructure), namely Lotus Notes, higher versions of the billing system (CUSTIMA), accounting packages such as SCALA, website and the associated hardware IT infrastructure.

### Achievements

The following are some of the achievements the F&A Division has made over the years:

**Corporate Plan Preparations:** The Division has produced 6 Corporate Plans since the formulation of the first in 1997. As the saying goes, "what catches the eye catches the mind", and in this respect every subsequent report was of improved quality and synonymous with the Corporation's Vision is "To be the leading water utility in the world."

**Budgeting and Accounting:** The Division has consistently and timely prepared the Annual Budgets which have guided the Corporations annual activities in line with the overarching Corporate Plan objectives. The Budgeting process has been participatory and has taken into account the need to prioritize the Corporations core functions as the first recourse to resources.



13. Minimize use of kitchen sink garbage disposal units. In-sink 'garburators' require lots of water to operate properly, and also add considerably to the volume of solids in a septic tank which can lead to maintenance problems. Start a compost pile as an alternate method of disposing food waste.



## ***F&A Division, Contd...***

**Reporting:** In line with the NWSC Act 2000 the Division has timely prepared Annual Reports and other management reports showing the operational and financial performance of the Corporation. Each subsequent report portrays an artistic difference underscoring the underlying dynamism of the Corporation not only in actual performance, but also in outlook.

**Scala Accounting:** The Division adopted the Scala Accounting Software in the 1990's which has evolved over time to cover the General Ledger, Purchases and Supplies, cash book, cheque printing, straight to bank payments for staff, and this is to be extended to suppliers in the near future.

**E-Water Payment Solution:** The Division innovated with the introduction of the e-water payment solution in which the software interfaces with banks and telecom companies (mobile money) and aims at easing the process of bill payment for NWSC customers. The solution has resulted into faster transaction and reconciling of customer bills, increased revenue collection, and enabled customers to pay from their comfort zones.

**E-Procurement Solution:** Through the Division, the NWSC is one of the first public institutions in Uganda to introduce the e-procurement online solution aimed at making the procurement process faster. The solution is being piloted at Head Office and Kampala water and has resulted into reduced paper work and speeded up the whole procurement process.

**Multi-Company Accounting Software:** The Division introduced the Multi-Company Accounting Software which has eased the accounting process for better financial analysis and fraud checks. It has been rolled out to all NWSC areas of operation.

**Credit Rating:** In 2007, the Division initiated the Credit Rating Process for the NWSC as a means of improving the Bankability and Credit worth of the Corporation. The Corporation was awarded a long term Credit Rating of (A) and short term rating of A1 by the Global Credit Rating Company, implying that the Corporation's long term liquidity factors and company fundamentals as a going concern are sound, and that the risk factors in regard to commercial borrowing are low.

**Business Continuity Plan:** The Division spearheaded the preparation of the Business Continuity Plan which was a risk management solution aimed at forestalling an unforeseen calamities or disasters. Specifically for the IT department an off-site back up was established to ensure business continuity in case of any eventuality.

### **Tariff Changes**

The Division has over the years carried out a number of Tariff changes which have resulted into the increased willingness to connect and pay for the NWSC Services, while at the same time ensuring that the Corporation remains financially sustainable. These have included the institution of a simplified connection policy, and the indexation and rebalancing of the Tariff, among other innovations.

### **Financial Performance**

The Corporations turnover has over the years continued growing at an average of about 10 % per annum. The Corporation has continued to ensure that it covers its operating and maintenance expenses, depreciation and post a surplus which is ploughed back into capital development. The graph below depicts this remarkable growth over the last ten years in which turnover increased from US\$ 34 Billion to US\$ 156 Billion. This has been as a result of the prudent financial management that the Corporation has adopted over time.

Currently, the Corporation is able to effectively cover all its operation and maintenance costs, depreciation or asset replacement, and also undertake minor investments. The Corporation has over the years adopted and re-aligned her financial management and reporting systems to internationally acceptable standards, thereby bolstering her financial performance, with a key focus on increasing the cash operating margin. This has helped NWSC to gain international recognition.

In May 2007, the Government of Uganda gave NWSC "a big thank you" by converting her debt, which stood at about US\$ 154 billion, to equity, thereby improving the Corporation's balance sheet. In appreciation, NWSC has

14. When washing dishes by hand, don't leave the water running for rinsing. If you have a double-basin, fill one with soapy water and one with rinse water. If you have a single-basin sink, gather washed dishes in a dish rack and rinse them with a spray device or a panful of hot water. Dual-swivel aerators are available to make this easier. If using a dishwasher, there is usually no need to pre-rinse the dishes.



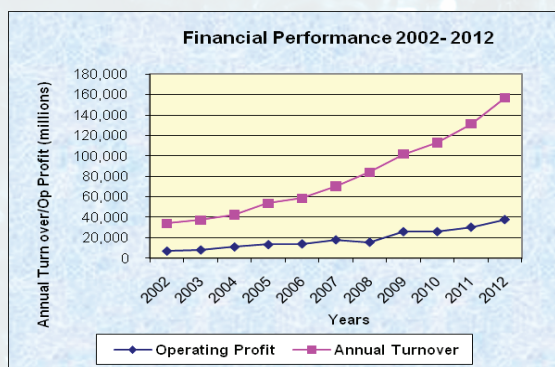
## F&A Division, Contd...

subsequently kept her part of the bargain by utilising part of her internally generated resources to undertake limited investments in infrastructure improvement and expansion on an annual basis. These investments have aided the increase in coverage and reliability of water supply and sewerage services, thereby boosting NWSC's potential to generate more revenue.

The planned water production and network expansion/rehabilitation programs in Kampala and other upcountry towns, coupled with the ongoing revenue enhancement endeavors, are some of the strategies the Corporation looks to employ in its bid to further improve its financial performance over the next decade.



One of the NWSC awards won due to good financial practices



### Accolades

As a result the Division has won a number of accolades over the years. These include:

- (i) NWSC was recognized as an ACCA Accredited employer in 2010, implying that the Accountants within the Corporation do not have to go for Continuous Professional Development (CPDs) training because of the streamlined accounting systems adopted by the Corporation offered a good ground for practice.
- (ii) The Corporation won the Financial Reporting Awards (FIRE) for two consecutive years 2011 and 2012. The awards were given to NWSC by the Institute of Certified Public Accountants of Uganda in association with the Uganda Securities Exchange (USE) and the Capital Markets Authority (CMA), in recognition of the Corporation's outstanding quality of Financial and Business Reporting.
- (iii) The Corporation also received the award for the Best Compliant Procurement Entity from PPDA in 2012. This was in recognition of the streamlined processes and strict adherence by the NWSC of the Procurement rules and regulations as established by the PPDA.
- (iv) The IT Department of the Division won the "Annual Communications Innovations Award" for E-Government and E-Governance in 2012. The award was given to the Corporation by the Uganda Communications Commission in respect to e-water system.

### Obituaries

We remember a number of colleagues who passed on after rendering long service to the F&A Division notable of whom were: Mr Sam Kiza who was the Finance Manager during the 1990's. He passed on in 2010. Also, Mr Dickson Muzira who was one of the longest serving Accounts Assistant. He worked for over 25 years in the Corporation and passed on in 2004.



15. Don't let the faucet run while you clean vegetables. Just rinse them in a stoppered sink or a pan of clean water. Use a dual-setting aerator.
16. Keep a bottle of drinking water in the fridge. Running tap water to cool it off for drinking water is wasteful. Store drinking water in the fridge in a safe drinking bottle. If you are filling water bottles to bring along on outdoor hikes, consider buying a personal water filter which enables users to drink water safely from rivers or lakes or any available body of water. Water conservation in the yard and garden...



# NWSC-INTERNATIONAL RESOURCE CENTRE (NWSC-IREC)

a newly constructed state-of-the-art facility. Plot M11, Old Portbell Road, Bugolobi Kampala

## Services offered at the NWSC-IREC facility include:

- (i) Hosting of Conferences (local and international),
- (ii) Hire of facilities to corporate companies (for workshops, trainings, local exhibitions, meetings, professional debates, among others),
- (iii) Practical advisory services (performance improvement initiatives, vocational skills development, process benchmarking, etc),
- (iv) Technical assistance,
- (v) Business centre, knowledge management and library services
- (vi) Hire and usage of state-of-the-art video conference facilities, and
- (vii) Capacity building initiatives.



## NWSC-IREC Facility Reservations and Enquiries:

Do you want to make reservations and/or hire the facility? Please use the following contacts.

Office phone(s): +256-414-315 100 (extns 111, 700, 720, 729)

Mobile(s): +256-717-315 111, +256-782-489 304, +256-717-315 138, +256-712-270 019

Email(s): [rose.kaggwa@nwsc.co.ug](mailto:rose.kaggwa@nwsc.co.ug), [betty.aliba@nwsc.co.ug](mailto:betty.aliba@nwsc.co.ug), [martin.kalibbala@nwsc.co.ug](mailto:martin.kalibbala@nwsc.co.ug)





# INTERNAL AUDIT (IA) DIVISION



**Ms Prossy Aketch Lubowa**  
Chief Internal Auditor

The Internal Audit Division is headed by a Chief Internal Auditor who reports functionally to the Audit Committee of the Board and administratively to the Managing Director. It currently has 23 staff working in a decentralized system with all the major towns having resident Internal Auditors.

