



The Water Herald

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Volume 2, Issue 4, September - December 2010



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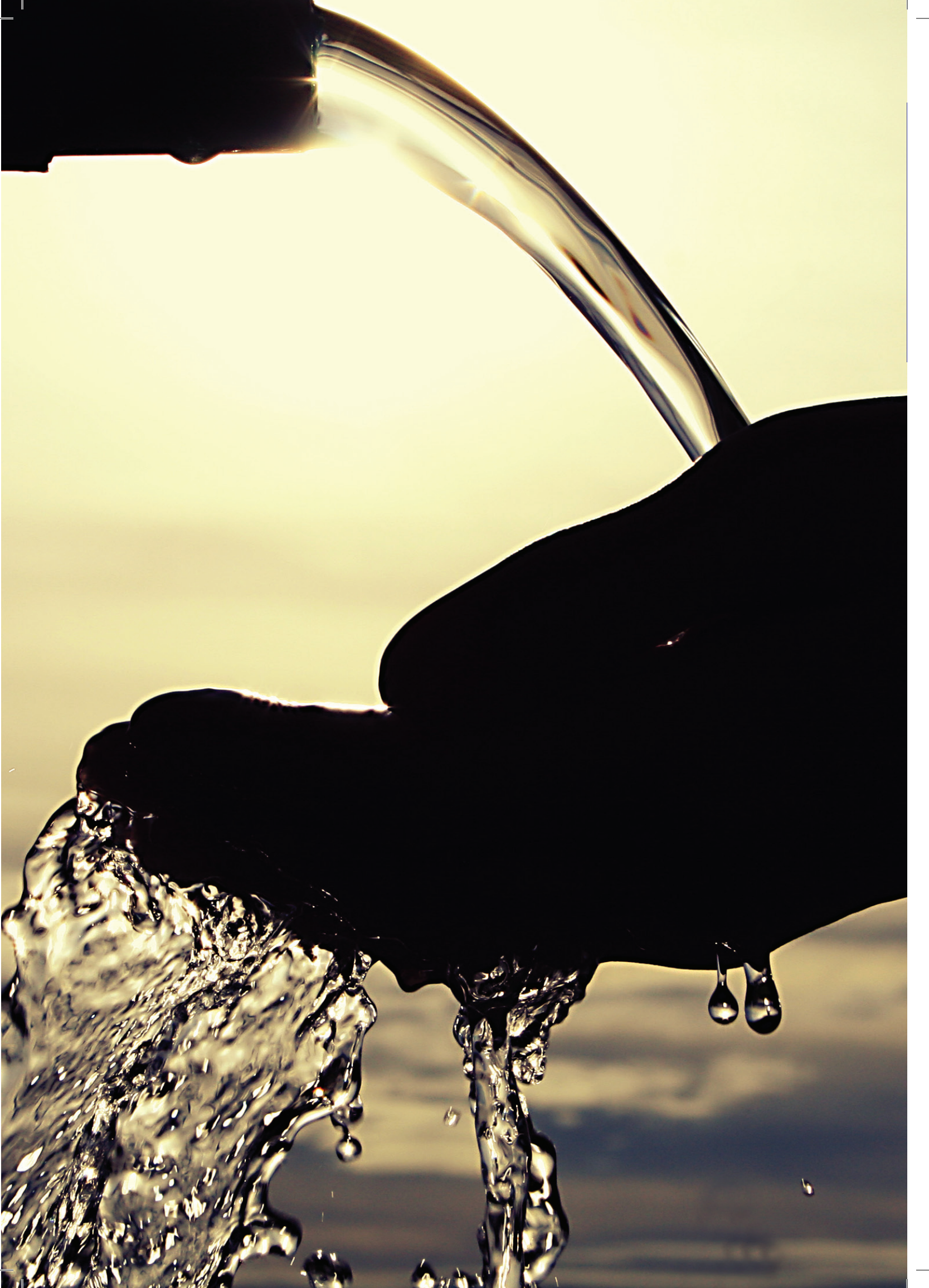
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Water is Life

Sanitation is Health

"The Customer is the reason we exist"





Managing Director's Message

Dr. William T. Muhairwe, MD-NWSC

First and foremost, I wish to congratulate our Board, Management and staff for having worked tirelessly to realise improved service delivery in the year 2010. In the same breadth, I wish to extend our utmost gratitude to our esteemed customers and other stakeholders who have supported our cause throughout the year. We are indeed most grateful. This Edition of the Water Herald (Volume 2, Issue 4, October – December 2010) gives some insight into NWSC achievements, challenges and way forward, in our quest to improve water and sanitation services to the people we serve.

Some of the major achievements registered by the Corporation during the period included: (i) acquisition of the ACCA approved employer status, (ii) significant reduction in NRW and in the number of illegal consumers, which was achieved through a programme code named “Operation Wet Storm (OWS)” in Kampala Water, among others. Under the OWS programme, customers who are illegally connected to our water services were offered a period of amnesty to declare such connections. Upon expiry of the amnesty period, legal redress was sought to have the customers penalized. The programme is still running.

Secondly, the Corporation re-launched the “Stretch-out Program” which aimed at addressing the mindset and operational obstacles to achieving, or even surpassing the IDAMC III targets. The key focus areas of the renewed Stretch-out Program included: (i) improvement in staff productivity, (ii) source protection, (iii) integrity, (iv) governance, and (v) operational and financial efficiency.

In the same vein, the Corporation continued to improve its customer care through quick and flexible responses to customer complaints, and the continued utilization of hand-held meter reading devices (HMRDs). Furthermore, the Areas and Branches have continued interacting with communities through their local water committee meetings, which are aimed at further bridging the gap between NWSC and various stakeholders, especially our customers.

In regard to capital investment projects, NWSC embarked on civil works for the Lake Victoria Protection Project, Phase I – under the Kampala Sanitation Programme – in Lubigi area, and negotiations for funding the Kampala Network Rehabilitation and Expansion Project have reached advanced stages. The projects will result into significant improvements in the sanitation and water supply situation in Kampala, and the surrounding areas.

These activities and achievements notwithstanding, the Corporation still faced challenges related to insufficient water supply resulting from the rapidly expanding urban settlements. Strategies to address the water supply constraints are already being implemented, and long term plans have also been designed.

In conclusion, I wish to pledge our utmost dedication to better and improved service delivery in the year 2011.

I wish you all a prosperous new year.

Editor's Note



Dear Readers

The global population will most probably clock seven billion in 2011. You don't need to visit China or India to grasp the dire impact of this figure on the global water resources. Have you ever wondered what the projected global needs for water will be in the next 50 years? Well, the global water consumption is doubling every 20 years, more than twice the rate of human population growth.

3.5 billion m³ of fresh water is available and accessible, worldwide. This includes a big chunk which is stored in aquifers and clouds. Today, humans are already using 54 % of the accessible fresh water. By 2035, the human share has been predicted to rise to 90 %. In 2009, there was approximately 6400 m³ of fresh water available per capita – for human consumption.

What is the point in all this? Water utility companies no longer have the luxury of using water resources – at their disposal – in a wasteful and unsustainable manner. That's why, we at the National Water and Sewerage Corporation (NWSC), have expeditiously embarked on key initiatives to reduce non-revenue water (NRW), source and catchment protection, among others. These initiatives are a significant step towards the sustainable management of our ever-dwindling global water resources.

The details of these initiatives – and so much more – are embedded within the pages of this issue. Keep reading! The issue is thoughtfully designed to give you a snapshot of the key undertakings that transpired in NWSC, during the period September–December 2010.

Enjoy reading...

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The Editorial Team

No.	Name	Designation
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by Martin Kalibbala

How do you improve your leadership capabilities? One of the keys to becoming a great leader is to constantly improve your strategic thinking, in order to adjust to new realities in your environment – locally, regionally and globally. With time limits and stress from work and family, utility managers often feel they don't have the time to improve. The future of your personal career and company depend on your strategic thought process, and its constant incremental betterment. With only twenty minutes a day, you can improve your strategic thinking. You can do it between dropping your children at school in the morning, and responding to e-mails from your colleagues.

How do you do that? Keep reading! One of the worst things managers and engineers can do is to think they are always right. You know the type. They interject during meetings, refusing to listen to other colleagues' opinions. They become enraged when anyone dares to have a different view. Anyone who does not agree with them is branded foolish. These people have a high propensity of destroying an organization, no matter how talented or brilliant they are.

In her book titled, "Team of Rivals", Doris Goodwin describes the political genius and highly successful administration of Abraham Lincoln – 16th President of the United States of America (1861–1865) – who selected and led a cabinet comprising of his greatest political rivals. These rivals were: Edwin Stanton, Salmon Chase, William Seward, and Edward Bates. What mattered to Lincoln was the intellectual ability of these individuals to generate practical ideas – beneficial to the country – and not their political orientations.

Without doubt, the first step towards improving strategic thinking is to make sure that you constantly question

Keys to Strengthening Leadership Strategic Thinking

your own opinions, through the lens of others. It is highly dangerous to read only the material of people who agree with you, and surround yourself with yes men. You end up falling into the trap of "group thinking" and believing in your own puffed-up infallibility. When you talk to people who think like you do, you end up thinking the same, and you might fail to see and perceive reality.

Secondly, don't just read the work of people who look at the world differently, surround yourself with them. You can do this either at work, or by regularly setting up gatherings with friends who think differently, in other ways. For instance, as a utility manager or engineer, ensure that you select a project or task team which is made up of individuals with totally different professional experiences and academic backgrounds. The different thinking patterns and experiences of these individuals will greatly help in developing a solid strategy for solving a particular problem or task; and will at the same time help in improving your thought process.