At the strategic level, the Division is governed by an Audit Charter that clearly addresses its mandate, purpose, authority and scope. At the Operational level the Division is guided by an annual Audit plan which is derived from the Audit Manual. All these are approved by the Board.

The Division carries out its work in line with International standards for professional practice on international auditing and has also adopted principles advocated by the Institute of Internal Auditors. Its scope extends to all divisions, branches and areas of the Corporation.

The Division has its Vision as

**“To be a world class icon in the provision of internal audit services”**

AND the Mission is

**“To independently and objectively appraise NWSC operations in order to assist the Board and Management identify and manage risks inherent in its critical business processes and ensure efficient application of resources and attainment of operational objectives.”**

These are all derived from the Corporate Vision and Mission.

Internal Audit was established in 1985 originally as a section within the Finance Directorate with only one staff who was reporting to the Head of Finance and only carrying out financial reviews.

Over the years, Management and the Board realized the importance of an independent Internal audit department and hence in 1993 a separate unit was set up headed by a Chief Internal Auditor and reporting to the Managing Director.

With global changes in audit practices, the Board realized the need to strengthen their oversight role and hence a Finance and Audit Committee of the Board was established. However, in response to new challenges and expectations within the business environment and to maintain audit as a key component of the organisation's governance framework, there was need to separate the two committees and therefore a separate Audit Committee of the Board was set up.

The purpose of Internal Audit is to examine and evaluate the adequacy and effectiveness of the Corporation's system of internal controls and the quality of performance in carrying out assigned responsibilities. In order to achieve this, the Division pursues strategic goals which include among others:-

- Reviewing the reliability, integrity and timeliness of financial and operating information and means used to identify measure, classify, and report such information.
- Reviewing the systems established to ensure compliance with policies, plans, procedures, laws and regulations which could have significant impact on operations and reports, and should determine whether the branches, Areas and Divisions of NWSC are in compliance.
- Reviewing whether risks are appropriately identified and managed and whether interaction with the governance groups occurs as needed.
- Reviewing the means of safeguarding assets and as appropriate, verify the existence of such assets.
- Reviewing whether resources are acquired economically, used efficiently and effectively protected.
- Reviewing operations or programs to ascertain whether results are consistent with established objectives and goals and whether they are being carried out as planned and are being achieved.
- Reviewing whether quality and continuous improvements are fostered in the control process.
- Carrying out special investigations as and when requested by either Management or the Board.

Given the changes in stakeholders' expectations, the Internal Audit Division has had to revise its work methods



## IA Division, Contd...

to align them with the requirements and value perception of its stakeholders. This has led to the achievement of the following among others:-

- An increase in both the quality and quantity of the Division resources. The Division now comprises both financial and technical auditors who are members of recognized professional bodies. Internal Audit has also moved from a one man department to a fully-fledged Division with 23 staff.
- The scope of audit work has expended to include not only financial audits but also special audits like Value for money audits, IT audits and capital project reviews all done in a risk based manner.
- Producing timely quarterly reports to the Board and monthly reports to Management from all areas of operation.
- Internal Audit is now free from interference from Management when determining and performing its work.
- Stakeholders' perception towards internal audit has greatly improved and as a result there has been a corresponding improvement in Management response to audit queries and implementation of audit recommendations.

The Division aims to further enhance its independence and improve its efficiency and effectiveness in executing its duties and this will be achieved by;

- Delinking Internal Audit from Pre – Audit activities in line with best practice.
- Restructuring the Division into three areas of operation namely; Technical, Finance and IT to further ease its operations.
- Embracing computerized auditing techniques
- Centralising the Internal Audit Division.

The Division expects to achieve these within the next 3–5 years



17. Plant drought-resistant lawns, shrubs and plants. If you are planting a new lawn, or overseeding an existing lawn, use drought-resistant grasses such as the new "Eco-Lawn". Many beautiful shrubs and plants thrive with far less watering than other species. Replace herbaceous perennial borders with native plants. Native plants will use less water and be more resistant to local plant diseases. Consider applying the principles of xeriscape for a low-maintenance, drought resistant yard. Plant slopes with plants that will retain water and help reduce runoff. Group plants according to their watering needs.
18. Put a layer of mulch around trees and plants. Mulch will slow evaporation of moisture while discouraging weed growth. Adding 2 - 4 inches of organic material such as compost or bark mulch will increase the ability of the soil to retain moisture. Press the mulch down around the dripline of each plant to form a slight depression which will prevent or minimize water runoff. For information about different mulch materials and their best use, click here.

### 40 years of NWSC

Theme: "Customer centred service delivery"

Over the past 20 years, Crown Beverages Limited, the bottlers of Mountain Dew, Pepsi, Mirinda, 7UP, Evervess and Peak Mineral Water, has relied on National Water and Sewerage Corporation as its source of purified water.

At CBL, water is an important component in making our soft drinks. In order for our business to run smoothly, it's pertinent that this ingredient is always available, in the right amounts and good quality. It is also paramount that the water distributed is clean and free of dangerous substances. National Water and Sewerage Corporation has never failed in this regard. The water is also used to wash bottles to ensure they are clean for the products.

Crown Beverages, therefore, would like to toast to 40 years of customer centred service delivery at National Water and Sewerage Corporation.





## Projects Versus Service Delivery – Planning and Capital Development (P&CD) Division

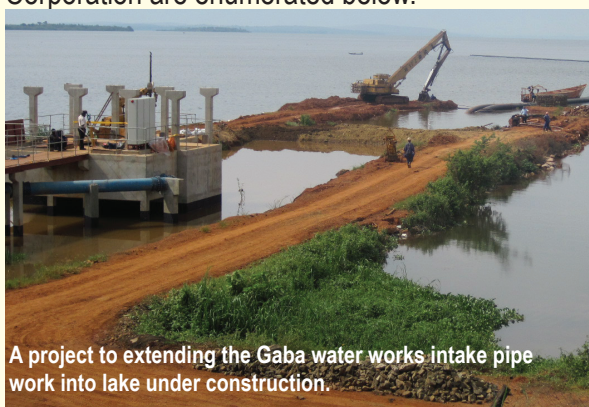


**Eng Johnson Amayo**

Chief Manager-P&CD Division

### 40 Years down the Road – Key Achievements

In the first 15 years after inception, NWSC witnessed widespread system degradation and breakdown. It was in the last 25 years that significant improvements witnessed in NWSC, attributed the enabling environment created by the Government, were realised. Some of the key quantitative achievements brought about by various infrastructure developments and capacity building programs undertaken by the Corporation are enumerated below.



A project to extending the Gaba water works intake pipe work into lake under construction.

- **Water Production:** The Corporation currently produces about 78 million cubic meters of water per annum compared to 44 million cubic meters per annum in 1998. The increase in production has been as a result of the upgrading of the Ggaba I Water Treatment Plant, construction of the Ggaba III Water Treatment Plant in Kampala,

and rehabilitation and expansion of other water treatment plants in Kabale, Jinja, Entebbe, Soroti, Gulu, Bushenyi, and Arua towns.

This has been further supported by the addition of more towns under NWSC management (Masindi, Hoima, Lugazi, Mubende).



H. E. Yoweri Kaguta Museveni commissioning the Entebbe Water Supply and Sanitation Project. Inset is the Minister of Water and Environment, Hon. Maria Mutagamba and the Ag. Managing Director, Eng. Alex Gisagara

More recently, the Corporation undertook the Gaba and Jinja offshore pipeline projects in Kampala and Jinja towns, respectively; with the aim of averting the effects of the declining lake water levels and the deteriorating raw water quality at the abstraction points. The projects which were completed in 2010 have helped to buffer water abstraction, thereby mitigating the “No Water” threat which the residents of Kampala and Jinja had been exposed to following the 2006 drastic decline in the L Victoria water levels.

- **Water Sales:** Over the past 40 years, the water sales have increased substantially to the current 52 million cubic meters per annum, a growth of way over 100 %. Much as this is partly attributed to the growth in urbanisation and industrialisation which has taken place in most urban centres, the significant improvement has been largely due to NWSC’s deliberate efforts in ensuring that customers



19. Don’t water the gutter. Position your sprinklers so water lands on the lawn or garden, not on paved areas. Also, avoid watering on windy days.



have constant and reliable water supply services. This has been further supported by the customer care improvement initiatives under the motto “**the Customer is the reason we exist.**”

With the recent introduction of the onspot billing and e-water payment systems, the Corporation is poised for a tremendous improvement in the water sales. This is to be back up by the ongoing network rehabilitation/improvement and intensification, and non-revenue water reduction programmes, among others.



Newly Constructed Reservoirs for Bulk Water Storage and Distribution Improvement to Mukono and Seeta Towns

- **Service Coverage:** In 1998, the water service coverage in NWSC managed towns was about 47 %. Resulting from the previous infrastructure improvement and commercialisation programmes, notably the new connection policy, the service coverage has since increased to the current 75 %. In addition to the 23 towns gazetted as NWSC service areas, the Corporation also serves numerous other town centres and townships within the peripheries of the NWSC water service and supply area.

Currently, the Utility serves about 2.5 million people countrywide with water services, against a targeted population of 3.2 million in

designated areas. Going by the planned water production improvement and network expansion/rehabilitation programmes in Kampala and other upcountry towns, the Corporation envisages doubling the customer base and increasing coverage by an additional 10 % in the next decade.