Finally, ensure that you recharge your body and brain regularly. University professors are encouraged to take sabbaticals – every few years – for the reason of re-invigorating their brains. Not everyone can afford to go for holidays or gyms, but you can do it through your annual leave. Spend your leave in a place with people from different work environments. Whatever you do, ensure that you place yourself in different environments that will help give you a different perspective, which will help you test and challenge your world view.

Leaders who rise to the top are the ones who constantly sharpen their strategic thinking by questioning their own views, through listening to different points of view. Also, they make sure they surround themselves with individuals of different expertise, and they do everything in their power to gain different perspectives on any subject matter.

WHAT DO YOU THINK?

To comment on this article, please email up to 500 words to the editor at watereditorial@nwsc.co.ug or martin.kalibbala@nwsc.co.ug. A selection of significant comments received will be published in the next issue of the magazine. The Water Herald relies entirely on contributions sent in by NWSC staff, customers, guest writers and other stakeholders. Articles should be 1000 – 2500 words long, with adequate illustrations and references. Please contact the editor for further information.

NWSC Gets ACCA Approved Employer Status

by Alfred O Okidi, Prossy L Aketch and Paul Ankunda

The Association of Chartered Certified Accountants (ACCA) awarded National Water and Sewerage Corporation (NWSC) with a Platinum "Approved Employer Status" certificate. The Platinum status was conferred upon NWSC in recognition of her commitment and services towards her training and development of ACCA trainees and members. With this achievement, NWSC joined the exclusive league of only ten (10) organizations in Uganda, which have attained the approved employer status, but more specifically, the first public institution in Uganda, and in the East African region.

This prestigious professional's league includes: PricewaterhouseCoopers, Ernst and Young, Deloitte and Touche, KPMG, Standard Chartered Bank, Shell, and other leading multinational organizations. Globally, NWSC joins slightly over 8,500 companies which are also approved employers namely, World Bank, ABN AMRO, BP, HSBC, Canadian Imperial Bank of Commerce (CIBC), Lehman Brown, Ufone, Inland Revenue of Singapore, GlaxoSmithKline, among others.



Figure 1: ACCA-Uganda officials pose for a photograph with some NWSC members and affiliates.

During the award ceremony, Dr. William Muhairwe, Chief Executive Officer of NWSC said, 'ACCA's Approved Employer scheme plays a pivotal role in the recruitment, development and retention of the ACCA trainees and members, which empowers staff with competencies in delivering first class services to our customers. NWSC promises its customers to stay ahead and deliver beyond customer expectations. An organization must have the right people with the right set of skills, who can lead with their innovation and expertise. The partnership with ACCA will help NWSC to achieve this goal to a great extent – with the finance and audit functions being at the center of our business strategy.'

As a benefit of being an approved employer, all trainees and members working for NWSC will have free access to ACCA's specialist resources customized for training and development in finance and accounts. This is in line with NWSC's commitment towards attracting talented human resources, and the continuous development of her employees, through innovative managerial solutions to keep serving our customers better. The Approved Employer scheme is a 360-degrees solution for recruitment, retention and development of accounts and finance professionals, who not only come with an in-depth knowledge and skilled background, but also deliver within the required professional standards and ethics.



Figure 2: Some of the ACCA fellows and members in NWSC. From top, left to right – Mr. Alfred O. Okidi (Chief Manager-Finance and Accounts), Mrs. Prossy L. Aketch (Chief Internal Auditor), Mr. Francis Owot (Senior Manager-Audit), Mr. Johnson Akanyijuka (Senior Internal Auditor), and Ms. Mary Ikazi (Senior Accounts Officer).

Mr. Alfred Okidi, the Chief Manager Finance and Accounts at NWSC said of the award as another statement of international confidence that NWSC has built in the region. He said, "we are proud that a highly prestigious organization like the ACCA has recognized our training and development processes and has qualified NWSC as an approved employer for her continuous professional development program. Human resource is our biggest asset, while training and developing our staff is a top priority at NWSC. Every year, our staff are given opportunities to undertake relevant trainings, aimed at equipping them with knowledge for continuous performance improvement. Improving our professionals is part of our annual performance objectives."

The ACCA is the largest professional accounting body in the UK, with members in over 170 countries worldwide. Membership can only be achieved through examinations, coupled with the relevant practical experience. The ACCA membership scheme is aimed at preparing trainees for the professional examinations. The course is highly relevant, with a blend of both study and practical experiences.

The syllabus is a result of extensive research and consultation with governments, students, colleges and employers, emanating from a wide range of public and private sector organizations. Currently, NWSC boasts of 24 fully qualified chartered and certified accountants under ACCA, and many more are enrolled as student trainees (refer to Table 1).

In a nutshell, the Approved Employer Platinum Award is to appreciate NWSC's unwavering commitment towards the development of ACCA professionals. This is sound proof that NWSC continuously strives towards establishing best practices and international standards in her internal and external operational processes.

**Approved Employers
like NWSC
have found the scheme
beneficial as it gives
them a greater choice of
training options for their
staff development and
has also helped
them to reduce on their
training costs**

Table 1: List of ACCA fellows, members and affiliates in NWSC (2008–2010)

No.	Name of Employee	Status
1.	Mr. Alfred Okot Okidi	Fellow
2.	Mrs. Prossy Lubowa Aketch	Fellow
3.	Mr. Silver Emudong	Fellow
4.	Ms. Ritah Nankwalu	Fellow
5.	Mrs. Sylvia Tumuheirwe	Member
6.	Mr. Francis Owot	Member
7.	Ms. Mary Ikazi	Member
8.	Mr. William Zizinga	Member
9.	Mr. Charles Kato	Member
10.	Mr. Johnson Akanyijuka	Member
11.	Mr. George Opolot	Member
12.	Ms. Jackline Kemirembe	Member
13.	Mr. Alon Lulika	Member
14.	Mr. Andrew Akishule	Member
15.	Mr. Geoffrey Jungiera	Member
16.	Mr. Joseph Mutasaaga	Member
17.	Mr. Dennis Muramuzi	Member
18.	Mr. Paul Ankunda	Affiliate
19.	Ms. Jessica Alinda	Affiliate
20.	Mr. George Kasule	Affiliate
21.	Ms. Angella Musoke	Affiliate
22.	Mr. Fred Andema	Affiliate
23.	Mr. Charles Okuonzi	Affiliate
24.	Mr. Nathan Tibwala	Affiliate

Q&A with Alfred O. Okidi on the ACCA Approved Employer Award



Mr. Alfred Okot Okidi, Chief Manager-Finance and Accounts (CM-FA, NWSC) is one of the key masterminds behind the preparation of NWSC towards complying with the Association of Chartered Certified Accountants (ACCA) employer award assessment criteria. He led the vibrant team that brought this dream to reality. Below is the excerpt of his chat with the Editor-in-Chief on the rationale behind the ACCA prestigious award, and what this really means to an organization like NWSC.

Question (Q): First of all, congratulations for spearheading the entire process of enabling NWSC to acquire this award. In layman terms, what is the ACCA approved employer scheme?

Answer (A): The ACCA approved employer scheme is a way of formally recognizing the learning and development support that organizations like NWSC – on a global scale – offer ACCA trainees and members who work for them. To attain this recognition, employers are expected to demonstrate that they meet standards, commensurate to global best practices, in the provision of learning and development opportunities. This assessment is undertaken by using a number of best practices in training and development. After going through this assessment criteria, ACCA then recognizes the high standards of staff training and development and rewards them with a bespoke relationship – which fast tracks business processes – to keep things quick and easy for the accredited organization.

The scheme has two main streams: (i) trainee development, which recognizes the organization's in-

house training policies, and (ii) professional development, which recognizes the active support the organization gives towards the continuous professional development of ACCA members, within their jurisdiction.

Q. NWSC has been accredited under both streams. How does one get certified, and how long does it take to get it?

A. It's a three-fold process. Firstly, an entity like NWSC is required to submit an application, which is then reviewed by ACCA. Secondly, upon positive confirmation of the application outcome, temporary accreditation status is granted. This is then followed by a visit from our dedicated employer relations manager to the organization's premises, to actually confirm whether they meet the requirements of the ACCA assessment criteria.

Once this is done, the organization is then certified at a particular level – silver, gold or platinum – based on what level of training and development they offer ACCA trainees and members. This assessment process should not take more than a month, depending on how fast the application forms are completed and submitted by the employer.

Q. What is the rationale and benefit behind the certification?

A. It's ACCA's way of recognizing organizations which put time, effort and investment into developing ACCA trainees and members. The main benefit for an ACCA Approved Employer is that they are able to say that their internal training and development systems meet international best practices. The assessment criteria ACCA utilizes has been customized from leading multi-national organizations like PricewaterhouseCoopers, Ernst and Young, Deloitte and Touche, KPMG, among others.

Q. What are some of the changes the public should expect after

certification?

A. For people seeking employment within NWSC, it is a guarantee that with this accreditation status, they will be working in a place that has world class human capital development and management systems, and should therefore expect significant investment towards their development. It helps an organization like NWSC to become a highly ranked choice among potential employees.

Q. What unique qualities does NWSC have compared to other organizations with the same status?

A. NWSC now joins a group of 8,000 organizations worldwide, which are ACCA approved employers. In the last couple of years, NWSC has heavily invested in her training and development systems. The new training and resource facility in Bugolobi is tangible testimony to this fact.

Q. Any other key information about ACCA approved employer certification?

A. The scheme is free and the benefits to the organization are significant. This includes access to technical updates from ACCA that can be used to further develop their finance function, and help keep them abreast with global developments in the profession.

As a result, NWSC has access to a dedicated Employer Relationship Manager – Mr. Henry Byarugaba of ACCA-Uganda – who will ensure that ACCA is supporting us to develop ACCA trainees and members in the right way, so that they get the best out of their competencies. We also get access to a wide range of paid and free online training courses available which include: technical and soft skills courses in leadership and communications. Approved employers have found this of benefit, since it gives them a greater choice of training options for their staff members, and has also helped them reduce their training costs.