The Manager Urban Poor Branch demonstrating the operation of a Prepaid meter during the launch of the Bwaise II Urban Poor Project

**Service to the Poor:** Cognizant of the challenges of the urban poor, the Corporation initiated interventions aimed at addressing their water supply and sanitation needs. NWSC since 2004 has undertaken a number of programmes like intensification of the network and establishment of public standposts and installation of yard taps in informal settlements (total stand posts 8,300 todate). In addition, 700 pre-paid water meters have been installed in Kampala, in the parishes of Kishenyi I and II, Ndeeba, Kawempe, Mengo and Kagugube, reducing the cost of a 20 litre jerrycan to US\$ 20 as opposed to the previous US\$ 100.

In the last four years, a total of 140 public and private shared sanitation facilities have also been constructed in the informal settlements of Kisenyi, Ndeeba, Kagugube and Kawempe, as part of NWSC's corporate social responsibility.

Backed by the accompanying behavior change and community sensitisation programmes, these urban poor interventions have helped to increase access to water supply and sanitation services in the informal settlements, thereby reducing the



20. Water your lawn only when it needs it. A good way to see if your lawn needs watering is to step on the grass. If it springs back up when you move, it doesn't need water. If it stays flat, the lawn is ready for watering. Letting the grass grow taller (to 3") will also promote water retention in the soil.



prevalence of water borne diseases like cholera which had become rampant in the late 1990s and early 2000.

- **Sewerage Services/Sanitation:** Despite the limited sewerage network coverage, and the slow response from customers to connect to NWSC sewer network, the Corporation has been able to increase its sewerage connections by an average of 310 per annum. This has been facilitated by the implementation of a new sewerage connection and lateral sewer maintenance policy.

While a lot has been done in water infrastructure development, the sewerage systems countrywide have not received equal attention in the the past, save for the rehabilitation and expansion programmes that were undertaken in the towns of Kabale, Masaka, Mbarara, and Lira. Largely, the coverage for most of the sewerage systems is still low. NWSC has however taken deliberate steps to increase the profile of her sewerage business portfolio through the initiation of sanitation improvement programmes, notable of which is the preparation of the Kampala Sanitation Masterplan which was completed in 2004 and updated in 2008. Following the recommendations of the Masterplan, the Corporation embarked on the implementation of the sewered component through a number of infrastructure development programmes, like the ongoing Lubigi waste water treatment plant construction.



Sewage collection in the urban-poor areas using simple and convenient motorized equipment (emptier).

Whereas NWSC is charged with the responsibility of providing piped sewerage in the towns where it operates, Kampala inclusive, it is the mandate of Kampala Capital City Authority (KCCA) to manage on-site sanitation in Kampala, as is the case with other town and municipal councils in their respective districts. As such, the non-sewer

component of the Kampala Sanitation Masterplan is to be championed through KCCA. NWSC has in the past, however, played a supportive role in the development of on-site sanitation facilities, especially in the informal settlements, on a corporate social responsibility basis. In addition, the Corporation, with the desire to improve sludge management, recently introduced as a pilot project, the Uga-VACs, which innovative is meant to ease emptying pit latrines in the crowded areas where ordinary cesspool emptiers cannot reach.

### Glimpse into the Future

NWSC's operations have been defined by continuous improvement, that has been the key motivator behind the achievements recorded in the past. Cognizant of the increasing demand and current challenges, the Corporation has lined a number of projects and programmes for implementation in the short to medium term, with the aim of effectively fulfilling her mandate. Particular focus has been put on major infrastructure expansion and rehabilitation, and performance improvement programmes. Under the capital investments programme, the following projects are planned;



An architectural 3-D impression of the Lubigi waste water treatment complex.

• **Kampala Sanitation Project – Phase I:** The project, which is being implemented within the framework of the Kampala Sanitation Masterplan, is aimed at addressing the sanitation needs of the growing Kampala city, with particular focus on reducing the pollution load to the environment and Lake Victoria, over the next 20 years. The project entails; construction of Lubigi waste water treatment plant (already ongoing), construction of the Nakivubo waste water treatment plant, construction of the Kinawataka waste water treatment plant, and accompanying measures.



The Kampala Sanitation – Phase I project estimated to cost Euro € 98 Million, is financed by the African Development Bank (AfDB), German Government (KfW), European Union (EU), and Government of Uganda and NWSC. The interventions under the project encompass the treatment of industrial effluents, household / domestic effluents of seweraged households, the dry weather flow of the Nakivubo channel, and sludge from on-site sanitation facilities, and production of bio-gas, among others.

- **Kampala Water Lake Victoria WatSan (KW-LVWATSAN) Project:** This project is aimed at improving water supply services for the Greater Kampala over the next 20 to 30 years. The five year project which commenced in 2011 entails; rehabilitation of the Ggaba water treatment complex, construction of a new water treatment plant in Katosi, network rehabilitation/expansion and rationalization for the Greater Kampala Metropolitan Area, improvement of water supply and sanitation to the urban poor, and institutional strengthening and building, among others. The Euro € 212 Million project is financed by the German Government (KfW), French Government (AFD), European Investment Bank (EIB), European Union (Infrastructure Trust Fund), and the Government of Uganda and NWSC.
- **Water Management and Development Project (WMDP):** The proposed WMDP project, which is still in the preparatory stages, is to be funded by the World Bank and Government of Uganda. The five year project that entails the rehabilitation and expansion of the Arua, Gulu, Bushenyi, and Mbale water supply and sewerage systems is being developed in partnership with the Ministry of Water and Environment, which has earmarked the small towns of Busolwe-Butaleja, Budaka-Kadama-Tirinyi, Kumi-Nyero-Ngora, Rukungiri, Busia, Pallisa, and Katwe-Kabatoro to benefit from the same

programme. A key component of this project is the Integrated Water Resources Management employing catchment based approach. The project therefore encompasses catchment protection measures in the catchments of the beneficiary towns. Under the programme, new sewerage systems are going to be developed in the towns of Arua and Bushenyi.

- **Other Capital Development Projects:** The Corporation has also embarked on the implementation of other capital development programmes like; Re-development of a new intake for the Soroti water works, Bwaise II Urban poor project, and Extension of water to Kako (Masaka), among others. This is in addition to the mains intensification/ expansion and asset replenishment programmes which NWSC carries out on annual basis using her internally generated resources, as part of her revenue enhancement interventions.
- **Strengthening of Performance Improvement Systems:** Under the performance improvement and commercialization agenda, it is planned to strengthen customer care and revenue collection by rolling out and increasing the interface of the e-water payment system. The Corporation also plans to roll out the pre-paid metering system to other informal settlements, and Government institutions. This will be facilitated by the capacity building and training programme, where staff are to be continuously trained in areas of special interest i.e. chemical optimization, cost control, energy efficiency management, water loss control, GIS, asset management, risk based maintenance and management, among others. NWSC also plans to build on the success of external services, revitalize staff performance and productivity, and strengthen the ongoing financial performance improvement programmes through the recently concluded Performance Autonomy and Creativity Enhancement (PACE) contracts framework as the new approach to Area delegated management.



21. Deep-soak your lawn. When watering the lawn, do it long enough for the moisture to soak down to the roots where it will do the most good. A light sprinkling can evaporate quickly and tends to encourage shallow root systems. Put an empty tuna can on your lawn - when it's full, you've watered about the right amount. Visit our natural lawn care page for more information.



## 40 Years of Management Services (MS) Division



**Ms Sarah Irene Walusimbi**

Chief Manager-Management Services Division

The Management Services Division is mandated, among other things, to recruit, develop and retain a competent workforce, enhance the image and reputation of the Corporation through effective public relations, provide professional legal services, Board Secretarial, transport, estates and Security services to the Corporation. It is majorly a support division whose target is to proficiently support Management in effective administration and corporate governance of the Corporation.

Over the last 40 years, the Management Services Division has grown from just handling Personnel and Administration matters in the Corporation to embrace other important services like Board and Legal affairs, Transport, Estates, Security and Public Relations. Since the most important asset of any organization is its people, the above departments which deal mainly with people issues and matters of administration have made the division to become the umbilical cord between management and the workers.

We must give due credit to predecessors who pioneered or worked hard to keep Management Services Division and Personnel and Administration afloat including: the Late Apollo Manoti (Former Corporation Secretary), Mr. Zachary Bishagenda (Former Personnel & Administration Manager), Mr. Can Amos Lapenga (Former Chief Human Resource Manager) and Mr. David Mpango Kakuba (Pioneer Chief Manager Management Services and Corporation Secretary). The above staff contributed greatly to the formation and steering of the division to great length.

### Achievements of the Division

The following are some of the achievements the Management Services Division has made over the years:

**Recruitment of Competent Personnel:** In line with our vision of becoming a leading water utility in the world, the Division is proud to have been at the forefront of building a robust workforce of well trained and competent professionals that has catapulted NWSC as a benchmark for sound utility management around the world. This has been attained through a sustained effort of recruiting the best candidates for the available jobs with little or no interference, training them on job and retaining them to serve the long term interests of the Corporation.