Construction of Gaba Off-shore Intake Pipeline for Kampala City

by Geoffrey Kasirikale and Johnson Amayo

1.0 Background

Over the years, Lake Victoria has been the sole source of raw water for the major towns of National Water and Sewerage Corporation (NWSC), namely Kampala, Jinja and Entebbe. The lake has continued to experience deterioration in its quality due to increased pollution load from domestic and industrial wastes, arising from sky-rocketing human activity around the basin. For Kampala, the abstraction point – Inner Murchison Bay (IMB) area – for the Gaba Water Treatment Plants (Gaba I, II and III) produces piped water supply for Kampala and the neighboring Mukono and Wakiso Districts, while at the same time, it acts as a discharge point for the Nakivubo channel. The channel effluent is highly polluted, which has subsequently increased pollution levels in IMB, thus affecting its suitability and dependability as a raw water source.

Additionally, the IMB has gradually degenerated into a lagoon where pollutants – e.g. nitrogen and phosphorus, among others – have accumulated over the years with no opportunity of self purification, due to inadequate hydraulic mixing between IMB and the main lake body. This water quality degeneration has also spread to the Jinja and Entebbe water works. The main trickle-down effect has been the substantial increase in the usage of treatment chemicals like alum, soda ash, polymers, among others.

Besides the deterioration in raw water quality, the lake has experienced a general drop in water levels over the last century. Some hydrological research studies have reported level drops of up to three (3) meters, with no hope of substantial recovery in the near future. 85 % of Lake Victoria's input emanates from rain. The lake outflow (Victoria Nile) accounts about 20 %, while the remaining 80 % is mainly lost through evaporation from the water surface. These facts – coupled with its "relative shallowness" – make it very sensitive to rainfall and climate change. Generally, the drop peaked in 2006, a phenomenon which did not only threaten to affect water production for NWSC facilities, but also impeded hydro electric power (HEP) production from the Owen Falls dam in Jinja.

The most affected was Gaba I, whose intake structure is located near the shore. At Gaba II intake, the water cover

– above the delivery pipe strainer – had reduced by more than 500 mm. It was therefore evident that any further drop in levels was going to result into a major disaster, without any foreseeable emergency solutions.

1.1 Impacts of Deteriorating Raw Water Quality and Declining Lake Levels

- The declining lake levels have compelled NWSC to re-develop its water intakes, in order to ensure raw water abstraction "security". This has put additional financial burden on NWSC, and has somehow constrained her ability to invest in other critical activities that could have enhanced access to water and sewerage services to the public.
- Similarly, the deteriorating raw water quality has led to the increase in treatment costs through: (i) chemical consumption, (ii) increase in wastage of treated water for filter back washing, (iii) increase in electricity usage for running electro-mechanical equipment, and (iv) enhanced wear and tear of equipment.
- From a human health point of view, the increasing dosage requirements for water treatment chemicals – such as Alum and Chlorine – are already approaching limiting levels that guarantee safe residual chemicals in final drinking water.

1.2 Project Inception and Objectives

The ominous risk of no-water for Kampala – if at some point water levels dropped below the intake points – necessitated the off-shore works for the Gaba intake, in order to abstract water further into the lake, to be implemented. The project was mainly aimed at addressing the water quality challenges in the IMB, and the sudden drop in water levels at the water works.

The design of the new intake took into consideration the lowest water levels the lake could ever have. This was guided by historical data and information from the meteorological department dated from the 1940's. Based on these facts, NWSC commissioned a consultant to undertake water quality investigations and thereafter carry out detailed designs for the combined intake for Gaba I, II and III water works.

NWSC, in Partnership with KfW, engaged M/s Poyry Environment GmbH/Aqua Consult in 2008 to undertake detailed water quality investigations and thereafter develop the detailed design for the Gaba off-shore intake project.

2.0 Scope of Works

NWSC, in Partnership with KfW, engaged M/s Poyry Environment GmbH/Aqua Consult in 2008 to undertake detailed water quality investigations and thereafter develop the detailed design for the Gaba off-shore intake project. During the water quality investigations, it was discovered that the lake bottom formation was rocky and uneven. It was therefore inevitable that underwater rock blasting or filling up of lake crevasses – to avoid incidents of puncturing the delivery mains – was a critical activity, during design and construction phases.

The construction of the off-shore intake pipeline mainly focused on abstracting water from an appropriate location with adequate raw water quality (within the main water body near Kiruba island) around Gaba I. Construction works were executed by M/s SOGEA-SATOM at a cost of Euro 6.5 million. The project components mainly involved marine and onshore works, as stipulated below:

- Construction of an off-shore lift station, with associated electromechanical installations, automations and appurtenances.
- Construction of 210 m HDPE of 1500 mm \varnothing for the off-shore under water suction pipeline. The suction (delivery) pipeline was laid at the lake bottom, terminating with a bell mouth at a depth of 8 m below the water surface, and 6 m above the lake bottom.
- Construction of ND 1500 mm \varnothing , DI pipeline from the new raw water pumping station to the new balancing tank.
- Construction of a 1000 m³ concrete balancing tank, with associated appurtenances.
- Construction of a short on-shore DI gravity pipe of ND 900 mm from the balancing reservoir to the existing intake structure of Gaba I.
- Construction of an on-shore DI gravity mains of 1075 m, DN 1200 mm \varnothing , making a combined transmission mains from Gaba I to Gaba II and Gaba III systems.

3.0 Project Financing

Given that the complexity of the project – which involved underwater construction works – the project construction phase required substantial financial input. Thus, project financing was done through a loan from the Agence Française de Développement (AFD) in partnership with NWSC.

4.0 Project Benefits

Upon completion of the project, the following benefits have been realized:

- Improved raw water quality and supply reliability
- Reduced chemical costs for water treatment
- Increased water production output – currently the daily production output of Gaba intake has increased by 10,000 m³ – after completion.

by Geoffrey Kasirikare
and
Johnson Amayo

The Gaba Off-shore Project – Construction Phase



Cont'd





The Kampala Sanitation Program aims at improving sanitation through upgrading and expanding the sewerage system and implementing appropriate and sustainable on-site sanitation solutions



The Kampala Sanitation Programme – Measures for Protecting Lake Victoria

by Mary Kobusingye

Introduction

The program for the Protection of Lake Victoria through improved Sanitation and Sewerage in Kampala is a multi-faceted intervention combining infrastructure development, wetlands management and improving on-site sanitation management in Kampala. The program arises from the need to protect the Inner Murchison Bay (IMB) of Lake Victoria from increasing pollution, resulting from inadequate waste water management in Kampala. Currently, less than 7 % of the urban population is served by the sewerage system of Kampala. Majority of residents (93.3 %) use on-site sanitation systems which often discharge effluent into the environment untreated.

The impact of poor environmental sanitation and hygiene is evident in Kampala especially in the low-income residential areas which have reported high incidences of sanitation related illnesses such as diarrhoea as well as high levels of morbidity and mortality, among children. Predictably, Kampala has been hit by a number of cholera out-breaks in recent years, indicating that current approaches to sanitation, as well as household hygiene practices, need urgent improvement in order to match socio-economic and environmental needs.

Furthermore, the IMB area is the principal long-term source of raw water for Kampala city. However, all liquid waste effluents from the City - including the sewage from the National Water and Sewerage Corporation (NWSC) plant at Bugolobi - is discharged into the same through Nakivubo Channel and swamp, just about 6 kilometres upstream of the new Gaba intake. The situation is compounded by the recent widening of the channel and land reclamation for agricultural purposes. These two actions have partially disorganised the natural setting of downstream flora, and as such, pollutant loads are rapidly accumulating in the lake, with very minimal insignificant by the wetland.

Program Objectives

The Kampala Sanitation Program aims at improving sanitation through upgrading and expanding the sewerage system and implementing appropriate and sustainable on-site sanitation solutions. The program will also improve the environmental protection by reinstating the natural treatment capacity of Nakivubo wetlands within the Nakivubo catchment. This shall contribute to safeguarding the water quality of the lake, as the most important drinking water resource in the region.

Program Beneficiaries

The target group is the population of Greater Kampala, in particular the poor residents of slums and peri-urban settlements, particularly those with on-site sanitation facilities. Other beneficiaries will be communities and organisations whose livelihood and economic activities depend on the Lake Victoria (for example local fishermen).

Program Implementation Concept

The Overall Implementation concept for Kampala Sanitation program Phase I embodies two staged approach namely; Stage I (Immediate Works) and Stage II (Major Works) covering the period from 2008 to 2012. The Stage I (Immediate Works) jointly funded by KfW, EU and Government of Uganda is ongoing and is estimated to cost Euro 14 million. The Stage II is to be funded by African Development Bank (AFDB), KfW Entwicklungsbank (KfW) and Government of Uganda who are contributing Euro 38 million (loan), Euro 10 million (grant) and Government of Uganda Euro 7 million respectively.

National Water and Sewerage Corporation (NWSC) has taken up a dual role in the implementation of the project; NWSC's first role is as beneficiary and operator of the new sewerage systems; NWSC's second role is to provide institutional anchorage for the project implementation as the lead agency in partnership with KCC and NEMA, for sanitation and environmental components of the project that NWSC is not mandated to cover in its day to day business.

Program Objectives and Outcomes

The Kampala Sanitation Programme was structured to take a holistic approach to excreta management in and around the city. The overall objectives of the programme in Kampala are:

- To ensure improvements in urban hygiene and sanitation that, in turn, contribute to improvements in public health including infant and maternal mortality rates and poverty reduction as well as achievement of

national PEAP targets and Millennium Development Goals.