**Staff Motivation and Welfare:** The Division has over the years consistently organized and facilitated Joint Negotiation Committees (JNCs) with the Workers Union, the Board of Directors and Management where salaries and allowances of staff have always been indexed or enhanced to keep up with the changing conditions of living. Staff salaries are indexed by a certain percentage of tariff indexation every 2 years. Through staff performance appraisals, employees are also given promotions and salary notch increments to improve their pay. A robust medical scheme was also put in place to ensure a healthy and stable workforce on top of other welfare services like well facilitated and ambient offices, Corporate wear which have improved the image of the Corporation.

**Contract Management:** Perhaps one of the key division achievements over the years has been to change the terms and conditions of employees from permanent and pensionable to three year rolling contracts since 2005. The 3 year renewable contracts have helped to improve staff conduct and performance by encouraging staff to work hard to achieve their set targets and exhibit professional conduct at work in order to have their contracts renewed for another term.

**Provision of Professional Legal Services:** The division ensured that all statutory and regulatory requirements were complied with and ably defended all suits for and against the Corporation in courts of law. The Department has also ensured that most of the properties that were handed over by Government to the Corporation had their land titles processed.

**Effective PR and Communication Strategy:** The Division ensured promotion of all Corporation events, marketing and publicity campaigns for all Corporation causes, while maintaining a cordial relationship with the media and other corporate partners. The PR department marketed E Water, arranged monthly activities to mark 40 years, revived Wet Storm, ensured company participation in national events and other corporate activities plus building Corporation presence on social media and publishing articles to market and educate the public about NWSC products. NWSC is currently a strong brand in the Corporate world partly because of these PR activities.



## MS Division, Contd...

**Prudent Transport Management:** The Division ensured that all corporation vehicles were well maintained and that transportation was available at optimum cost for all corporation duties. This has been achieved through different transport management schemes including leasing of vehicles, provision of wet loans, fuel and cycle allowance to field staff and procuring and maintenance of pool and operational vehicles for Corporation duties.

**Provision of effective Security Services:** The Division ensured that Corporation property and offices are well protected. It also played a proactive role in unearthing and investigation of illegal water users and reducing illegal connections thus reducing Non Revenue Water and financial loss to the Corporation, on top of handling all crimes committed on company premises thereby ensuring a safe working environment for its workforce.

**Ensuring and sustaining a clean and ambient environment in all the Corporation premises:** During the period under review, the ambience of the NWSC offices and other installations was significantly improved and kept at a higher level and this has provided a conducive working environment to staff hence enhancing productivity. In addition, staff welfare has been on top of the Division agenda. This has been done through the NWSC medical scheme where all staff and their dependants can access best medical services in the best Hospitals and Clinics in the country. Other staff welfare services have included HIV counseling and care, provision of Corporate uniforms and protective wear, office logistics, furniture, cleaning materials and other welfare items to staff.

**Facilitation of Board Operations and Board Meetings:** The Division ensured that all the necessary Board meetings were held and resolutions duly communicated to respective divisions. All necessary Board papers were prepared and presented during this time and resolutions implemented.

The Corporation has also been instrumental in Corporate Social Responsibility drives including monthly cleaning exercise at Mulago Hospital, Donations to Buduuda Landslide victims, Sanyu Babies home as well as partnering with KCCA in a city clean up exercise during the water and sanitation week.

Through partnerships with development partners like the

World Bank, many professional Engineers have been trained and a lot of capacity building was done. These Engineers have been at the helm of the leading the Corporation to greater heights as most of them are now senior Managers running the affairs of the Corporation efficiently and effectively.

In 2005, Management Services Division spearheaded the development of a new Human Resource Manual which went to great lengths to provide guidance that underpins NWSC aspirations in terms of its work, culture, values, principles and practice. The manual has provided a framework with which consistent decisions have been made and provided equity and transparency in the ways in which employees are treated. It has therefore acted as a basis and a firm tool of accountability against which NWSC monitors and assesses human behavior practices.

It has not been all about work and no play, but the Division has also been actively promoting staff engagement in various sports disciplines to keep the workforce active and healthy. The Corporation football team (Water FC) that started in 1994 has won various accolades including 5 first division titles and promotion to the Super League where it has been a regular competitor. We have also been regular participants and the reigning volleyball champions in Corporate League an umbrella that unites corporate companies in sports activities and provides a platform for interaction and benchmark of best practice in these organisations.

The above Division achievements and programs have played a significant role in creating a high performance culture in NWSC culminating into the Corporation winning two Employer of the Year Awards (2003 and 2005) by the Federation of Uganda Employers and East Africa's Most Respected Public Enterprise. Staff productivity has improved from 38 staff per 100 connections during the 1990's to the current 6 staff per 1000 connections and staff costs as a percentage of total operating costs stands at a reasonable 40 %. Our staff are highly respected outside the Corporation and NWSC has become a benchmark organisation in proving that state owned enterprises can perform.

The customer remains the reason we exist and the struggle continues to ensure that both internal and external customers are satisfied.



22. Water during the early parts of the day; avoid watering when it's windy. Early morning is generally better than dusk since it helps prevent the growth of fungus. Early watering, and late watering, also reduce water loss to evaporation. Watering early in the day is also the best defence against slugs and other garden pests. Try not to water when it's windy - wind can blow sprinklers off target and speed evaporation.



# THE ENGINEERING SERVICES (ES) DIVISION – FUNCTIONS AND EVOLUTION SINCE 1972



**Eng Alex Gisagara**

Chief Manager-Engineering Services Division

NWSC which was created by degree no 34 of 1972, had the departments of operation headed by a chief engineer, corporation secretary, chief accountant, and chief internal Auditor. The operations department was responsible for the workshop, water quality and three Areas of Kampala, Jinja, Entebbe.

Around 1994, the project implementation unit (PIU) which was under government was incorporated under the operations department alongside workshop department. The PIU included corporate planning

In the early 2000, NWSC was restructured and the operations department became an engineering Division headed by a chief manager engineering Services, the sections became a department headed by a departmental head. The division comprised of the following departments:

- Planning and capital Development responsible for planning and implementation of projects within NWSC. The corporate planning responsibility was under management services
- External services,
- operations
- Static plant
- Water quality
- Block mapping

In 2006, due to the increased number of external assignments and the need to strengthen the institution, the

external services became a division known as External Services and Institutional Development.

In 2008, planning and capital development became a division responsible for the capital development and infrastructure planning this was as a result of the increased bigger complex projects.

Currently the engineering services division is consisted of four (4) departments namely, Operations department, Static Plant, Water quality and block mapping department. The functions of the different departments are as follows;

## **Static Plant department**

Static Plant – Maintenance Department, a maintenance service unit under Engineering Division, is mandated to maintain all static plants in NWSC service Areas in an optimum operational state. Several maintenance strategies are employed and these include; Corrective Maintenance, Planned Preventive Maintenance, Asset Replacement and Predictive maintenance.

Excellent implementation of these maintenance strategies have several benefits to NWSC which include:

- Optimization of equipment and repair costs. The sole objective of Planned
- Preventive Maintenance is to minimize maintenance costs accruing from sudden breakdowns which are rather costly.
- Maximization of equipment reliability and hence availability.
- Maintaining of high equipment efficiency, life cycles, and capacity

## **Challenges**

Old infrastructure in many of the NWSC service areas implying that these areas have to be visited much more times than planned during the year. This hence means a higher cost of O&M for the Dept.



23. Add organic matter and use efficient watering systems for shrubs, flower beds and lawns. Adding organic material to your soil will help increase its absorption and water retention. Areas which are already planted can be 'top dressed' with compost or organic matter. You can greatly reduce the amount of water used for shrubs, beds and lawns by:
- (i) The strategic placement of soaker hoses Installing a rain barrel water catchment system, and (ii) Installing a simple drip-irrigation system. Avoid over-watering plants and shrubs, as this can actually diminish plant health and cause yellowing of the leaves. When hand watering, use a variable spray nozzle for targeted watering.



## Engineering Services Division, Contd...

Rampant power outages have resulted into areas over relying on generator usages as a source of power for much of their water production. This has also resulted into servicing the generators much more times than scheduled. This therefore means more oils and fuels and service parts were used and this increases the cost of production

Seasonal factors like torrential rains that caused submergence of Raw water pump sets in the areas and drying out of major water abstraction points to an extent of exposing the suction points.

### Solutions

A 5-year asset replacement plan is in place to replace the un-economical to run assets and those dilapidated pipes and fittings.

A memorandum of understanding with UMEME Ltd is underway so as power is availed to our pumping stations during the optimal pumping times of the day.

Extra protective guards have been designed and installed on raw water pump housings that are usually affected by such problems. In addition, temporary measures like inserting sand filled bags have been put in place to increase water level around the suction point.

### Quality Control Department Functions

The Quality Control Department also falls under the Engineering Services Division of NWSC. It is charged with ensuring that water produced conforms to national standards for potable water and also the effluents from our waste water treatment works conforms to standards of effluent discharge. The functions of the department:

- Ensure that water produced meets National Standards for Potable water
- Ensure that sewage effluent produced meets the National Effluent Discharge Standards
- Ensure that the quality of final water leaving the water works reaches the consumer in the same potable state..
- Ensure accurate specification and timely procurement of the right water treatment bulk chemicals and their optimum application
- Coordinate the implementation of the Quality Management Systems (QMS) based on ISO 9001:2008 in all Areas of NWSC

- Coordinate the implementation of Water Safety Plan (WSP) as a means of quality assurance throughout the water supply system) in all the Areas.

### Challenges:

- Poor effluent quality from waste stabilization ponds:-
- Inadequate water treatment and quality monitoring equipment and chemical reagents.
- Deteriorating raw water quality in some Areas due to source pollution.

### Solutions/Innovations

- Pilot study on salt electrolysis for disinfection reducing chemical costs
- Study and use of polymers instead of alum and soda ash in water treatment to for more efficient water treatment
- Use of natural and constructed wetlands to polish and improve effluent quality

### Block-mapping Department

The block mapping department falls under the Engineering division of NWSC. It is charged with the responsibility of mapping and documenting all water connections including all water and sewerage installations in all NWSC Areas. Its functions are:

- Mapping of new Areas taken over by NWSC and producing block-maps for the Areas.
- Follow up and mapping of new connections and mains extensions and updating the existing block-maps in the Areas under the jurisdiction of NWSC.
- Handling all block-mapping assignments under the External services
- Carrying out any other survey work as required by NWSC.

The challenges of this department are:

Centralization of the departmental office in Kampala making scheduled trips to up-country stations very expensive. Growing number of NWSC Areas with extensions outside the demarcated town boundaries.



24. Don't run the hose while washing your car. Clean the car using a pail of soapy water. Use the hose only for rinsing - this simple practice can save as much as 150 gallons when washing a car. Use a spray nozzle when rinsing for more efficient use of water. Better yet, use a waterless car washing system; there are several brands, such as EcoTouch, which are now on the market



## Engineering Services Division, Contd...

Limited staff and logistics to handle surveys in all the NWSC Areas up-country.

### Solutions/Innovations

- Decentralization of the block-mapping function to four regions of Uganda. This needs staffing and equipping the regional offices to effectively handle the tasks.
- Use of satellite imagery in mapping to avoid tedious and time-consuming ground survey work.

### Operations Department

The operations department falls under the Engineering division of NWSC. It is charged with the responsibility of planning, supervising, coordinating and carrying out capacity building of Departmental/Area staff to ensure efficient and cost-effective operations, maintenance and management of Corporation Assets/Resources through innovative and environmental friendly approaches, Its Key result Areas among others are:

- To ensure efficient provision of logistical support and technical backstopping to Areas.
- Ensure efficient monitoring of Technical Operations in the Areas and KW Branches.

- Ensure that maximum efficiency and 'value for money' is achieved in implementing all delegated works projects undertaken in the Areas
- To ensure that Corporation Assets are cost-effectively managed and maintained

### Challenges

The challenges faced are:

- Over stretched production capacity of water production plants in Areas,
- Poor waste water effluent in some of the WSP
- Poor asset management
- Slow implementation of water safety plans
- High energy and chemical costs

### Solutions/Innovations

- Pilot PPP of energy efficiency improvement involving GIZ, NWSC and KSB in Jinja; in order to solve high energy costs.
- Pilot study of solar energy use as a measure to reduce on energy costs



**For more information on NWSC-External Services, please contact us on:**

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### More on Water Usage Tips

25. Use a broom, not a hose, to clean driveways and sidewalks.
26. Check for leaks in pipes, hoses, faucets and couplings. Leaks outside the house may not seem as bad since they're not as visible. But they can be just as wasteful as leaks indoors. Check frequently to keep them drip-free. Use hose washers at spigots and hose connections to eliminate leaks. Water conservation comes naturally when everyone in the family is aware of its importance, and parents take the time to teach children some of the simple water-saving methods around the home which can make a big difference.





## Interview with the Ag Director of Water Development



Eng Richard Cong

Ag Director-Directorate of Water Development

### Question (Q). Please give a brief about yourself

Answer (A). I hold a Bachelor's degree in Civil Engineering from Makerere University and a Master's degree in Water and Waste Management from WEDC, UK. I have also done several short courses to enhance my skills. I have worked in the water sector for 31 years since 15<sup>th</sup> June 1982 as I started working as Head of Gulu waterworks as a Pupil Engineer for 3 years. On my return in 1986, I was posted at the Headquarters to serve both rural and urban sub-sectors. I became Secretary for the Water Sector Reform in 1999. One of the contentious issues was privatizing NWSC. After lengthy discussions, the urban water sub-sector (including NWSC) was not privatized to the greatest pleasure of most of us at DWD. I am glad that now I am an **ex-officio** Board member of NWSC. I have been Acting Director of DWD for almost a year and half.

### Q. What has it been like working with NWSC?

A. I played a big role as I was the Secretary for the Water Sector Reforms. Between 1999 and 2000 we did the rural sector and from 2000 to 2001 the urban sector. The water sector was classified as large towns with population above 15,000, small towns with population between 5,000 and 15,000 and Rural with population below 5,000. At that time, 33 towns qualified to be large towns which qualified them to be under NWSC. However due to different reasons did not take all of them. Currently, it is managing 23 towns but with effect from 1<sup>st</sup> July 2013, more five will be given to NWSC. In the next five years, NWSC will take over more ten towns.

We travelled to Ghana, Senegal and Ivory Coast together with other officials including Dr William Muhairwe (former NWSC MD) and learnt the importance of customer care in the water sector.

### Q. How has NWSC faced the challenges in fulfilling its mandate since its formation in 1972?

A. The 1970s were not good years for the water sector and the country at large. The infrastructure was not maintained and deteriorated over the years. Utility performance was very poor and the services halted in all towns. A lot of rehabilitation started in the late 1980s which improved services steadily in the 1990s. The tariff is not full cost recovery and yet it cannot be increased due to affordability and political reasons. Some customers are not willing to pay their water bills and some engage in illegitimate consumption. Sewerage services are still a big challenge to NWSC due to investment costs required.

### Q. What message do you have for NWSC customers?

A. Customers should appreciate that NWSC is a state agency and it supplies water on commercial basis to sustain operations and so they should pay their bills in time. **"They should do to others what they want to be done to them"**. Customers should appreciate the innovations NWSC has put in place, like toll-free phone, e-water, mobile money payment and instant billing. Customers should know that as they invest 1 dollar, they save 8 dollars for other costs required.

### Q. What is the message to NWSC Management and staff?

A. NWSC staff should remain focused and keep up the team-work spirit. The success story is credited to NWSC staff and it has been appreciated in the whole of Africa. They have to work very hard to stay at the top.

### Q. How do you see NWSC in future?

A. The future is very bright for NWSC and should take over all the large towns which are now over 80.



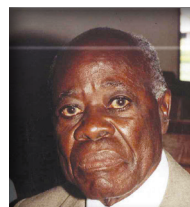
# Former NWSC Employees Have Their Say

(in the order of their entry into NWSC service)



with

**Mr Joseph N Balugambire**



**Q** When did you join NWSC, what prompted you to do so and for how long did you work?

Answer (A). Well, to answer this question let me start from some years back. While on my annual leave in April 1964, I bumped into an old friend and colleague Eng A F Luha (RIP) who was the first African city engineer of Kampala. During our conversation, he talked of acute shortage of technical staff in his Department following an exodus of expatriates emanating from Uganda's independence. After some careful consideration, I accepted his offer to recruit me into the KCC service as sewerage works manager. This was in June 1964.

When NWSC was created, all sewerage-related services were transferred to the corporation; so I automatically became a bone-fide staff of NWSC from 1973 until 1984, when I retired.

**Q** Briefly describe your experience of working with NWSC

A. Kampala city council service was operating in a small area, but NWSC extended to other areas like Jinja, Entebbe, Mbale and Tororo, initially. This gave chance to interact with more staff members both senior and junior. This is so because, we used to have regular meetings at different levels to analyze problems and to agree on a way forward. Generally, there were cordial working relations among all staff, both at the top and bottom of the staff hierarchy. I remember almost everyone was a good time manager and dedicated to work, but of course there were always some exceptions, i.e. the black sheep.

To maintain operation of the plant 24 hours a day, we had shifts, with each being headed by a machine attendant. There was also a fourth shift to cater for leave and emergency. Each pump had a log book in which the machine attendant was to record pumping hours when signing off-day. In addition, all flows at various points on site were relayed to a control room for summation and minimum standard of the final effluent in terms of BOD and suspended solids.

When heated digestion tanks were operative, the required heat was provided by burning methane gas in the boiler house. This transpired into a big saving on electricity bills. Rags-picking was taken care of by communitors and grit-removal by grit pumps, thus menial activities

Generally, during the early 1970's sewerage disposal works was a model in the region. I remember a number of local Authorities near and far sent their officials to Kampala in order to benchmark from our experiences. They came from Kenya, Tanzania, and Lagos in Nigeria as evidenced from the "visitors book." Naturally, we were proud of such fame.

**Q** If you were to come back and work with NWSC, what things would you change in your career?

A. There are areas which should be looked at seriously with a view to minimize pollution of water courses and ultimately the lake.

1. put in place a policy of routine flushing of sewers through chambers to avoid likely blockages due to excessive silting
2. Carry out routine flushing out of washout chambers on all siphons. This also will reduce occurrence of blockages and subsequent shipping of sewerage in wrong places.
3. As much as practicable maintain all the treatment plant units in efficient working conditions, thus producing a final effluent of acceptable standard.
4. There must be strict control of the quality of industrial effluents being discharged into sewers. Also watch out for notorious factories which secretly discharge some times even harmful effluents into water courses.