- To ensure improvements in protection of Kampala's natural environment – both land and water. In the case of water this would include protection of water resources including Lake Victoria, other surface waters and groundwater.

The interventions to be undertaken under the Kampala Sanitation program Phase I, based the findings of the ongoing engineering studies for include the following:

1. Rehabilitation and extension of Nakivubo Sewer Network: The existing sewerage network will be rehabilitated through flushing / replacement where capacities have been exceeded by demand and the system will be expanded to cover most of the Nakivubo catchment, and modified to be finally connected to the Nakivubo STW.
2. Construction and operation of the Nakivubo Sewage Treatment Works (STW): A new STW with a capacity of 45,000 m³/day will be constructed at a designated site in the upper section of Nakivubo wetland. The Bugolobi STW will be decommissioned when the new STW becomes operational. The treatment process will comprise mechanical treatment, Anaerobic Sludge Digestion, trickling filtration, Phosphorous removal and clarification followed by maturation. The treated effluent will be well distributed to the natural wetlands in order to increase the water table and to extend the retention time. This component will include a service contract for the O&M of the STW for a period of 3 – 5 years.
3. Construction of Kinawataka Sewerage System: Kinawataka system will serve the eastern parts of Kampala (including serving the Nakawa parishes of Mbuya I and 2, Mutungo and Ntinda), where besides other developments has become the new industrial area. A treatment plant similar to the one at Nakivubo but smaller scale will be constructed together with a sewerage system. The service contract will also cover the O&M of the Kinawataka STW.
4. Construction of Lubigi Faecal Sludge and Sewage Treatment Works: Faecal Sludge Treatment Works (FSTW) will be constructed at Lubigi wetland at the northwest of the city (including serving the Kawempe and Nakawa parishes of Bukoto I, Bwaise I and Kyebando) to handle the faecal sludge collected from on-site sanitation facilities. The FSTW will have a capacity of 200 m³/day. The treatment process will comprise sludge thickening, drying and removal, and treatment of the recovered waste water by trickling filters followed by maturation. The sewage treatment plant will be incorporated into the FSTW to cater for Katanga and the surrounding areas that do not drain by gravity into the Nakivubo Channel

yet are densely populated and fairly sewered.

5. Construction of On-site Sanitation facilities: The program, under this component shall promote construction of sanitary units (separate for men and women) consisting of ecological latrines taking into account the special needs of disabled at schools, market places & health centres. School sanitation facilities will also include rainwater harvesting, shower rooms and proper disposal of sanitary bins.
6. Sanitation Promotion and Hygiene Education: For the promotion of hygiene, special attention will be given to schools (training of trainers) and community leaders. Promotional activities among others shall include community mobilisation and education in strategic areas of Kampala by KCC on issues like solid waste management and drainage at household levels.
7. Institutional support and programme management: this will include setting up and managing operations of the sewage treatment and faecal sludge plants including the faecal sludge collection and transportation pilot project (with the Vacutugs), training of KCC and NWSC staff and public health officials and trainers.

Project Benefits

The direct beneficiaries of the proposed program will be the entire population of Kampala estimated as 1.4 million and the people living along the nearby shores of Lake Victoria. On the whole, the program will bring general improvements in public health within the City, curtail water and sanitation related diseases, and contribute to environmental sustainability of the Lake. The latter is the source of water for Kampala, and of livelihood for many people in Uganda and also in the region.

Most of the beneficiaries are expected to participate in the general promotion of improved sanitation and hygiene to be carried out throughout the city, while the urban poor, schools and health centres, will be targeted to participate in the promotion of onsite sanitation and hygiene education in selected localities. In particular, the urban poor, mainly women, will be trained and assisted in the construction of their own on-site sanitation facilities, and improvement of personal hygiene.

This program is timely and will go a long way in contributing towards achievement of the PEAP and the Millennium Development Goals 1, 4 and 7 that address poverty reduction, child mortality and environmental sustainability.

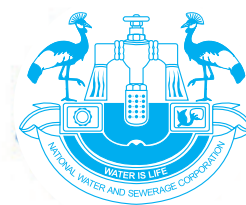




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NWSC Re-energized: Internal Stretch-out Initiatives in the Areas

by Allan Kaford and Sonko Kiwanuka

Minute Undertakings (OMU) that take the form of sub-programs addressing a cocktail of issues.

Following the annual performance evaluation, that took place in Tororo Area in August 2010, it was noted that the performance in most areas had slackened due to low staff morale and lack of ownership. It was further noted that the Areas performance improvement strategies that were on-going had been formulated with minimum staff participation. To re-energize the staff and turn around the plateau-ing trends, a Stretch-out program was rolled out in all the NWSC areas, during the period October – December 2010.

The program was seen as the best hope towards restoring creativity and innovation in the Areas' performance strategies that are perceived to be routine. The program, which runs up to June 2011, provides an operating framework for the Areas and as such, the Stretch-out program documentation for the respective Areas is treated as a modification of the Area Business Plans for the second year of the IDAMC III. The program was geared towards re-energizing the Internally Delegated Area Management Contract (IDAMC) III by addressing the mindset and operational obstacles that stand in the way of achieving and even surpassing the IDAMC III targets.

The magic of Stretch-out initiatives is that it picks the brains and unleashes the energy and enthusiasm of all workers and ensures full ownership and successful implementation of the program activities. The key aspects of stretch are; simplicity – focus and clarity – speed – quick decision making –, and self-confidence – receptivity to new ideas and methods of work. Stretch-out discourages bureaucracy, boundaries, boss element, and promotes worker participation. These aspects of Stretch-out, as articulated by Jack Welch, were fully observed and embraced in the design and implementation of the 2010 Stretch-out program.

In line with the Stretch-out notion of encouraging creativity and new ideas, the design and implementation of the 2010 Stretch-out program differs from the traditional Stretch-out approach used for the previous programs. Instead of formulating numerous strategies for each of the issues generated, the 2010 Stretch-out program incorporates the One-Minute-Managerial approach (Blanchard et al., 1982). The program incorporates One-

The OMU has clear and precise deliverables, depicting budget implications and timelines. Each Area was allowed to have a maximum of 10 most important undertakings that would deliver the greatest impact on the Area's performance. This approach ensures clarity and focus on implementation of the program, and allows for easy monitoring and provision of support to the Areas.

In line with the Stretch-out concept of encouraging full staff participation and free generation of ideas, the 2010 Stretch-out Program was developed through Area workouts, which were facilitated by three multi-disciplinary teams of Stretch-out champions from Head Office. During the workouts, day one entailed a plenary session, to recap on the Stretch-out concept, their importance and relevance of NWSC operations. The recap was then followed with the generation of issues affecting and/or hindering performance. The generation of issues followed a systematic way and focused on the five focus areas, namely staff productivity, source protection, integrity, governance, and operational and financial efficiency.

Similar issues generated by staff were then categorized together and discussed in focus group discussions to formulate OMUs. The formulated OMUs were then presented in a plenary session for consent, comments, corrections and/or consensus, through a highly interactive atmosphere. The Stretch-out Program was crowned by signing Memoranda of Understanding (MoUs) between Head Office and Area staff, as a commitment pledge, from both parties, to implement the Program.

The implementation of the 2010 Stretch-out Program is underway and it is expected that, if successful, staff morale, productivity, integrity and team work among Area staff, will be greatly enhanced by June 2011. The main focus of the implementation is towards the achievement of IDAMC targets; with emphasis on water sales, cash operating margin (COM) and non-revenue water (NRW) reduction. Starting January 2011, Head Office will advance funds to the Areas, in order to kick-start and implement the OMUs.

Pictorial 2

NWSC Areas Stretch-out Initiatives, October – November 2010

by Mahmood Lutaaya, Rose Kaggwa and Sonko Kiwanuka

A. The Entebbe Area Stretch [11th – 12th October 2010]



11/10/2010



Eng. Johnson Amayo (CM-P&CD) makes
a presentation during the opening
plenary session of the Entebbe Area
stretch-out initiative.



12/10/2010

Entebbe Area staff listen to the
stretch-out presentations.



11/10/2010



Small group discussions.



11/10/2010

Entebbe Area staff present and discuss
their issues and ideas openly.



Cont'd

B. The Kasese–Fort Portal Areas Stretch [25th – 27th October 2010]



The Kasese and Fort Portal Areas staff listen to the stretch-out plenary presentations.

Dr. Rose C. Kagwa (Senior Manager-ES) makes a presentation to Kasese and Fort Portal Areas staff during the stretch-out initiative.



Breakaway session discussions to freely generate ideas.



Breakaway discussions.



Cont'd

C. The Mubende Area Stretch [14th – 15th October 2010]



Small group discussions to generate ideas. The discussions encouraged transparency.



Small group discussions during the Mubende Area stretch-out.



Ms. Prossy L. Aketch (CIA-NWSC) exchanges signed MoUs with Mr. John Opolot (Manager, Mubende Area) during the stretch-out campaign.



The Mubende Area stretch-out plenary session.

Cont'd

D. The Tororo-Iganga Areas Stretch [12th – 13th November 2010]



*Small group discussions during
the Tororo-Iganga Areas
stretch-out campaign.*



*Small group discussions to
generate constructive ideas.*



Small group discussions.



*Plenary session discussions and exchange
of ideas during the Tororo-Iganga stretch-
out initiative.*

External Services (ES) Assignments

[October – December 2010]

by Joseph Ndegeya and Rose Kaggwa

Lusaka Water and Sewerage Company (LWSC) Delegation [18th – 22nd October 2010]



LWSC staff visit Branch 1, Kampala Water.



Mr. Joseph Ndegeya (Business Relations Manager NWSC, left) issues course certificates to the LWSC delegation.