Having put the above points in practice, I am sure the pollution load in wetlands and Lake Victoria will greatly be reduced. In addition, public nuisance and health hazards due to flooding of sewage will be eliminated.

**Q** How do you see NWSC now? Do you think we are heading in the right direction?

A. Of recent I have observed that NWSC is gradually extending its services to areas out side urban boundaries in many districts.

This program is highly commendable since clean potable water is a key factor in reducing diseases in the community. **I wish you good success in your efforts.**





## Hon Hilary Onek, Former Managing Director, NWSC (Feb 1983–Aug 1998)



### Question (Q). Briefly, who is Hon Hillary Onek?

Answer (A). I was born in Palabek Gem, Lamwo District. I hold a BSc, MSc Civil Engineering (Moscow) and MBA (MUK), Member of Parliament Lamwo County (Since June 2001 - to date), currently the minister of Internal Affairs (May 2011–to date), having also served as minister of Energy (March 2009 C May 2011) and minister Of Agriculture (June 2006 – March 2009), was the managing Director National Water and Sewerage Corporation (NWSC) during Feb. 1983 – August 1998.

### Q. When did you join NWSC? What prompted you to do so?

A. Initially, I joined NWSC as its chief Engineer in October 1982 having earlier served as a lecturer at Faculty of Technology (MUK) (June 1980-October 1982). At the time I joined NWSC in 1982, the water system had broken down in all NWSC towns as all the water pumps had become obsolete and the filters clogged. Kampala residence used to buy water from water vendors using wheel barrows and the affluent class used to be served by water tankers. The sewage systems were also non-functional. At Makerere University, we used to be served by water tankers and the struggle for potable water was alarming. **As a water Engineer, I decided to join NWSC to confront the engineering challenge that appeared to give trouble to many.** The job for chief engineer NWSC was advertized, I applied, was interviewed in September 1982. I was offered the job a month later, and I accepted.

### Q. Briefly describe your experience of working with NWSC. Where did you find it and where did you leave it?

A. By the time I joined, NWSC was a non-functional utility. Immediately took charge as Chief Engineer, I was confronted by the problem of a non-technical management. The corporation was managed by Mr Treon (RIP) – a lawyer as MD, the Area Managers

were trade-test technicians, who never studied beyond primary six, and a wide range of other laborers, who could not conceptualize the technical challenges correctly. A similar situation was also at headquarters. The chief accountant was an S4 dropout. Professional accounts staff were not there. The only two engineers I found in the corporation were relegated to non-significant roles, one was placed in the drawing room and the other one was stationed at Gaba water works.

There was no money to even pay for salaries and wages, as no revenue was being collected from the service. Government used to giving subvention to NWSC to pay their salaries. The so called arrears collectors went around with receipts, but pocketed all the money they collected. Management was by rumors and often the then minister in charge of water intervened, sucking whoever was accused to him. The Board was weak and demoralized. At the time, government was considering giving back water services to the local government urban authorities. I struggled with the minister, asked him to give us a chance, and managed to stop it when NWSC water services resumed.

I redeployed the two engineers and some of the better trained technicians into fire fighting operations to restore some piped water to the city of Kampala and the other towns. I immediately sought permission and recruited seven young civil engineer graduates from among those I taught at Makerere.

At Gaba, we dismantled all the obsolete pumps and reassembled those with reasonable impellers and housing, borrowing parts from those that could not be put back to work. Out of the 15 fresh water pumps, we restored 8 of them. Similarly, we repaired raw water pumps. The filters were dismantled, media removed, cleaned and put back. Within three months, we were able to pump some water to Kampala, but this occasioned numerous leakages as the empty pipes had rusted over time and could not hold water under pressure. To me, this was a much happier challenge.

As we repaired the leakages, the wheelbarrow water vendors punched holes into the pipes to protect their market. After another month we overcame most of the major leakages and water started reaching homes in Kampala Central, Nakasero, Kololo, Muyenga, Bu-





## **Hon Onek Q&A, Contd...**

golobi and most of the low lying areas. I remember one morning, the Minister in charge of water called me and angrily complained why dirty water splashed on him when he was having his bath using a basin. This excited me as I knew water had at last reached that part of Kololo. I promised and to his delight, we repaired the system at his house and he was able to use the showers.

Our efforts attracted support in 1983 (from the European Union and the Islamic Development Bank) who offered to finance NWSC's first phase rehabilitation program. The World Bank later on joined in 1983 to finance the rehabilitation and expansion of the water systems in the NWSC towns and some of those under DWD to be taken over by NWSC after completion. Donors developed confidence in NWSC by the time I took over management in February 1983. By 1987, we got additional funding from the World Bank, Austrian Government, and GTZ (Germany), to expand the water works, the distribution system, leak control and management, computerized GIS and accounting system. By 1992, NWSC had become a model water utility company in the sub-Saharan Africa. The World Bank recommended and sent water utility managers from Kenya, Tanzania, Zambia and other managers from West African Countries, so that we offer them hands-on training.

In all these successes, at the centre were the NWSC workers and Staff. Team work was the norm. All staff and workers were always on board even on major policy decisions. We had elaborate training and professional development programs steered by the Water Training Centre. Our goal was to have a minimum of masters degree in engineering, management and water quality management. In partnership with the University of Delft (Netherlands) and Loughborough (UK), we were able to produce professionals with PhDs like Tom Okurut, Maimuna Nalubega, Sam Kayaga, among others. Most of our engineers got masters degrees.

By the time I left in August 1998, it had become a utility model in sub-Saharan Africa. NWSC was operating as a modern and most highly computerized, efficient, with low NRW below 29 %; with highly motivated staff and workers. The customers were equally satisfied. The corporation generated over US\$ 3 bn per month, creating a surplus of over US\$ 1.2 bn monthly, with plans to finance its own capital development initiatives. I left the institution proud of the achievements we collectively attained with the employees of NWSC.

**Q. What are your fondest NWSC Memories?**

A. Seeing the conditions of service of my workers improve every year, as we increased their pay to match the conditions of living and the happiness they exhibited, especially during end of year celebrations, when we danced together as a family.

**Q. When were you lowest at NWSC?**

A. This was during the last year of my contract in 1998, when my subordinates I assisted and some of whose professional development I supported, became power hungry, conspiring and trading false and underground accusations against me. Unfortunately, God did not reward them as they expected. I have since forgiven them when I left.

**Q. With your experience in NWSC, what key take-home message do you have for the staff?**

A. I associate strongly with and perhaps may say the modern NWSC, was my creation, greatly supported by the staff then. We did not market our achievements in restoring and developing the services as I believe this would not be ethical. We would rather let those who enjoyed the services say so. My message to the staff is – concentrate on performance excellence and talk less. Publish scientific achievements for others to learn from. Maintain team work and help the lower level workers appreciate the common goal, and what their role is in the process. Do not play populist for the outsider audience. Beware of excess greed, maintain your integrity and note that Uganda is for all of us.

**Q. How do you see the Corporation in future?**

A. If the culture of team work I left prevails and professionalism is well maintained, the Corporation will have a bright future, provided the top remains honest and not deceitful.

**Q. If you were to manage NWSC again, what key areas would you basically focus on?**

Professionally, I would not deviate from my previous management approach, i.e. address the challenges appropriately, as and when they come, in order to meet the demand of the esteemed customers who need the water and sewerage services. However, I would this time check and ensure the hypocrites and selfish conspirators are not allowed to derail progress in service delivery.



**Q. What are your fondest NWSC Memories?**



## Q&A with Dr Eng Charles Wana-Etyem; Operations Manager (Dec 1988–Aug 1998), Ag MD (Aug 1998–Nov 1998)



### Question (Q). Give a brief background of yourself.

Answer (A). I was born on the 20<sup>th</sup> May 1950 in the then Lango District, now Lira District. I obtained a BSc(Eng) (First Class) degree in Civil Engineering from Makerere University in 1976, after which I proceeded, in 1977, to Colorado State University in USA where I obtained both MS and PhD degrees in Water Resources Engineering. I returned to Uganda in September 1982 and took up post of Lecturer at Makerere University where I taught Fluid Mechanics, Hydraulics and Water Resources Engineering. I am a Fellow of the Uganda Institution of Professional Engineers, Member of the Institution of Civil Engineers in the UK. I am registered with the Engineers Registration Board of Uganda. I am a Chartered Engineer in the UK.

I have a wealth of experience on corporate governance, public and private sector activities. I served as Chairman on many high profile Boards dealing with assessment and accreditation like the Makerere University Council (2010–present), Uganda Engineers Registration Board (2000–2006), Uganda National Examinations Board (1997–2002), Uganda Polytechnic, Kyambogo, now Kyambogo University (1991–2001) and Uganda Hardwares Ltd. (1987–1996).

I have also served as a Member of the Board of Directors of Uganda National Bureau of Standards (1993–1996); a Member of the Board of Directors National Enterprise Corporation (1988–1995), a Member of the appointments board of Makerere University (1997–2010), and since 2002 a Member of Makerere University Council. I did serve as a Member of the pioneer Board of Directors of the Uganda National Roads Authority (2007–2012); a Member of the Board of Directors of the National Water and Sewerage Corporation (2009–2012) and the Deputy Chairperson of the Uganda Water Policy Committee, a body charged with responsibility for advising Government on all water policy matters in Uganda. In addition, I am a Member of Council of All Saints' University, Lango in Lira, Northern Uganda. Since March 2010 I served as Chairman of the Board of Governors of Lango College, Lira, where I have dedicated my emoluments to students' award on good performance.