The Yemen (Water Utility Managers) Delegation [31st October – 9th November 2010]



Dr. Rose Kaggwa (Senior Manager - ES) gives some welcome remarks during the benchmarking visit by the Yemeni delegation.



Dr. William Muhairwe (MD-NWSC) makes a presentation during the opening plenary.



Mr. Silver Emudong (GM Jinja, left) makes a presentation to the Yemeni delegation.



Yemeni delegation during the opening plenary.



Eng. H. Adel (left) and his team make a courtesy call on Hon. Maria Mutagamba (Minister of Water and Environment, 2nd left).



Yemeni delegation pose for a photo with some NWSC board members [Front row: Dr. Eng. C. Wana-Etyem (2nd left) and Eng. S. Bomukama (2nd right)] in Jinja.



Dr. William Muhairwe (MD-NWSC, right) issues course certificates to the Yemeni delegation.

Lake Victoria North Water Services Board (LVNWSB) – Staff Training Attachment [6th – 17th December 2010]



L-R: Ms. J. E Ajema, Ms. Faith Mutsami and Mr. Ambrose Wafula from LVNWSB listening to a lecture on Front Desk and Customer Care Management

National Water and Sewerage Corporation (NWSC)

Participates in the 3rd African Water Week, 20th–24th November 2010, Addis Ababa – Ethiopia

by Rose Kaggwa



Left photo – Delegates from across Africa listen to a keynote presentation during the opening plenary session of the 3rd African Water Week (AWW) in Addis Ababa–Ethiopia. Right photo, front row – Mrs. Christine N. Kasirye, NWSC Board Chairperson (fourth left), and Dr Rose C. Kaggwa, Senior Manager–External Services (third left), attend the opening plenary of the 3rd AWW Hilton Hotel, Addis Ababa.



Left photo – Dr. William T. Muhairwe, MD–NWSC (right) autographs a copy of his book bought by a conference delegate during the 3rd AWW in Addis Ababa. Right photo – Dr. William T. Muhairwe (on the podium) gives an exposition of his book titled, "Making Public Enterprises Work, From Despair to Promise: A Turn Around Account" at a launch function organized by the African Development Bank, during the 3rd AWW at Hilton Hotel, Addis Ababa–Ethiopia, while Mrs. Christine N. Kasirye, NWSC Board Chairperson (extreme right) looks on.

Cont'd

NWSC Participates in the 3rd AWW, 20th–24th November 2010, Addis Ababa – Ethiopia



Left photo – Dr Rose C. Kaggwa, Senior Manager–External Services NWSC (right) chats with Mr. Sylvain Usher, African Water Association (AfWA) Secretary General, during a book launch cocktail organized by the African Development Bank at the 3rd AWW in Addis Ababa–Ethiopia. Right photo – Eng. Mahmood Lutaaya, Manager–Projects, Monitoring and Evaluation NWSC, chats with a WSP–World Bank official during a book launch cocktail.



Left photo – Delegates from across Africa and the globe visit the NWSC exhibition booth during the 3rd AWW in Addis Ababa–Ethiopia. Right photo – Dr. William T. Muhairwe, MD–NWSC (centre) poses for a photo shoot with some African delegates in front of the NWSC exhibition booth, during the 3rd AWW at Hilton hotel, Addis Ababa.

Managing Performance in NWSC – Kabale IDAMC III Review Workshop Sets the Pace

by Beat Nabacwa and Mahmood Lutaaya

Any effective performance management system will closely pay attention to two major attributes i.e. the employee and the core business. Once any of these does not receive the attention they warrant, one might as well say the company or entity is out of business. As NWSC traverses the journey to become “*One of the Leading Water Utilities in the World*”, it only leaves room for continuous performance improvement. Perhaps this is one sure way of achieving this ambitious vision.

Performance reviews are part and parcel of NWSC’s performance management system, which also form part of the current operating framework between the Areas and Head Office i.e. the Internally Delegated Area Management Contract (IDAMCs). In turn, Head Office has a performance contract (PC) with the Government of Uganda (GoU). The common feature in both contracts are performance targets, against which performance is measured – in line with the NWSC corporate goals and objectives – and hence the need for performance reviews, during which actual progress towards the achievement of set targets is determined, and the desired course of action set forth. In NWSC, these performance reviews are a useful forum for staff interaction and experience sharing, ideas and perspectives essential for both personal and business development.

As stipulated in the IDAMCs, Head Office is obliged to conduct performance reviews every four months, and as is the norm, all roads led to the winning Area–Kabale on 10th December 2010, to conduct the evaluation workshop for the period July – October 2010. Of course, this did not come as a surprise for the Kabale team when they had received a call from Head Office, informing them that they were to host this high profile meeting. It’s important to note that all participants generally felt at home while in Kabale. Prior to the workshop, a lot of preparatory work – including field visits to some of the Operational Areas – was done as an important input into the workshop discussions. The Areas visited were: Mubende, Fort portal, Kasese, Masaka, Mbarara, Bushenyi, Lugazi, Jinja and Entebbe.

The workshop was officially opened by the Kabale Resident Commissioner (RDC). In his opening remarks, he appreciated NWSC for her commitment and exceptional performance in running a parastatal. He further pledged his support in sensitizing the public on the NWSC tariff structure, and other initiatives of public concern. The two day workshop entailed presentations on the various performance areas, i.e. technical, commercial and customer care, financial, administrative and governance; which were preceded with well structured discussions mainly on experience sharing on the challenges and innovations undertaken. The presentations focused on metric benchmarking in form of comparative Area performance assessments, against the set targets, as well as an improvement assessment, compared to the just concluded financial year.

Regarding the comparative tri-annual Area evaluation, Kabale emerged as the overall best performer, followed by Kasese (first runner up) and Iganga (second runner up). The winners in the various sub-categories included: Iganga for the technical and financial performance; Bushenyi for commercial performance; Kabale for water and sewerage effluent quality; Gulu for customer care; and Kabale for governance and transparency. Iganga was also awarded the prize for recording the highest overall improvement. On the other hand, Kampala, Fort portal and Masindi lagged behind the rest.

Overall, the evaluation revealed that the Corporation was on course, regarding the expected performance under the GoU Contract, and the IDAMC III. Notable improvements were recorded in non-revenue water (NRW) reduction, Customer Satisfaction Index (CSI), audit query resolutions, water sales, water quality, and arrears reduction. However, there is still substantial room for improvement in order to strengthen the ongoing NRW reduction measures, improvement of sewage effluent quality, enhancement of staff capacity, and expediting the implementation of capital works, plus new connections. It was also noted that there was lax ambience in some premises.

The discussions yielded well thought undertakings, culminating into the Kabale declaration of 2010. Some of the key undertakings included: strengthening the existing NRW reduction interventions, particularly rolling out the “Wet Storm” and the “Every Drop Counts” Programmes to all Areas, improvement of sewage effluent, staff training, ensure timely procurement of materials/equipment to hasten the implementation of capital works and new connections, commitment to improve customer care and ambience at NWSC premises, and strengthening of accountability through enhanced Corporate Governance mechanisms. Area-specific action plans (AP) were designed as a means of implementing the Kabale declaration at Area level.

The workshop was crowned with a closing ceremony and splendid cocktail to celebrate the success after the two-day hard work. It was graced by good representation

from the NWSC Board of Directors. Also present, were other dignitaries like the Kabale LCV Chairperson, and the DWD Director and Board Member, Eng. Sottie Bomukama. As is the culture of NWSC to praise good performers and shame poor performers, the best performing Areas were recognized with trophies and cash awards, while the poor performers were given sticks. The recognition of the overall winner was rather special this time round, as it came along with a benchmarking trip to Mombasa with the Managing Director.

As we brace ourselves for the next performance review, it is imperative to put our heads together to put into action whatever was put on paper during the Kabale deliberations, since faith without actions is useless. Only then can we be sure that we have made a positive step towards the fulfillment of our Corporate vision.

Using Customer Feedback to Improve Service Delivery

by Sheba M Bamwine and Mahmood Lutaaya

One of the biggest challenges for many utility providers is to determine how they can actively enhance customer experience. In a bid to enhance customer experience one of the distinct areas that National Water and Sewerage Corporation (NWSC) has emphasized, is service beyond customer satisfaction.

Customer experience can be defined as the interaction between NWSC and the customer. This could refer to the customers' interactions with our employees, channels, systems, and over all services. This can be further explained as a blend of NWSC's performance and emotions evoked – each measured against customer expectations – across all moments of interaction. In this regard, a standard of how the offered service fulfills customer expectations is what could be determined as Customer Satisfaction.

NWSC carries out regular customer satisfaction (CS) surveys to measure the level of customer satisfaction, which then determines where and how to improve. Measuring CS helps to promote an increased focus on customer requirements and stimulates improvements in our work practices and processes. So far, NWSC has conducted five CS surveys aimed at ascertaining the importance customers attach to the various attributes of our services and also to uncover customer perceptions of our performance – on those attributes or needs. The surveyed attributes that are considered include: water reliability, water pressure, water quality, timely and accurate water bills, responsiveness in resolving complaints, responsiveness in effecting new connections, customer care, convenience of bill payment, office ambience, among others. Figure 1 depicts the results of the attributes surveyed in November 2010.