### Q. When did you join NWSC and what prompted you to do so?

A. In December 1988, as part of restructuring of NWSC, the post of Operations Manager was created to coordinate the

operations of the seven towns then under the NWSC management. It was advertised and I applied. I was interviewed and offered the job. I left Makerere University where I was Head of Department of Civil Engineering in the Faculty of Technology. I opted to join NWSC partly to practice what I had been teaching at the University, but also because it offered better opportunities in both career and personal developments.

### Q. Briefly describe your experience of working with NWSC. Where did you find it and leave it?

A. I found a big number of expatriates at different levels of management – Chief Engineer, Finance Manager, Management Advisor, Revenue Manager, Workshop Manager, Procurement Manager, and others. I was one of the Ugandans prepared to take over the positions from them. By the time I joined, the World Bank had completed the Seven Towns Water and Sanitation Project including the four new towns of Masaka, Mbarara, Mbale and Tororo. The successor project, the Second Water Supply and Sanitation Project had also just kick-started under the overall coordination of the World Bank. Other donors like the European Union, Austrian Development Agency and GTZ, now GIZ all provided support through the SWSSP.

My initial experience was that of mental change. I had come from an academic institution where activities and procedures were well structured but here I was in a semi-commercial organization where both money and politics often clashed with the operations of NWSC. It took me quite a while to understand the perception of staff in relation to the discharge of their duties for the core function of NWSC.

NWSC had gone through turbulent times in the 1970's with infrastructure deteriorating due to poor maintenance given the economic condition experienced by the country. I came in soon after rehabilitation (Seven Towns Water Supply Project) and became part of the expansion programme that was supported by the Second Water Supply and Sanitation Project. The programme was able to allow the Corporation to address some of the problems like insufficient water production capacity, low sewerage coverage, high unaccounted for water arising from old pipes and pilferage of water, low billing and collection efficiencies, relatively high number of staff, *ad hoc* procurement system, relatively young engineers in management positions and limited skilled manpower.





## ***Dr Wana-Etyem Interview, Contd...***

The expansion of the physical infrastructure was much more straight forward with tangible results easily visible. As part of the SWSSP, the European Union financed the construction of Gaba II, the Austrian Government funded the network rehabilitation including pipe replacements in Kampala. With the completion of Gaba II in 1991 and the completion of the works in the other towns, the water systems in the towns under NWSC were stable and worth talking about. The infrastructure was good. However, the populations in the towns especially Kampala were fast-growing and in short run water supply became insufficient.

I have to admit that while NWSC grew in all the aspects of operations, commercial growth remained constrained and improved much more slowly. The senior Managers with Engineering backgrounds focused more on infrastructure development and system operations and paid lesser attention to commercialization despite the effort to bring on board private sector efficiency through KRIP. It was therefore of no surprise when in late 1998, management with focus on marketing assumed office they were able to use the vast infrastructure to generate the badly needed resources to maintain the operations. I left in August 1999 to join the private sector.

In the case of staff, while the rehabilitation and expansion of infrastructure was straight forward, human resources development which involved skills sharpening and added value training was much more nuance. The Water Training Programme which started in 1987 to address some of the challenges mentioned above was to play an important role in the human resources development of the Corporation. Staffs were trained both at the Training Centre in Bugolobi and abroad. Block mapping had also been introduced in 1987 to identify customers and underground infrastructure. Other towns had rehabilitation programmes that improved water supply like Gulu and Lira were funded by the African Development Bank between 1991 and 1993; Kasese and Fort Portal 1994–1997 by KfW.

The major challenge is the low sewerage coverage, which is zero in some towns, but the average is about 6%. In Kampala it is mostly in the colonial part. There are few customers and investment costs are very high. Non-revenue water management is still a challenge to date. Revenue management was difficult because of big customers and government inability and unwillingness to pay. Introduction of VAT on billing caused more financial strains.

### **Q. What are your fondest memories in NWSC?**

A. Adjusting to the prevailing culture in the Corporation was a challenge when I found out that returning the balance of the money that had been advanced to me for field trip was taboo. I did not have the skill and courage to account for money unless I actually spent it and I had a receipt. This

forced management to introduce per diem payment as opposed to advance payment which was making some people uncomfortable, because I always insisted and indeed returned money I did not use.

The second one is that when I joined NWSC, I was the only Registered Engineer in the Corporation. My zeal to encourage colleagues and the young engineers to acquire design skills, so that they could advance professionally was always a source of pleasure even though I was keenly aware that most of the engineers preferred to be Area Managers or Project Managers.

Last but not least, were those functions/parties in the Areas where staff mingled regardless of rank to celebrate various events of which the most memorable one was at Masaka where the master of ceremony was referring to me as Owekitibwa and I started scouring the crowd to see if there was some important person from Mengo (because I thought Owekitibwa only referred to those big men from Mengo!) only to be nudged at the side by one of my staff reminding me that I was the one being addressed. My Luganda was and is still very poor!

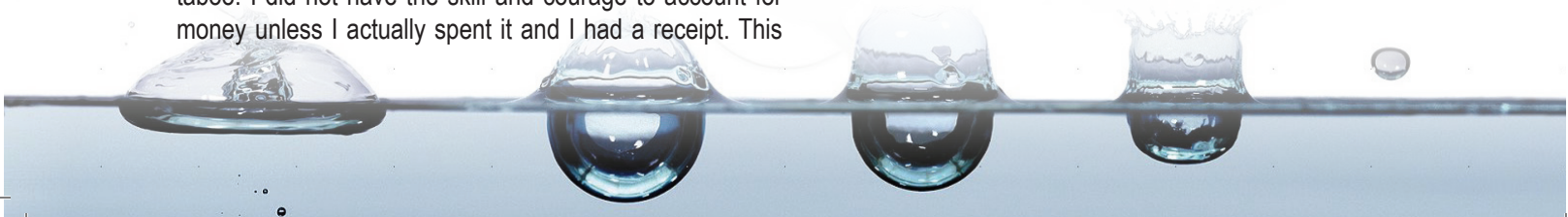
### **Q. What was your lowest at NWSC?**

A. Sometimes in life one has to accept that it is always not correct to be straight forward at all times. My lowest moment in the Corporation was when I was vilified for standing up to the truth and for saying the right things in the interest of the Corporation, which made me decide to leave the Corporation much earlier than I had planned.

### **Q. How do you see NWSC in future**

A. NWSC has a bright future. Over the years it has evolved to be one of the respected utility in the region. NWSC is expanding, taking over more towns. The country has a lot of confidence in NWSC for the good quality service it is rendering. It is high time that NWSC plan decentralizing to regions or zones. The External Services Unit is very good example of how the Corporation can share its expertise with the outside world to showcase what NWSC has done and can offer. It can also bring in revenue. It should therefore be strengthened. The Corporation should however strive to balance technical and commercial operations in order to ensure that no sector of the Corporation is seen as the only important one.

When I came back in 2009 as a Board Member, we realized a fusion of Management and Board roles, especially in recruitment and promotions of staff. The Human Resource Audit that was instituted to check any discrepancies ought to enable the Corporation recruit and retain optimal and relevant staff.





## Dr Wana-Etyem Interview, Contd...

NWSC can only continue to be relevant if it is discharging its mandate with efficiency otherwise it risks being unbundled and privatized.

**Q. If you were to do it again, what key areas would you focus on?**

A. Staff welfare is central for good performance. I would provide opportunity for staff to savour the growth of the Corporation equitably and also openly give their views on welfare issues and more importantly mould a team that is cohesive with no faction so to talk of without sacrificing the professional approach to mission of the Corporation.

**Q. With your experience in NWSC, what key message do you have for the staff**

A. My advice to management of NWSC is to keep the Board informed on new developments especially physical infrastructure. The technical staff should advise Management and Board on proposed network extensions to avoid prolif-

eration of small and inefficient developments in the guise of return on investment within three to five years.

To the general staff of NWSC, it is their responsibility to serve the country, and NWSC in particular. Managers come and go. The staff should concentrate on work and appreciate their rights. If they feel aggrieved, they should follow the right channels to have the issues addressed. They need to face challenges at work without fear or favour and be honest. If they are not, everyone loses including themselves.

For the managers, they should realize that they are the captains of the teams (Departments) and should lead by example; be fair; identify opportunities to the benefit of all staff; encourage subordinates to develop professionally and academically. This will benefit them, the organization and the whole country. Finally, teamwork is key to performance improvement and quality service delivery.



**Editorial Note:** We salute all former NWSC board members and employees, who tirelessly worked for the betterment of the Corporation. May GOD bless you all for your dedication. Please accept our sincere apologies because circumstances, time and space did not allow us to publish all your interviews, thoughts and contributions. Our thoughts and prayers go out to Mr Francis Openyto (former MD, 1979–1982) who was hospitalized by the time we had fixed an appointment to interview him. We also salute Mr Kasozi Kaaya (former MD, 1972–1979) for his valuable contribution to NWSC. Our efforts to reach Kaaya were futile.