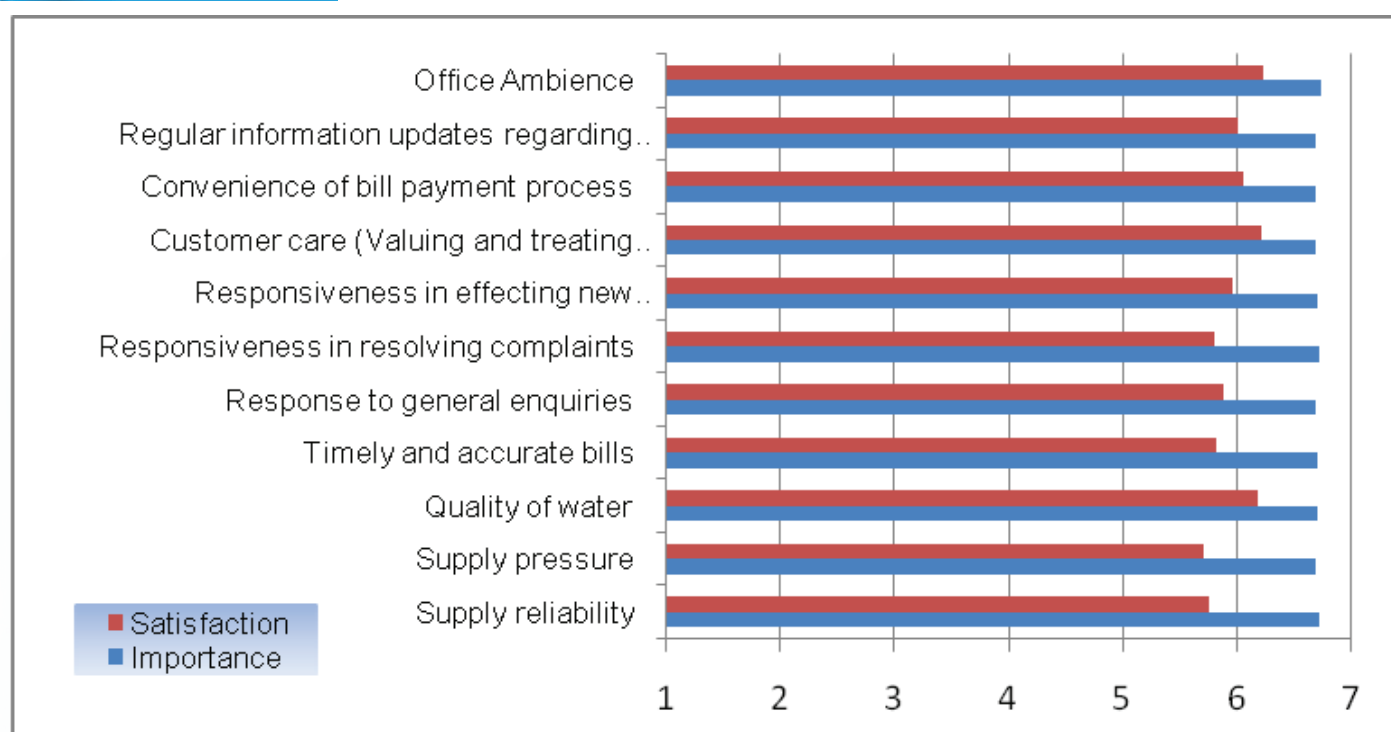


Figure 1: Results of the measured service attributes

The first four customer satisfaction surveys focused primarily on customer perceptions of the above attributes. However, unlike previous surveys, the survey conducted in November 2010 for all the 20 Areas and 11 Kampala Water Branches had – as one of its major objectives – to identify and record customer suggestions and feedback as a means of identifying NWSC service gaps and strengths. A Customer Satisfaction Index (CSI) value of 85 % for NWSC at the conclusion of the survey indicated that customers were generally happy and satisfied with the corporations' service delivery. However, cases emerged where customers in some Areas recorded some concerns and dissatisfaction with NWSC operations.

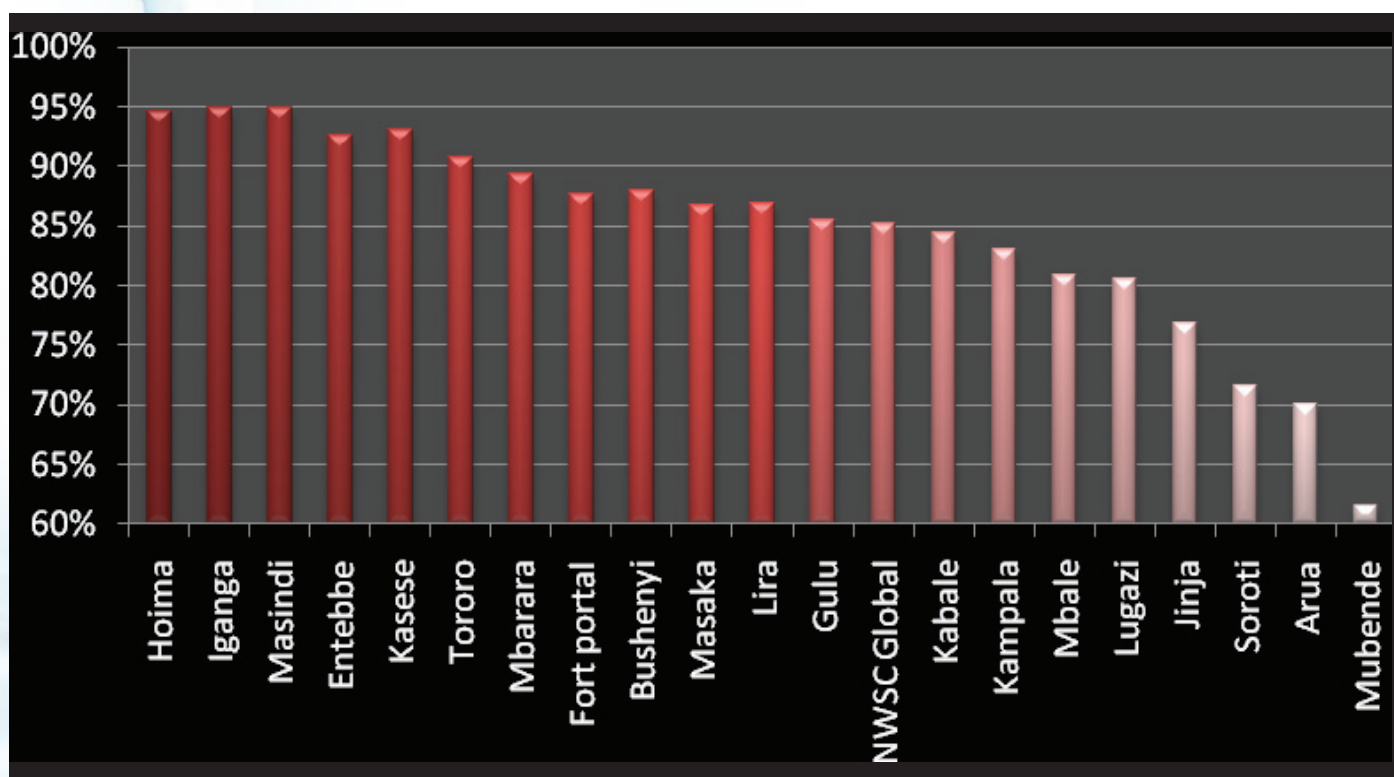


Figure 2: Customer satisfaction indices by Area

Below is some of the general customer feedback recorded on NWSC strengths;

- NWSC's effort towards sending regular phone reminders to customers regarding outstanding bills and service plans was appreciated by our customers. This has allowed customers to effect payments promptly and avoid disconnections.
- Excellent customer care at the branch and Area offices has been the highlight of the customer experience.
- Although only done in exceptional cases, customers facing challenges with bill payments have entered agreements – with NWSC giving them personal payment plans – to allow them enjoy the water services without disconnection. Customers covered in this plan appreciate the Corporation's effort in ensuring everyone enjoys water supply without disconnection.
- NWSC has put in place mechanisms to ensure customers are always updated on service plans, through the media, radio and other channels. The Corporation was commended for this effort.

However, some service gaps keeping customers unsatisfied were noted below

Commercial and Customer Care:

- Customers have maintained the argument that the water tariffs are too high. However, this is not the case. There is dire need to draw a comprehensive customer sensitization plan on water tariffs.
- Customers are facing challenges with payments made through the banks, particularly on the time taken by the banks to effect these payments. This has often resulted into disconnections.
- Customer care depicted by our field staff has at times not met customer expectations.
- The disconnection process is a major problem, with several customers claiming that they are not given enough time, after bill delivery to effect payments.

Technical:

- In some incidences, customers have had to wait for nearly a month to get a new water connection. This has not been taken lightly by some customers who are eager to get running water in their premises.
- Customers residing in water stressed areas have to go several weeks without water, they requested NWSC to design a mechanism of ensuring that all customers receive continued water supply – all the time.
- During rainy seasons, most customers outside Kampala have an issue of poor water quality.
- Low water pressure at home and business premises was a concern for many customers.

It is simply insufficient to carry out the CS surveys. Once feedback is captured, there is need to act and fix the issues our customers have highlighted. The following steps have already been put in place to redress the identified gaps.

Actions – Response to Customer Feedback:

- All Areas have developed action plans (APs) geared towards enhancing customer satisfaction. These APs are already being implemented, and monitoring plans are in place to ensure that CS levels in the Areas are improved.
- Measures are in place to ensure that all staff in NWSC Areas adhere to promptness in responding to customer complaints, bills delivery, and other critical issues affecting CS.
- The corporation is investing in on-going customer service training programs for all staff, but specifically field personnel, who need to improve on their customer care skills.
- In a bid to dispel the perception of high water tariffs, the corporation is carrying out sensitization programmes among its customers on the issues of billing and water tariffs.
- Every so often customers are being rewarded for their loyalty with gifts like calendars, appreciation letters, emails and phone calls.
- A link dedicated to customer satisfaction is being added onto the NWSC website. This is to enable our different stakeholders and online customers to give feedback and propose ways of improving our services. A web-based CS survey will also be developed.

Overall, the results of the November 2010 CS survey depicted that customers attach equal importance to all the service attributes. However, the level of satisfaction is moderate for most of the attributes. CS levels for technical attributes are also generally lower than customer service related attributes, implying that the scope of improvement lies in addressing the technical issues of our service delivery.

Moreover, regardless of how many times customers give their feedback, the most important part of the survey is implementation of the feedback. Once the answers from the different customers are compiled, there is need to look for trends, differences by Area and by attribute, and use the analysis to improve on the CS levels. Presently, this is being operationalized and we hope that CS levels at NWSC, will definitely continue to improve.

NWSC carries out regular customer satisfaction (CS) surveys to measure the level of customer satisfaction, which then determines where and how to improve. Measuring CS helps to promote an increased focus on customer requirements and stimulates improvements in our work practices and processes.



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Tree Planting Initiative in the Entebbe– Nakiwogo Catchment – The IWA East African Young Water Professionals

by Betty Aliba

Background

The Young Water Professionals (YWP) is a forum under the auspices of International Water Association (IWA). According to the IWA structure, every national chapter reports to a governing member. In Uganda, the governing Member is National Water and Sewerage Corporation (NWSC). NWSC has facilitated the establishment of the East African (EA) YWPs, through the encouragement of individual employee initiatives, e.g. presentations during YWP fora. The ideas were presented to NWSC Management and NWSC was supportive.

The YWP in the different regions worldwide have contributed a lot to the Water Sector, it is from such noticeable contributions that the EAYWP are not just about to lag behind. The membership of YWP consists of water professionals below the age of 35. The YWP consists of a pool of expertise ranging from technical, social, economic to legal.

As EA-YWP we are establishing ourselves on a humble background, we do not want to boast about what we have done or can do, but we want together with the water sector and the local communities of EA to address the challenges of the water sector, foster networking, program development and career guidance as our strategic objectives. The Challenges faced by the water sectors in East Africa can't be solved by individual EA Countries but jointly because of the shared features for example Lake Victoria which not only serves EA but also other countries like Egypt. Failing to preserve L. Victoria from the side of Uganda will directly impact Tanzania or Kenya. This explains why the Young Water Professionals in EA need to come together to utilize the synergy effect in addressing the water sector challenges.

Globally, the climatic conditions are changing drastically, this will have adverse effects not only on Ugandans or East Africans but globally, to protect the adverse effects of such changes, we must plant trees.

Why Catchments

Catchment areas protect water bodies from pollution caused by water runoffs. According to research the phosphate load from catchment areas of Lake Victoria range from 62 to 29,363 tons per year (Lake Victoria Report, 2006) and if these areas are left bare without a forest cover or under continuous attack by local communities the water sources are at a risk of being depleted and the soils are at a risk losing stability.

According to a research by Wilberforce Mftindinda 2009 some of these catchment areas have been victims of deforestation by fish smoking local communities. This raises another issue of sensitizing local communities about the relevance of the forest cover, to enable them own the afforestation initiatives.

To address some of the challenges faced by the water sources and the surrounding, the Young Water professionals identified tree planting activity to kick start the journey of water resource and environmental sustainability through protecting catchment areas. Catchment management recognizes the existence of ecosystems and their role in supporting flora and fauna, providing services to human societies and regulating the human environment.

The first lot of 2000 tree planting has been carried out in Entebbe Catchment area in Nakiwogo–Lugonju, these trees will form a natural forest comprising of a mix of different species.

“
**The EA-YWPs
 consist of
 a group of
 mentors above
 the age of 35,
 with an interest
 in water and
 find the IWA-
 YWPs cause a
 worthy one.**
 ”

Why Nakiwogo–Lugonju Entebbe Catchment

According to the Entebbe Municipal Council and community members, this area is in a valley and experiences heavy runoffs from the western part of Entebbe. This runoff goes directly into the surrounding swamp and later drains down to Lake Victoria. This runoff comprises of solid waste too, this exposes the lake to pollution. This area among others has been identified to prevent pollution related to such water runoff and hold stream banks but also on the other hand foster nutrient recycling, carbon dioxide absorption, oxygen generation, freshwater management, land management and other potentially conflicting land uses.

About the Development Partners for this activity

There are several organizations that extended a hand to ensure that this activity was a success and these were: NWSC, GTZ, Ministry of Water and Environment, WBS, Channel 44 and Entebbe Municipal Council as the host. The activity was conducted on Tuesday, 21st December 2010, under the theme: “Save the environment – protect catchment areas”

The Young Water Professionals Group of Mentors

The Young Water Professionals consists of a group of mentors, the mentors group consists of members above the age of 35 but with an interest in water and find the cause of the Young Water Professionals a worthy one. They support the YWPs through a diversity of advice and sharing their success stories too. These too participated in the tree planting activity in Entebbe. They commended the YWP for this initiative. It was revealed that for the environment to be safe, every individual in the Diaspora needs to plant at least nine hundred trees (900). This reflected how much we as Young Water Professionals need to offer to save the future.

The mentors group also advised the YWPs to invest in tree planting in their villages for these trees could be harvested for timber in 15–20 years and can be a great source of wealth and employment for another set of people. The YWP treasures the participation and guidance to their mentors for their experiences provide us with points of improvement and innovations.

Benefits from being a member of the Young Water Professionals

- Opportunity to network and establish contacts worldwide with your own peer
- Opportunity to share success stories
- Opportunity to show case innovations for example through research work
- Career development
- Opportunity to contribute to the water sector development through research

Conclusion

The EA–Young Water Professionals are not only focusing on tree planting in catchment areas but also in areas that will be identified to be vulnerable for example along the hilly or mountainous areas. Our focus is to plant over 3 million tree in 2011. Other than tree planting, EA–YWP have a range of activities to focus on such as career guidance for the young people below 18 or secondary students to encourage them to have an interest in water related fields, addressing gender issues in the water sector, addressing water sector challenges through workshops and conferences and carrying out water related research among others.

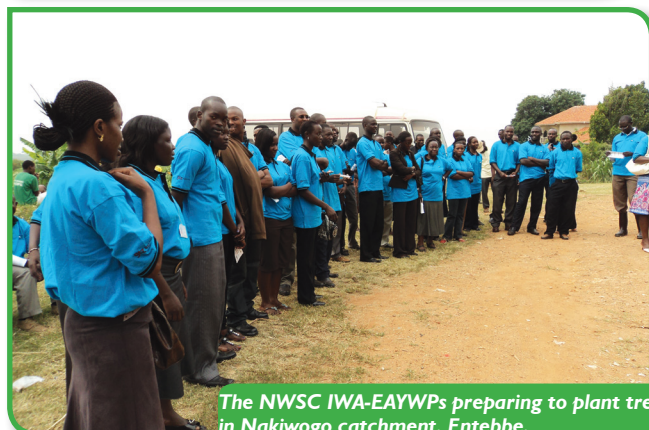
As EA–YWP, we are always delighted to have more members join us, we believe in the synergy effect, we form a stronger think-tank when we are many and committed than when we are few. We therefore encourage all young people below the age of 35 with an interest in water to join.



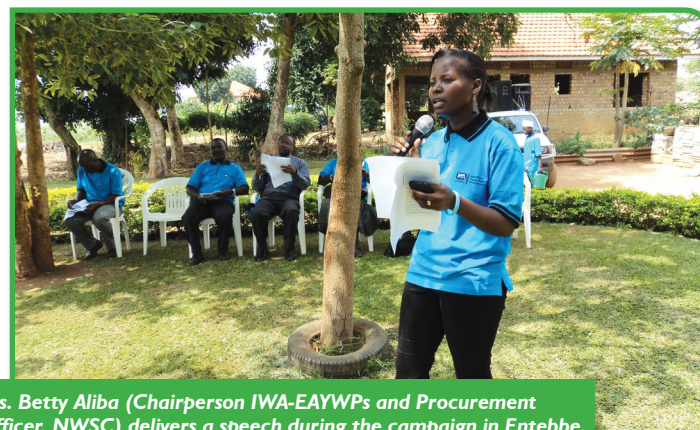
Tree Planting Campaign - by The East Africa Young Water Professionals (EAYWPs) 21st December 2010



Some of the NWSC IWA-EAYWPs watering one of the newly planted trees.



The NWSC IWA-EAYWPs preparing to plant trees in Nakiwogo catchment, Entebbe.



Ms. Betty Aliba (Chairperson IWA-EAYWPs and Procurement Officer, NWSC) delivers a speech during the campaign in Entebbe.



Dr. Eng. Silver Mugisha (CM-IDES, Right) and Eng. Dominic Kavutse (Commissioner - Urban Water and Sewerage Services (UWSSD), left) officiate over the tree planting campaign in Entebbe.



L-R: Dr. Eng. Silver Mugisha (CM-IDES), Eng. Dominic Kavutse (Commissioner - UWSSD) and Ms. Sarah Tibatemwa (IWA Coordinator, African Region) during the function.



Eng. Dominic Kavutse (Commissioner - UWSSD, left) planting a tree during the function.