## Dr William T Muhairwe, Former Managing Director, NWSC (Nov 1998–Nov 2011)



**Question (Q).** Can you please kindly give a brief background and description about yourself?

**Answer (A).** I am a management specialist trained in economics and business management. I was the Managing Director for NWSC from 1998–2011. While at NWSC, I instituted high performance turnaround initiatives that transformed the Corporation into a profit making Government parastatal. I spearheaded the formation of an External Services arm in NWSC that presents an excellent model on how a utility can help its peers to benchmark best practice solutions at affordable costs.

I worked for the Uganda Investment Authority as its Deputy and eventually Ag Executive Director for 3 years, and was responsible for attracting private investments in Uganda. Prior to that, I was the MD of the East African Steel Corporation, a joint venture company between the Government of Uganda and a private company (The Madhvani Group). My key competences are in strategic planning, performance turnaround, policy formulation, private sector development, and stakeholder management.

**Q. When did you join NWSC, what prompted you to do so and for how long did you work?**

**A.** I joined NWSC on 18<sup>th</sup> November 1998. The vacant NWSC job was advertised and I applied like any other citizen. I did the interviews, and I was offered the job, under which I served for 13 years. At the time, I was working with the Uganda Investment Authority (UIA) and there was much more to do in terms of attracting investors, but I felt I had done quite a bit and wanted to go out there and experience new things, especially within the water sector.

A lot had been talked about water, there were many challenges in accessing water. And by virtue of my training (revamping troubled companies), my job was to make NWSC attractive to the private sector. At a later time though, the Government got interested in the performance of NWSC and decided not to privatize it.

**Q. Briefly describe your experience of working with NWSC**

**A.** My first experience when I entered NWSC, interesting! I was welcomed with a lot of pessimism, people had a feeling that they had brought in some one ignorant about water issues, some one without any engineering background, someone with a private sector background to dismiss them, some one too tough to live with realities of a more relaxed working atmosphere of NWSC at the time.

My initial task was to allay the fears of the workers that they were not people to be dismissed, but to work with, that I was not a person to be hated but to be loved and work with. The atmosphere was not that different (Cultural, Political) from any other state-owned institution. So, the workers needed not to worry that I was going to use different strokes from similar institutions.

After a period of time and after intensive discussions with the workers' union, NWSC turned out as one of my living furs. I made the workers aware that we had a job to do, respect and love the customers, for the customer was the medium through which we were paid our salaries, bonuses and our entire social being. It turned out after very hard work that most of my staff worked solely for the company, and that is why we had a prosperous NWSC by the time I left. Also, that is why we have a prosperous



NWSC even to-date, after 40 years.

Lessons learnt: One must make his/her employees love their jobs, the customers they are serving, and also love each other; so that they work as a team. Lastly, as a boss one must make them happy by allowing them to celebrate every form of success. This explains the monthly/quarterly/annual "lavish parties" after the performance evaluation programs.

### **Q. What are your fondest memories of working with NWSC?**

**A.** What I will never forget is whenever I introduced a new program, the way people would be so skeptical from the onset. They would think that I had tricks to lay them off. It always took me time to convince them that it was for their benefit. But the most amazing thing was that staff and managers would later on become enthusiastic disciples and own the very ideas, make them bigger, better and I would feel as though I were a foreigner to the ideas! Another incidence was that of my book dubbed, "making public enterprises work." I came up with the idea of writing the book, and now everyone owns it.

One other memorable experience was working with those young upcoming professionals who called themselves the Young Water Professionals (YWPs). They came out of different disciplines and claimed to be water professionals although some of them never really worked with NWSC, or the water sector, but perhaps it is because they admired the leaders of NWSC. They always flooded my office to meet me, and were eager to tap into my mentorship ideas. These are memories I will never forget.

### **Q. Based on your working experiences at NWSC, what key message do you have for NWSC staff?**

- ☐ Be your self, do not be manipulated by self seekers.
- ☐ You have a future, and a very strong one at NWSC, if you believe so.
- ☐ You must at all times keep the custom-

er at the fore front of all your activities.

- ☐ You must realize that you have limited time to work with NWSC. Therefore, always prepare your exit. And most of all, leave NWSC better than you found it.
- ☐ Recognize the contribution of your fellow colleagues and never try to overlook or under look their contributions that made NWSC the success it is!
- ☐ Know that you have many stakeholders noticing what you are doing. As a result, try hard to be as transparent as you possibly can be.
- ☐ Keep having fun all the time. Also, celebrate every success you make.

### **Q. How do you see NWSC in the near future?**

**A.** I see a prosperous, booming and vigorous NWSC in years to come, because of the foundation that has been laid by my predecessors (i.e. Eng Francis Openyto, Mr Kasozi Kaaya, Hon Eng Hillary Onek, "the father of Engineering in NWSC"). Then of course, the Board Members, especially the one under the chairmanship of Mr Samuel Oketch, which contributed a lot towards the economic transformation of NWSC; and the Ministers especially Hon Kahinda Otfaiire, Hon Maria Mutagamba, whose foresighted approach catapulted NWSC into her great heights. Finally, I see NWSC being one of the leading utilities in the world, as per its vision coined in 2004.

### **Q. If you were to do it again, what area would you focus on?**

**A.** I would not think of coming back to NWSC, because I feel I have contributed enough to the success of the Corporaton. However, if I were to come back, I would leave others to do most of the work, and give additional autonomy (hands-off management style) to the Areas, to allow them to be more innovative, with the ultimate goal of making NWSC a holding company, which could eventually "umbrella" many vibrant and innovative companies.



# Pictorial # 1: Old is Good – Oldtime Photos

(NB: Do not ask for the captions because this is old stuff and quite interesting!)





# Old is Good, Contd...





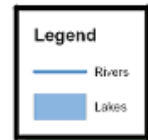
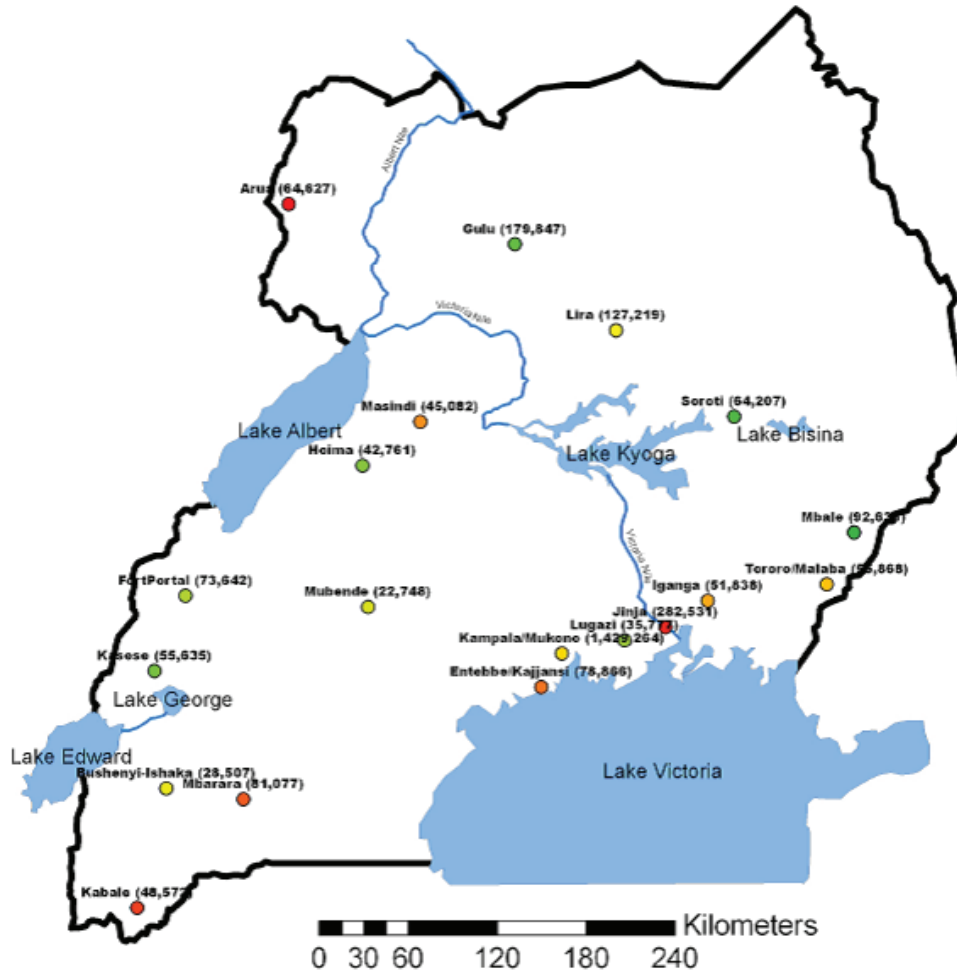
## Pictorial # 2: Celebrating 40 Years of NWSC's Existence & 50 Years of Uganda's Independence – Cake Cutting and Staff Breakfast



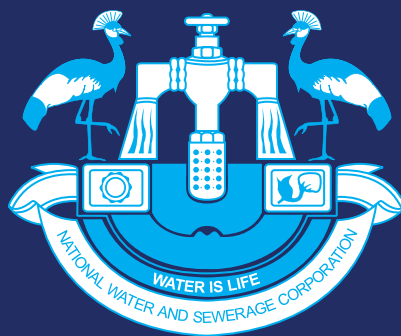




## SERVICE COVERAGE BY NWSC ACROSS THE COUNTRY







“The Customer is the reason we exist”

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Website: [www.nwsc.co.ug](http://www.nwsc.co.ug)