Areas Performance Score Card, July – September 2010

by Beat Nabacwa and Godfrey Arinaitwe

Area		July Performance				August Performance				September Performance			
		NRW	WR	COM ('000 UShs)	Incentive Earned ('000' UShs)	NRW	WR	COM ('000' UShs)	Incentive Earned ('000' UShs)	NRW	WR	COM ('000' UShs)	Incentive Earned ('000' UShs)
Kampala	Actual	41 %	52 %	2,542,846	55,978	40 %	49 %	3,313,216	176,002	37 %	46 %	2,503,435	159,284
	Target	39 %	55 %	3,039,566	395,832	39 %	55 %	3,039,566	395,832	39 %	55 %	3,039,566	395,832
Jinja	Actual	22 %	35 %	301,640	0	28 %	38 %	314,872	0	19 %	34 %	241,459	0
	Target	18 %	42 %	473,637	46,536	18 %	42 %	473,637	46,536	18 %	42 %	473,637	46,536
Entebbe	Actual	11 %	37 %	444,277	38,401	13 %	41 %	217,338	22,596	14 %	40 %	247,075	19,160
	Target	14 %	48 %	320,965	39,683	14 %	48 %	320,965	39,683	14 %	48 %	320,965	39,683
Mbale	Actual	8 %	53 %	42,366	0	8 %	57 %	127,497	20,608	8 %	51 %	84,421	17,663
	Target	8 %	69 %	94,995	33,486	8 %	69 %	94,995	33,486	8 %	69 %	94,995	33,486
Mbarara	Actual	11 %	49 %	74,523	0	14 %	46 %	156,458	7,551	12 %	53 %	125,444	7,364
	Target	12 %	54 %	237,555	37,761	12 %	54 %	237,555	37,761	12 %	54 %	237,555	37,761
Masaka	Actual	27 %	71 %	21,869	0	35 %	61 %	108,725	10,348	32 %	70 %	25,629	11,352
	Target	18 %	77 %	50,888	16,835	18 %	77 %	50,888	16,835	18 %	77 %	50,888	16,835
Tororo	Actual	11 %	80 %	24,939	5,224	11 %	83 %	19,964	9,589	11 %	98 %	-1,896	5,558
	Target	8 %	86 %	22,117	11,558	8 %	86 %	22,117	11,558	8 %	86 %	22,117	11,558
Soroti	Actual	18 %	65 %	19,307	1,971	14 %	59 %	87,253	10,826	12 %	63 %	19,356	10,137
	Target	14 %	72 %	39,420	12,180	14 %	72 %	39,420	12,180	14 %	72 %	39,420	12,180
Arua	Actual	9 %	91 %	13,036	4,554	7 %	82 %	17,931	7,952	12 %	82 %	-8,448	3,464
	Target	9 %	86 %	18,410	11,373	9 %	86 %	18,410	11,373	9 %	86 %	18,410	11,373

[illegible]

July 2010 Performance

Non-revenue Water (NRW):	The July 2010 performance indicates that eight Areas achieved their NRW targets. These were Entebbe, Mbale, Mbarara, Arua, Kabale, Fortportal, Kasese and Iganga. The rest fell short of their targets.
Working Ratio (WR):	Five Areas were unable to achieve their WR targets. These include: Arua, Gulu, Bushenyi, Masindi and Mubende. The rest achieved their targets.
Cash Operating Margin (COM):	With regard to COM, seven Areas were able to achieve theirs, and these were Entebbe, Tororo, Kabale, Lira, Kasese, Lugazi and Iganga.
Incentives Earned:	Only eight Areas were unable to earn some incentives, during the month of July 2010. These included: Jinja, Mbale, Mbarara, Masaka, Gulu, Bushenyi, Masindi, and Mubende. The rest got incentives, with Kampala earning 55 million shillings.

August 2010 Performance

Non-revenue Water (NRW):	During the month of August 2010, most of the Areas failed to achieve their NRW targets, with the exception of: Entebbe, Mbale, Soroti, Arua, Kabale, Kasese, Lugazi, Mubende and Iganga.
Working Ratio (WR):	Gulu, Lira and Masindi are the Areas that failed to achieve their WR targets during the month of August. The rest achieved their targets.
Cash Operating Margin (COM):	Kampala, Jinja, Entebbe, Soroti, Lira, Kasese, Mubende and Kabale are the Areas that achieved their working ratio targets. The others fell short.
Incentives Earned:	Most Areas managed to receive substantial incentives – during the month of August 2010 – apart from Jinja, Gulu, and Bushenyi.

September 2010 Performance

Non-revenue Water (NRW):	The performance for September 2010 indicates that Jinja, Masaka, Tororo, Arua, Gulu, Bushenyi, Fortportal, Kasese, and Masindi failed to achieve their NRW targets. The other Areas managed to achieve their targets.
Working Ratio (WR):	Only six Areas failed to achieve their WR targets and these were Tororo, Lira, Fortportal, Hoima, Lugazi and Masindi. All the other Areas managed to achieve their targets.
Cash Operating Margin (COM):	All Areas – with the exception of Kabale, Kasese and Iganga – fell short of their COM targets, during this month of September 2010.
Incentives Earned:	Jinja, Gulu and Masindi failed to qualify for any incentives during the month of September 2010. The rest managed to receive substantial incentives.

Overall Performance

Non-revenue Water (NRW):	Hoima and Iganga Areas registered the highest improvement in NRW due to the calibration of bulk meters which were over-registering. Additionally, Masaka declined after calibrating their bulk meters which were under-registering. Mbale, Arua and Gulu commendably maintained NRW values of less than 10 %.
Working Ratio (WR):	Most of the Areas improved their WR – during the quarter – due to increased billing and effective cost controls.
Cash Operating Margin (COM):	Most of the Areas failed to achieve their targets because of the relatively higher targets they set.
Incentives Earned:	Areas progressively earned their incentives, with the exception of Jinja, Gulu and Masindi, which didn't earn due to failure to achieve minimum standards of COM.



by Nicholas Tayebwa

Remember this – a farmer who sows only a few seeds will get a small harvest. But the one who sows generously will get a generous harvest (**2 Corinthians 9:6**).

Have you ever heard the expression, “you reap exactly what you sow”? That’s scriptural. If you always arrive late at work, take long lunches, leave early, pass your workload onto someone else, and spend hours playing on the internet during workday, you are sowing bad seeds. And you are definitely giving GOD very little to work with.

GOD desires to bless His children, but if we show

What Are You Sowing at Work?

a lack of integrity on the job, we tie His hands. You might interject, “But you don’t understand. My company and/or boss treat employees badly. They don’t pay me enough for what I do anyway, so I am going to take advantage of them.” Well, maybe that’s true, but you don’t want to sow bad seeds to get back at your employer or boss. You know why? Because you don’t want to reap that kind of negative harvest.

No matter how badly your employer treats you, give the job your all every day. Do your work unto the Lord. Truly earn your pay check, and give GOD something to work with. Pretty soon, you will enjoy a harvest of blessings from the Lord. May GOD cause you to remember that you always need to do your work unto Him, regardless of the conditions at your work place. Commit your work day over to Him.

May the Lord GOD bless the works of your hands.

*** Excerpts from the pew leaflets of Sunday 16.01.2011
– All Saints Cathedral, Kampala Uganda*

by Martin Kalibbala



1. Approximately 1,385,000 million m³ of water are available on planet earth. 97.5 % of the water is saline – and is found in seas and oceans. A “paltry” 2.5 % is fresh water that can be used by humans, animals and plants. However, about 90 % of this fresh water is not readily

available, because it’s ice-bound in the Antarctic. Only 0.26 % of the water in this world is available for humans and other organisms, i.e. approximately 93,000,000 m³. And 0.014 % of this available water can be used for drinking water production, since most of it is stored in clouds and the ground.

2. Have you ever wondered what the projected global needs for water will be in the next 50 years? Well, the global water consumption is doubling every 20 years, more than

twice the rate of human population growth. According to numerous water research studies, global water usage is expected to triple in the next 50 years. About 50 % of the world’s population lives in 263 international river basins, but 65 % of these basins have no treaties to share trans-boundary waters. Because of this, wars over water are likely to break out, when water becomes more scarce in the near future. The same might be true for ground water aquifers.

Did You Know?

3. The current global population of 6 billion is already using approximately 54 % of all the accessible fresh water – found in rivers, lakes, swamps, aquifers, among others. By 2025, the human share will be 70 %, based on the current population projections. If per capita consumption of water resources continues to rise at its current rate, human kind will use over 90 % of all available fresh water within 25 years.

4. An increase in global population implies increased water consumption, and less availability on a per capita basis. In 1989, there was approximately 9,000 m³ of fresh water per capita, available for human consumption. By 2000, this had dropped to 7,800 m³ per capita, and it's expected to plummet to 5,100 m³ by 2025, when the global population is projected to 8 billion.

5. Even if the global population does not increase, water usage will still

grow. Population increase will only accelerate global water consumption. An important issue to note here is that water is not evenly distributed amongst all global inhabitants. For instance, the Congo and Lake Victoria basins contain an abundant 54 million m³ of water per year, yet Northern Africa suffers from total lack. Water shortages are most likely to occur in developing countries, which have the highest populations. In the developed world, per capita use is much higher than the projected need, while in developing countries, over 1 billion people have no access to clean drinking water.

6. Water scarcity is caused by drought, desertification, desiccation, water stress, among others. Scarcity caused by drought has killed over 24,000 people per year, since the 1970's. Over 40 % of the global population experiences water shortages that threaten their agriculture, industry, plus health. Today, approximately 1

billion people do not have access to clean drinking water, and by 2025, at least 3 billion in 90 different countries are expected to face severe water stress. The main problem causing this is not water shortage, but rather the wasteful and unsustainable use of the available water supplies.

7. When water is desalinated – through reverse osmosis treatment – the total costs of desalinated sea water vary between USD \$ 0.5–0.8 per m³. This makes desalinated water a more expensive resource than fresh water for many countries, but this does not make it an unnecessary resource. However, the above-mentioned costs do not include distribution towards service points, i.e. houses, factories, etc. The treatment costs are expected to plummet in the next 20–50 years, as membranes become cheaper and more efficient. Additionally, the costs involved are mostly energy related, so energy usage should be taken into account.

WHAT DO YOU THINK?

To comment on this article, please email up to 500 words to the editor at watereditorial@nwsc.co.ug or martin.kalibbala@nwsc.co.ug. A selection of significant comments received will be published in the next issue of the magazine. The Water Herald relies entirely on contributions sent in by NWSC staff, customers, guest writers and other stakeholders. Articles should be 1000 – 2500 words long, with adequate illustrations and references. Please contact the editor for further information.





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